CITY OF BALLARAT

Sustaining growth. Strengthening communities.

Municipal Emergency Management Plan
2016 – 2019

City of Ballarat
Municipal Emergency Management
The Phoenix Building
25 Armstrong Street South
BALLARAT   VIC   3353
Phone: (03) 5320 5500

Forward

The economic and social effects of emergencies, including loss of life, destruction of property and dislocation of communities, are inevitable.

Coping with hazards is our reason and focus for planning. Hazards exist within all communities, whether they are recognised or not. Experience shows, however, that good planning for the use of resources in preventative (risk management) activities, in the response to emergencies and towards the recovery of affected communities and environments, can significantly lessen the harmful effects of those emergencies.

The City of Ballarat's Municipal Emergency Management Plan (**MEMPlan**) has been produced pursuant to Section 20(1) of the Emergency Management Act 1986. This Plan addresses the prevention of, response to and recovery from, emergencies within the City of Ballarat. It is the result of the cooperative efforts of the Municipal Emergency Management Planning Committee (**MEMPC**) and recognises the previous planning activities of the municipal area.

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Amendment Record

Date of Amendment/Person Requesting Amendment No.	Description	Page numbers amended
01- 01/09/2010	Full Version	
7 September 2010 – ▓▓ ▓▓ (Email 6 September)	Contact List: • Golden Plains MERO ▓▓▓▓▓▓▓▓▓▓▓▓; • Change Fire Services to CFA; and • Include all City of Ballarat after hours on-call numbers.	• Part Seven, Page 5 • Part Seven, Page 3 • Part Seven, Page 2-3
7 September 2010 – ▓▓ ▓▓ (Email 3 September)	Contact List: • Red Cross, update restructures.	• Part Seven, Page 8
7 September 2010 – (email from ▓▓▓▓▓▓, cfa)	Distribution List: • Change CFA from Region 15 to District 15; and • Grampians Region Office/District 15 Headquarters (in address line).	• Part Two, Page 2
10 November 2010	Distribution List: • Add mailing address for DSE, ▓▓▓▓, as follows - ▓▓▓▓▓▓▓▓ Sebastopol 3356	
17 November 2010	Committee List: Include ▓▓▓▓▓▓ as MFPO and change ▓▓ ▓▓ s phone numbers.	Part One, Page 9
17 November 2010	Multiple contact list updates.	Part Seven, Appendix 11
17 November 2010	Date change in table, page 5 Heading change to 'Vulnerable', page 6.	Part Two, Pages 5-6
17 November 2010	Influ Pan. Plan from in draft to approved	Part Seven, Appendix 6
8 December 2010	Delete ▓▓▓▓, CHW, MEMPC member and add ▓▓▓▓▓▓ as her replacement.	Part One Parts7 - 11
8 December 2010	Change address details for Salvation Army, as per instructions from ▓▓▓▓ to: ▓▓▓▓▓▓, Ballarat 3350, (03) ▓▓▓▓.	
20 December 2010	Change of CFA District 15 Duty Officer number to (03) ▓▓▓▓.	Part Seven, Appendix 11, Page 3.
13 April 2011	Remove ▓▓▓▓ from Distribution List; VC to advise replacement.	Part One, Distribution List Contact List
13 April 2011	Remove ▓▓▓▓ from Distribution list, CFA, add Mr. ▓▓▓▓ Operations Manager District 15 Email: ▓▓▓▓@cfa.vic.gov.au Phone: (03) ▓▓▓▓ Mobile: ▓▓▓▓	Part One Distribution List Contact List
13 April 2011	Remove ▓▓▓▓ (03) ▓▓▓▓, (03) ▓▓▓▓ ah, replace with ▓▓▓▓.	Part One, Distribution List Contact List
13 April 2011	Remove ▓▓▓▓ from Bus Routes – City and replace with ▓▓▓▓.	Contact List
13 April 2011	Include mailing address for ▓▓▓▓, BCH.	Distribution List

Date of Amendment/Person Requesting Amendment No.	Description	Page numbers amended
8 June 2011	Appendix 11: • Regional Duty Officer Grampians, delete a/h number replace with (03) ███████; • Change of Name from Department of Education to Department of Education and Early Childhood Development; • Add to ████████ – Deputy ERP Officer; • Add mobile ph for ████████ ████████; • Delete ████████; • Delete ██████ as MERO, add ████████ (also change contact ph details); • Lifeline, delete ████████, replace with ████ ████; and • Add ████████ (Chair of the Municipal Fire Management Planning Committee) (03) ████ ████████.	Page 1 Page 4 Page 4 Pages 3 and 7 Page 2 Page 6 Page 7
February 2012	Frequency of meetings.	Part One, Page 14
May 2012	Inclusion of designated MERO, Deputy MERO, MRM and Deputy MRM positions.	Part Three, Pages 8 - 9
May 2012	Removal of Recovery Duty Officers, change the Planning Structure Diagram, Management Functional Structure diagram.	Part Three, Pages 6, 10 and 11
October 2012	Version Format restructure	Entire Plan
October 2013	Update Contact List	Part 7-11
October 2013	Update Distribution List	Part 7-10
October 2013	Update MEMPCommittee listing	Part 1
11 November 2013	MEMP Index page v1 of v11 State Emergency Warning Signal – change to standard	
	Update title from Vulnerability to Vulnerable	Part 1, Index Part 2
	Update DSE & DPI to DEPI	Throughout the document
	Remove reference AS/NZS 4360:2004 and replace ISO 31000	Part 1, Section 1.6.5 Part 2, Section 2.1
	Remove reference ████████	Part 2, Section 2.1
	Update word Centre to Central	Part 2, 2.7.1
	Remove mention of sub-plans as part of Part 7	Part 3, Section 3.3
	Include appendix 13, list of agencies and vulnerable people	Part 7
	Remove table listing for Control & Support agencies and put refer to EMMV	Part 5, Section 4.1.3
	Remove wording high risk	Part 4, Section 4.3.3
	Reference Part 7, Appendix 14 guidelines for Emergency Response/Recovery Resource Procurement and Financial Arrangements	Part 4, Section 4.5.3

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Date of Amendment/Person Requesting Amendment No.	Description	Page numbers amended
	Delete wording "A copy of the DHS transition document can be found in the Appendices"	Part 4, Section 4.5.7
	Remove reference to billing address	Part 4, Section 4.7.1
	Remove reference to Support Plans in Part 8, Appendix 6.	Part 5, Section 5.6.4
	Remove Contact details "listed as in Part 8 and update to Part 7, Appendix 11	Part 6, Section 6.3.4
	Update wording EMMAV to EMMV	Part 6, Section 6.4
	Remove wording (EHO)	Part 6, Section 6.5
	Update wording Rapid to Initial and acronym from RIA to IIA	Part 6, Section 6.6
	Update heading Impact and Needs Assessment to Post Impact Assessment	Part 6, Section 6.6
	Update to reflect recent events.	Part 2, Section 2.11
	Update wording from State to Standard	Part 4, Section 4.6.4 Part 4, Section 4.7.2
	Update naming of the next plan to 2014 to 2016	All plan
	Authority to issue SEWS is now the Incident Controller	Part 4, Section 4.7.2
	Insert diagram Incident Strategy and update wording for Command	Part 4, section 4.1.1
	Insert National Recovery Management Principals	Part 5, Section 5.2
	Insert Recovery Management Objectives	Part 5, Section 5.3
	Insert Dimensions of Recovery Planning	Part 5, Section 5.6
	Insert update Recovery Management Structure	Part 5, Section 5.7
	Insert Community Recovery Committee	Part 5, Section 5.7.10
	Insert Recovery trigger points	Part 5, Section 5.9.10
	Update Post Impact Assessment	Part 5, Section 5.10
9 July 2014	Update City of Ballarat Logo	Throughout the document
2016	Inclusion of the Emergency Management Act 2013 Update DEPI to DELWP & DEDJTR accordingly Update changes made through the new ACT and the updates to the EMMV Various updates to contact & distribution lists DHS amended to DHHS Department of Education to Education & Training	Throughout the document

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Municipal Emergency Management Plan 2016-2019

Part One:

Introductory Information

CITY OF BALLARAT

Municipal Emergency Management Planning Committee

The Municipal Emergency Management Planning Committee (**MEMPC**) will vary from time to time depending on need, but the following are regular members of the MEMPC.

Contact details for MEMPC can be found in Part 7 – Appendix 11: Contact Directory.

City of Ballarat
MEMPC Chair, Municipal Emergency Manager (MEM)
Municipal Emergency Resource Officer & Deputies (MERO)
Municipal Recovery Manager & Deputies (MRM)
Municipal Fire Prevention Officer (MFPO)
Councillor
City of Ballarat Airport Manager (Deputy MERO)
Manager Environmental Health (EHO)

Agencies	
Australian Red Cross Victoria	Field Emergency Medical Officer
Department of Health and Human Services	CFA Operations Manager, Region 15
Department of Education and Training	CFA Operations Officer
Ballarat Health Services	Victoria State Emergency Service (VicSES) - Regional
Central Highlands Water	VicSES Representative
Communications Sub-Plan (WICEN)	Municipal Emergency Response Coordinator (MERC) (VicPol)
Department of Environment , Land, Water & Planning (DELWP)	Deputy MERC (VicPol)
Department of Economic Development, Jobs, Transport & Resources (DEDJTR)	Ambulance Victoria
	VicRoads

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Municipal Endorsement

This plan has been produced by and with the authority of the City of Ballarat pursuant to Section 20(1) of the Emergency Management Act 1986.

The City of Ballarat understands and accepts its roles and responsibilities as described in Part 4 of the Emergency Management Act 1986.

This plan is a result of the cooperative efforts of the planning committee after consultation with those agencies and organisations identified therein.

We the undersigned representatives of the City of Ballarat have read and adopted the attached Municipal Emergency Management Plan.

This plan was endorsed through a formal motion by the Municipal Emergency Management Planning Committee for which the Chair of the committee will sign on behalf of all members of the committee.

Signed: _____   Date: _____

Name: _____

Mayor **– City of Ballarat**

Signed: _____   Date: _____

Name: _____

Chief Executive Officer **– City of Ballarat**

Signed: _____   Date: _____

Name: _____

Chair Municipal Emergency Management Planning Committee **– City of Ballarat**

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Audit Report

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Part One – Introductory Information

1.1 Mission

The aim of the Municipal Emergency Management Plan (**MEMPlan**) is to establish and maintain a community with a high degree of resilience and the ability to cope with emergencies that are likely to impact on the City of Ballarat. This will be achieved by risk minimisation, by creating an informed and pro-active community, and the establishment of processes and arrangements to ensure the appropriate and efficient response to, and recovery from, emergencies.

1.2 Goals

- Gain a better understanding of the community and the environment;
- Reduce risks in the municipal district;
- Improve community resilience and self-reliance;
- Achieve more productive partnerships between community safety stakeholders;
- Achieve better integration of various community safety and wellbeing programs;
- Alleviate the consequences of emergency events on the community; and
- Contribute to the management of emergency events.

1.3 Objectives

- Prepare and maintain a Municipal Emergency Management Plan;
- Identify, treat and evaluate potential risks that do and/or could impact on the Ballarat community;
- Implement measures to prevent or reduce the likelihood or consequences of those emergencies;
- Manage arrangements for the utilisation and implementation of municipal resources (being resources owned by or under the direct control of the municipal council) and other resources available for use in prevention, preparedness, response and recovery to emergencies;
- Develop and administer programs that reduce the community's vulnerability and increase its capacity for resilience and self-reliance;
- Manage support services that may be provided to, or from, adjoining municipalities;
- Assist the affected community to recover following an emergency; and
- Complement other Local, Regional and State planning arrangements.

1.4 Strategies

- Undertake the Municipal Emergency Management Planning process;
- Appoint a MEMPC, develop a MEMPlan and appoint a Municipal Emergency Resources Officer (**MERO**), as specified under the Emergency Management Act 1986. The City also appoints a Municipal Emergency Manager (**MEM**) and a Municipal Recovery Manager (**MRM**);
- A Municipal Fire Prevention Officer (**MFPO**) is also appointed under the Country Fire Authority Act 1958;

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- Undertake a Community Emergency Risk Management (**CERA**) assessment on a 3-year cycle or as new risks come to light;

- Identify centres/areas suitable for Municipal Emergency Coordination Centres (**MECC**), Emergency Relief Centres and Recovery Centres (**ERC**);

- Develop initiatives for including the community in the process;

- Support prevention and public awareness programs within the municipality; and

- Prepare risk-specific sub-plans when required.

1.5 Purpose of the MEMPlan

The purpose of this Plan is to bring together in an integrated organisational network, the resources of the many agencies and individuals, who can take appropriate and timely action to prevent or mitigate, respond to and recover from emergencies. It accepts that emergencies touch people's lives in different ways and recognises that there is not and cannot be a single organisation that is solely and totally responsible for dealing with all aspects of emergencies.

1.6 Maintenance of the MEMPlan

1.6.1 Authority

The MEMPlan is developed by the City of Ballarat MEMPC, which is formed under the authority of the City of Ballarat pursuant to the requirements of Part Four, Section 21 of the Emergency Management Act 1986.

The MEMPlan is administered by the MEM. Please address all enquiries to:

emadmin@ballarat.vic.gov.au

or

Municipal Emergency Manager
City of Ballarat
PO Box 655
Ballarat VIC 3353

1.6.2 Audit

The City of Ballarat, pursuant to Section 21A of the Emergency Management Act 1986, will submit the MEMPlan to the Victoria State Emergency Service for audit. The purpose of the audit is to ensure the development of high quality MEMPlans.

Council will respond to all requests resulting from the audit as required.

This MEMPlan will be subject to audit every three (3) years.

1.6.3 Plan Review

The overall MEMPlan will be reviewed annually or after an emergency where the MEMPlan has been utilised. Organisations and departments delegated with responsibilities in this MEMPlan are required to notify the MEM of any changes.

Council will check all contact numbers and names contained within the various Parts of the MEMPlan biannually. The MERO and the MEM will ensure that these biannual checks/updates are completed.

A major review will be undertaken by a Working Group made up of members of the MEMPC prior to the regulated audit of the MEMPlan (every three years). A major CERA review will coincide with the major MEMPlan Review. This process is

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instrumental in identifying emergency risks that do and could impact on the City of Ballarat.

It is the responsibility of the MEM to ensure that all facets of the MEMPlan, including terminology, are updated on a regular basis. Minutes of meetings will be taken and kept on record.

Any amendments will be produced and distributed by the City of Ballarat as required, and agencies, as identified on the distribution list, are required to acknowledge receipt of the amendments. A complete redistribution of the MEMPlan will be at the conclusion of the major review and copies (in hard copy, electronic or on USB) will be forwarded to those organisations/persons listed in the distribution list. Refer to Appendix 10 in "Part Seven: Appendices" of the MEMPlan.

1.6.4 Testing

The emergency management arrangements listed in the Emergency Management Manual Victoria (**EMMV**) require MEMPlans to be exercised at least annually. Exercises are to test the arrangements set out in the MEMPlan. The City of Ballarat, in partnership with the MEMPC, plans and implements the annual testing exercise. Each exercise tests the MEMPlans capacity in a range of emergency situations specific to the City of Ballarat. This is included as a regular agenda item at the MEMPC's meetings and is minuted accordingly. Any procedural anomalies or shortfalls encountered during these exercises, or ensuing operations, are addressed and rectified at the earliest opportunity.

1.6.5 Threats

A CERA process using the generic guidelines of the Risk Management Standards AS/NZS ISO 31000 and ASNZ31000:2009 has been undertaken to identify perceived threats to the municipality by the MEMPC. This process is not intended to exclude any form of emergency and, to this end this document has adopted a flexible "all hazards approach." A summary of the CERA and its findings is located in the Risk Management Information section of the MEMPlan.

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Part Two:

Emergency Risk Management

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Part Two: Emergency Risk Management

2. Introduction

The City of Ballarat recognises it has a key role in prevention and mitigation activities to reduce the risk or minimise the effects of emergencies that may occur in the area. Council's enforcement and ongoing review of existing policies in land use, building codes and regulations, and urban planning, along with the efforts of the various agencies responsible for prevention activities throughout the community, combine to ensure that all possible measures are in place to reduce the likelihood of emergencies. The Municipal Emergency Management Planning Committee (**MEMPC**) also plays a role in prevention by identifying potential hazard areas.

2.1 Municipal Community Emergency Risk Assessment Process

To complement the emergency management process and as a means of minimising or eliminating risks within the municipality, the MEMP Committee completed an initial assessment and subsequent reviews to identify existing and potential risks. The Committee has conducted a Community Emergency Risk Management (**CERA**) study of all perceived risks to the municipality. The process adopted a flexible ALL HAZARDS APPROACH which is supported by the MEMP Committee.

During the review of this Plan, a community risk management process was conducted (based on the ISO 31000 Risk Management Standards), which was facilitated by the Victoria State Emergency Service (**VicSES**). It addressed context, community profile and vulnerable elements, as well as risk identification, analysis and rating, and resulted in a range of suggested treatment options for each risk.

Organisations that have been involved in this process include:

ORGANISATION	
City of Ballarat – Municipal Emergency Manager	City of Ballarat – Environmental Health Officer
City of Ballarat – Municipal Emergency Resource Officer (MERO)	Victoria Police (VicPol) – Municipal Emergency Response Coordinator (MERC)
VicSES Regional Officer	Department of Health & Human Services
City Of Ballarat – Municipal Fire Prevention Officer	Department of Economic Development, Jobs, Transport & Resources (DEDJTR)
Ballarat Health Services	Ambulance Victoria
Country Fire Authority (CFA)	Red Cross

2.2 Emergency Risk Assessment

Risks that rated high or extreme are listed in the following table in no particular order:

Bushfire – Large Regional	Fire - Residential
Storm	Transport Incident – Aircraft
Fire – Industrial	Extreme Temperatures - Heatwave
Flood - Moderate	

A copy of the CERA Dashboard detailing these risks is contained in Part 7 - Appendix 2 of this Plan.

2.3 City of Ballarat Profile

The municipal district of the City of Ballarat is part of an area of land under the traditional custodianship of the Wathaurong people. It comprises of the Ballarat urban area, which is one of Australia's largest inland cities and the third largest city in

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Victoria, and the townships of Learmonth, Buninyong, Miners Rest and Cardigan Village. In all, the City of Ballarat covers an area of 740 square kilometres and has an estimated resident population of 101,578 at June 2015.

The City is located in western Victoria and is surrounded by the local government areas of Hepburn, Pyrenees, Golden Plains and Moorabool. Strategically located in the Central Highlands Region of Victoria, Ballarat is approximately 110km north-west of Melbourne, the State capital. Travel time between Ballarat and Melbourne is around 75 minutes, and less to Tullamarine International Airport.

2.4 Community Profiling and Forecasting

The 2011 Census showed the population for the Ballarat local government area to be 93,501; 48% of the population are males and 52% are females. By 2020, the population is expected to increase to 112,024 persons.

In 2010, population distribution for the urban and rural areas of Ballarat was as follows:

Township	Population	Average household size
Alfredton	7204	2.78
Ballarat Central / Bakery Hill / Lake Wendouree (South) / Newington	9604	2.25
Ballarat East / Eureka / Warrenheip	5223	2.27
Ballarat North / Invermay Park	5801	2.41
Buninyong / Rural South	4074	2.41
Delacombe	5352	2.70
Golden Point / Mt Pleasant / Canadian	7498	2.43
Lake Wendouree (North) / Lake Gardens	2127	2.41
Miners Rest / Mitchell Park	3709	2.37
Mount Clear / Mount Helen	5715	2.60
Rural East	1925	2.91
Rural West	2932	2.68
Sebastopol / Redan	12412	2.19
Soldiers Hill / Black Hill / Nerrina (South) / Brown Hill (West)	8954	2.30
Wendouree	10658	2.22

(Source: ABS 2011 Census)

The City of Ballarat population by age cohorts is as follows:

Age group	Estimated 2015[#]	Percentage	Estimated 2025[#]	Percentage
0-4	6746	6.6	7877	6.5
5-9	6856	6.7	8126	6.7
10-14	6397	6.2	8001	6.6
15-19	7347	7.2	8654	7.1
20-24	7697	7.5	8307	6.8
25-29	7153	7.0	7731	6.3
30-34	6473	6.3	7662	6.3
35-39	6398	6.2	7932	6.5
40-44	6701	6.5	7949	6.5
45-49	6422	6.3	7766	6.4
50-54	6466	6.3	7503	6.2

55-59	6124	6.0	6932	5.7
60-64	5563	5.4	6612	5.4
65-69	5007	4.9	6030	4.9
70-74	3827	3.7	5249	4.3
75-79	2968	2.9	4316	3.5
80-84	2210	2.2	2892	2.4
85 and over	2135	2.1	2401	2.0

Sources: #id Forecast

2.5 Cultural Diversity

2.5.1 Language

91.7% of the population speaks English only and 4.1% speak a language other than English, compared with 90.4% and 5.3% respectively for Regional Victoria.

The primary language spoken at home other than English, in the City of Ballarat was Mandarin, with 0.4% of the population, or 366 people using this language.

Other languages spoken at home included Italian (0.3%), Arabic (0.2%), Greek (0.2%), German (0.2%), Cantonese (0.2%) and Dutch (0.2%).

2.5.2 Religions

The top religions in the City of Ballarat, as identified by the 2011 Census were:
Catholic (27.4%)   Anglican (14.1%)
Uniting Church (9.3%)   Presbyterian and Reformed Church (3.7%)
In the 2011 Census, 26.7% of people in Ballarat said they had "no religion".

2.6 Vulnerable Communities

Vulnerable persons within the City of Ballarat are identified as:

- Older age persons, especially people over 65 years of age who are frail, as well as those living on their own who are socially isolated or in a care home;

- Infants, babies and young children (especially 0-1 year olds, but vulnerability exists until at least four years of age);

- People with pre-existing medical conditions, particularly cardiovascular, respiratory or renal disease;

- Socially-isolated members of the community;

- Community members who live in houses of poor design;

- People of low socio-economic status;

- People who are taking certain types of medications;

- Cultural and indigenous communities; and

- Tourists – day visitors, as well as overnight and overseas visitors.

2.7 Topography and Geology

The Municipality's topography and natural environment is rich and varied, and feature rolling hills, granite outcrops, heavily forested areas and numerous water bodies. The urban settlement patterns offer a diversity of living environments, including small villages and country towns, as well as the main cityscape of central Ballarat, which includes heritage architecture of national significance and international interest.

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The City of Ballarat lies within a gently undulating section of the midland plains, which stretches from Creswick in the north to Rokewood in the south; and from Lal Lal in the south-east to Pittong in the west. These plains are a mix of alluvial sediments and volcanic soils, much of which is suitable for agriculture.

The region has a variety of landscape types, namely:

- North-south ranges - This landscape is of Ordovician origin (448-443 mya) and features relatively poor and stony soils. It encompasses major blocks of public land, nearly all uncleared private land and most indigenous roadside vegetation.

- Basalt plains - This generally flat to undulating landscape is dominated by volcanic cones and comprises high quality agricultural land. Most native vegetation has been cleared. Significant features include Lakes Burrumbeet and Learmonth, and Cockpit Lagoon.

- Undulating volcanic - Significant features include Mount Buninyong and Mount Warrenheip, the Bungal (Lal Lal) and Moorabool Dams, and Lal Lal Falls in adjoining Moorabool Shire. This landscape is characterised by high to very high quality agricultural land and, consequently, it has been extensively cleared. The remaining indigenous vegetation forms valuable corridors between more substantially forested areas.

- Granite outcrops - Granitic Mount Beckworth (just over the border in Hepburn Shire) and Mount Bolton, are remnants of a land surface older than the lava flows and protrude through the plains as prominent vegetated landscape features, contrasting with the denuded landscape around them.

2.7.1 Waterways

The City of Ballarat is also situated within the upper-reaches of three major river basins. These are known as the Barwon, Hopkins and Loddon River catchments, which are managed by the Corangamite, Glenelg Hopkins and North Central Catchment Management Authorities respectively. These water courses flow into the ocean at Barwon Heads, Warrnambool and Goolwa in South Australia (via the Murray River) respectively.

There are a number of reservoirs within the municipality, the largest being the White Swan Reservoir to the north-east of the City.

Three major lakes lie within the City's municipal boundary. Lake Burrumbeet and Lake Learmonth are located in rural areas, while Lake Wendouree, in urban Ballarat is a major local tourist attraction.

2.8 Infrastructure

2.8.1 Transport Infrastructure and Roads

Ballarat is in an important strategic position at the centre of some of Victoria's most important freight, tourist and commuter transport routes. The four main highways radiating from Ballarat - the Western, Midland, Glenelg and Sunraysia Highways - connect the city to major industrial centres such as Melbourne, Adelaide, Geelong and Portland; regional centres such as Bendigo and Mildura; and the Mallee and Wimmera agricultural areas.

Ballarat has a well-developed transport network with a hierarchy of roads providing for the local, intra- and inter-state movement of people and freight. As Ballarat grows, this road hierarchy will need to expand and adapt so as to fully service new urban areas and ensure that existing roads can accommodate the anticipated increase in traffic movements. Ballarat has a public transport network connecting all residential areas of the city through the Central Business District.

Like the road hierarchy, the public transport network will need to expand and adapt to meet the changing needs of the increasing Ballarat population.

Transport improvements are fuelling increased levels of population growth in areas between Melbourne and Ballarat. The Ballarat population is expected to grow by over 12,000 people by 2020.

2.8.2 Rail and Bus Transport Network

As Ballarat is a central inland city, it provides a regional hub for the State's bus and rail transport network. Melbourne International Airport and the ports of Melbourne and Geelong are also each within one and a half hour's travel time.

2.8.3 Aerodrome

The Ballarat Aerodrome is located on the north-western fringe of Ballarat, approximately 7kms from the Central Business District and it is conveniently located close to the Western Freeway.

The surrounding area is predominantly vacant land except for a residential development to the north-east of the Aerodrome. The predominant land use on abutting developments is industrial to the east (Wendouree Industrial Estate) and to the south (Ring Road precinct), with rural residential development to the west.

2.9 Industries

Ballarat has traditionally prospered on mineral and agricultural-based resources; however, this has changed over the years to the point where manufacturing, tourism, health and community services, education and retailing are now the key industries in the city. These industries, along with the banking and finance sector, and government services, are strengthening Ballarat's role as a regional service provider.

Victoria is experiencing strong growth in the information and communication technologies industry. While Melbourne is becoming the centre for managerial functions in the industry, data processing services and some research and development facilities are dispersing to regional centres such as Ballarat. Partnerships developed with the Ballarat Technology Park and Federation University are helping Ballarat develop into a knowledge-based city.

The information technology sector is emerging as a significant industry within the region. The municipality hosts a modern communications network that provides easy data exchange worldwide. Strategic partnerships with the locally growing information technology sector and tertiary institutions are adding to Ballarat's increasing importance as a knowledge centre within Victoria. Ballarat is also developing as a technology hub through which the percentage of Ballarat homes that are online and the number of business transactions undertaken by e-commerce will increase.

The municipality incorporates land which is part of a broader high-quality farming area. The agricultural sector contributes $94M to the economy of the City of Ballarat according to the Economic Program 2015-2018. Ballarat is also home to almost 200 manufacturing businesses, which produce a wide range of products for local and international markets.

Ballarat is one of Victoria's premier tourist destinations, attracting visitors for our gold and architectural heritage, parks and gardens, art and cultural activities and as a gateway to Western Victoria. Approximately 1.8 million domestic day trip visitors come to Ballarat each year, contributing $139 million to the local economy. Of the 1.1 million overseas visitors that come to Victoria annually at least 13% visit Ballarat. Overall, 4.8 million day trippers and 2.2 million overnight visitors toured the Goldfields region (of which Ballarat is a part) in 2000.

Ballarat is a major regional retail centre, with approximately 186,000m of retail floor space. This figure is expected to increase to 232,930m by 2021.

Ballarat is well known for its schools and hospitals which service a wide area. Its recreation facilities are also an important community asset. Ballarat businesses offer a broad range of products which cater to the needs of both urban and rural communities. It has a diverse range of community groups, service clubs, sporting clubs and arts-based societies and groups, which cater for the full spectrum of activities and interests. Major events such as the Begonia Festival, the Royal South Street Eisteddfod and sporting events involve both local people and participants from the wider region.

Natural resource management is a key issue for the municipality, as the economic and social wellbeing of the region is dependent on the sustainable management of natural resources. This is particularly important given the location of the municipality within a region that is highly dependent on natural resources for economic and social wellbeing.

2.10 Climate

Ballarat has a temperate climate with four seasons. Because of its elevation at 450m above sea level, mean monthly temperatures tend to be, on average, 2-3 degrees below those for Melbourne. The mean daily maximum temperature for January is 25.1°C, while for July it is 10.1°C. The mean annual maximum temperature is 17.4°C and the mean annual minimum temperature is 7.1°C. The City has a mean annual rainfall of 691.6mm, with the wettest months being May (63.9mm), June (62.7mm), July (66.4mm), August (74.3mm), September (71.0mm) and October (66.2mm) (BoM website: http://www.bom.gov.au/climate/averages/tables/cw_089002.shtml as at November 2015).

2.11 History of Emergencies

2.11.1 Extreme Weather Events

Extreme weather events in the past have included:

- January 2013 - Wind storm impacts on properties within Ballarat North and Ballarat East with a number of properties damaged;

- November 2012 – Major wind storm causing significant damage to property, infrastructure and the natural environment. Impacted areas - Cardigan Village, Bunkers Hill, Delacombe, Sebastopol, Mt Clear, Mt Helen and Buninyong;

- June 2010 – Major wind storm with significant impact to the suburbs of Delacombe and Sebastopol, damaging 69 homes;

- The city recorded its hottest day on record, when the temperature reached 44.1°C (111.4°F) on the 7th of February 2009 during the 2009 heat wave affecting south-eastern Australia. This temperature exceeded the previous record by 2.1 °C;

- In 2008, a red dust storm shrouded the city in dust and reduced visibility to just 20m. The storm was blamed for at least one three-car pile-up. The Bureau of Meteorology said it was the worst dust storm since the day of the horrific Ash Wednesday bushfires in February 1983;

- Between 2000 and 2010 - a prolonged drought caused Lake Wendouree to dry up completely in 2006, not reaching full capacity again until 2011, during this time 3 fires occurred on the dry lake bed;

- In 1989, a hail storm hit Ballarat causing $24 million in damages; and

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- Between 1905 and 1907, Ballarat experienced a series of winter storms which blanketed the city with snow.

2.11.2 Fire

Past fire events have included:

- February 2016 – 1203 Ha were burnt in a bushfire in the Mt Bolton area. One home was destroyed along with approximately 15 other buildings including sheds.

- December 2015 – A fire in the Scotsburn area burnt 4570 ha across the City of Ballarat & Moorabool Shire. In the City of Ballarat 3 homes were destroyed and 2 were damaged. Approximately 16 sheds were destroyed along with many km's of fencing;

- December 2009 – a 32 ha fire burnt through the pine plantation at Mt Clear, resulting in one resident losing his primary residence (a caravan); and

- 1997 and 2000 - Ballarat experienced bush and grass fires.

2.11.3 Flood

Flood events have included:

- February 2012 – Flash flooding in Alfredton, Delacombe, Wendouree and across the urban sector of the Municipality;

- September 2011 – Flash flooding in the CBD near the Town Hall;

- February 2011 – Riverine and Flash Floods in Miners Rest, Delacombe, Alfredton, Burrumbeet, Learmonth and across the urban sector of the Municipality;

- January 2011 – Riverine and Flash Floods in Miners Rest, Delacombe, Alfredton, Burrumbeet, Learmonth and across the urban sector of the Municipality. Landslips and flooding in the Mount Bolton area in the north of the municipality;

- September 2010 - Flash Floods in the Burrumbeet Creek Catchment, specifically in the Miners Rest Area as well as the Winter Creek Catchment, specifically in the vicinity of the Bonshaw Creek, Delacombe;

- 1991 Flooding impacted on Melbourne and Ballarat injuring 5 people affecting 20,000 people with 200 being homeless. The flood and storm water damaged occurred to homes and businesses in Ballarat and Melbourne. At the time this was the largest recent flood event for the Gnarr Creek system of Ballarat with the Lydiard St district being the most severely impacted;

- Flash flooding such as that which occurred in 1988, 1989 and 1991 caused significant inundation of the Central Business District;

- 1933 Yarrowee River flooded causing extensive flooding in Ballarat East; and

- 1869 a serious flood of the Yarrowee River put most of the lower section of the city including Bridge and Grenville Streets underwater.

2.11.4 Mines

Mine incidents in the City have included:

- December 2008 – a mine worker was killed in an accident at the Ballarat Goldmine. Council arranged counselling for mine workers;

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- November 2007 – a shaft collapsed, trapping 27 miners underground at the Ballarat Goldmine. All were rescued without incident later that morning; and

- 2007 – a disused mine shaft collapsed in on itself leaving a big hole in the backyard of a residence in Ballarat East.

2.11.5 Other

Other incidents affecting the municipality have included:

In 1998, the Longford Gas Plant accident led to a gas supply crisis in Victoria. The disaster severely disrupted Victoria's domestic, commercial and industrial gas supplies for a fortnight. This was the second time Victorians had been impacted by gas shortages. Gas supplies had been disrupted in June of the same year when an ice plug disrupted normal services at the Longford plant.

2.12 Major Events

The City of Ballarat holds numerous major events and markets throughout the year which attract large numbers of locals and tourists. One of the important roles that Council will undertake during an emergency event is cancelling large public events/gatherings, based on advice from the appropriate Control Agency and in consultation with the MERC.

The major events held within the municipality are listed by month in the table below to assist the process of cancellation and information dissemination to event organisers if required.

Event	Location	Date
Cycling Australia National Road Championships	Ballarat Central, Burrumbeet, Buninyong	January
Summer Sundays	Lake Wendouree	All January
Ballarat Beer Festival	Ballarat Central	January
Australia Day Celebrations	Lake Wendouree	26 January
Ballarat Rotary Swap Meet	Old Ballarat Airport	February
Rockabilly	Ballarat Central	February
Harmony Festival	Alfred Deakin Place	February / March
Ballarat Begonia Festival	Ballarat Botanical Gardens	March
Anzac Day March	Sturt St / Arch of Victory	25 April
Heritage Weekend	Ballarat Central	May
RUN Ballarat	City Oval & Ballarat Central	October
Buninyong Good Life Festival	Buninyong	October
SpringFest	Lake Wendouree	November
Ballarat Ironman	Lake Wendouree	December

Municipal Emergency Management Plan 2016-2019

Part Three:

Emergency Planning Arrangements

CITY OF
BALLARAT

Part Three: Emergency Planning Arrangements

3. Introduction

This Part of the Municipal Emergency Management Plan (**MEMPlan**) identifies specific emergency management roles and responsibilities, as determined by the Emergency Management Act 1986 and the Emergency Management Act 2013, including the municipal emergency management planning structure.

3.1 Municipal Emergency Management Functions

The Emergency Management Act 1986, the Emergency Management Act 2013 and the Local Government Act 1989, identifies councils as playing a critical role in Victoria's emergency management arrangements and systems. Councils have emergency management responsibilities as they are the closest level of government to their communities and have access to specialised local knowledge about the environmental and demographic features of their municipalities. People will naturally seek help from their local council and emergency management agencies during emergencies and the recovery process.

The City of Ballarat accepts responsibility for the management of municipal resources and the coordination of community support to counter the effects of an emergency during both the response and recovery phases.

Council's emergency management responsibilities include:

- The provision of emergency relief to affected persons during the response phase;

- The provision of supplementary supply (resources) to lead and relief agencies during response and recovery;

- Municipal assistance to agencies during the response and recovery phases of emergencies;

- Assessing the impact of the emergency; and

- Recovery activities within the municipality, in consultation with the Department of Health and Human Services (**DHHS**).

3.2 Municipal Emergency Management Planning Committee (MEMPC)

The MEMPC is formed pursuant to Section 21(3) and (4) of the Emergency Management Act 1986 to formulate a plan for Council's consideration in relation to the prevention of, response to and recovery from emergencies within the City of Ballarat.

The following organisations and City of Ballarat personnel make up the MEMP Committee:

- Municipal Emergency Manager (Chairperson);

- Municipal Emergency Resource Officer (**MERO**) (Deputy Chair)/ or delegate;

- Municipal Recovery Manager (**MRM**)/ or delegate;

- Municipal Fire Prevention Officer (**MFPO**);

- Councillor

- Field Emergency Medical Officer (**FEMO**);

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- Victoria Police, as Municipal Emergency Resource Coordinator (**MERC**) or delegate;

- Country Fire Authority (**CFA**) (Operations Manager, District 15);

- CFA Operations Officer;

- Department of Environment, Land, Water & Planning (**DELWP**);

- Department of Economic Development, Jobs, Transport & Resources (**DEDJTR**);

- Victoria State Emergency Service (**VICSES**) Regional Officer,

- VICSES Ballarat Unit Controller;

- Ambulance Victoria (**AV**);

- Ballarat Health Services (**BHS**);

- Australian Red Cross;

- Department of Health and Human Services (**DHHS**);

- Central Highlands Water (**CHW**);

- Department of Education and Training (**DET**);

- VicRoads;

- Wireless Institute Civil Emergency Network (**WICEN**); and
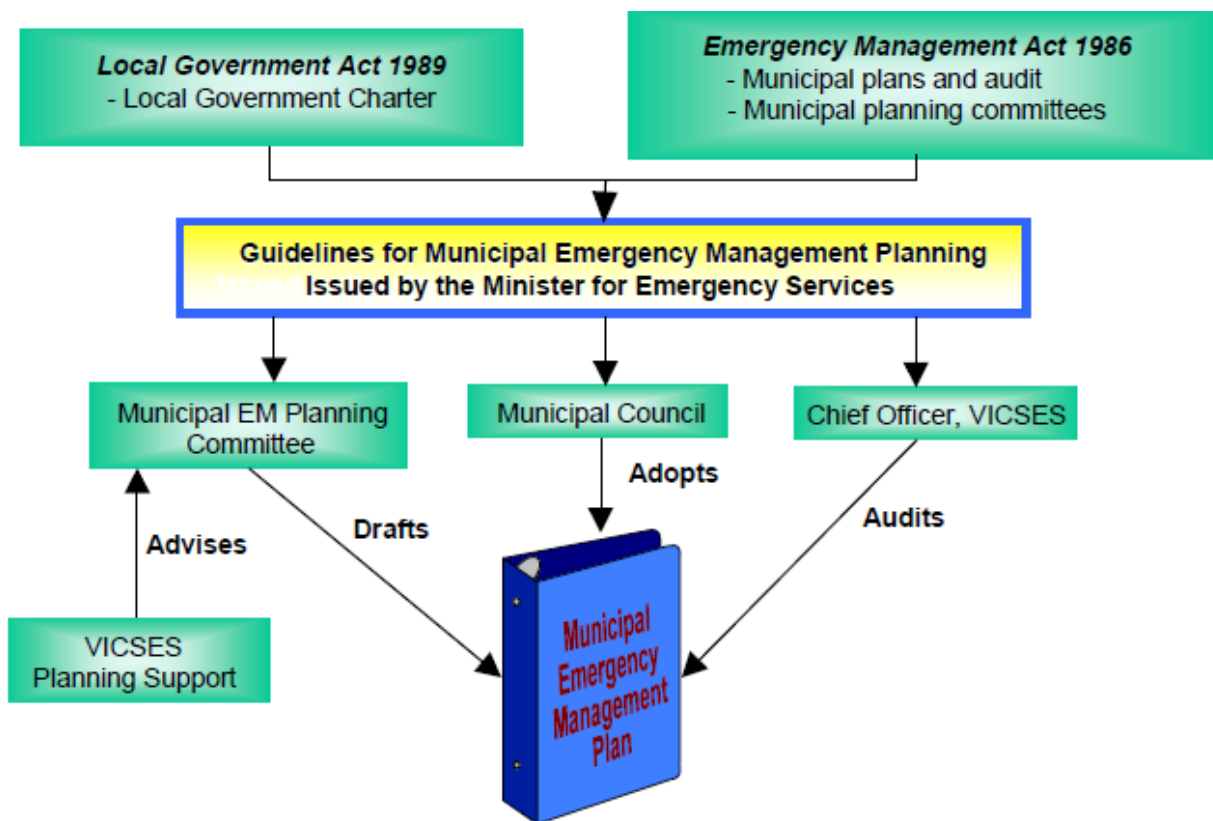
- Others as required.

Figure 3.1: Municipal Emergency Management Planning Structure

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3.2.1 Frequency of meetings

The MEMPC will determine the frequency of meetings but is required to meet at least twice per year. It has been agreed that the MEMPC will meet on a quarterly basis on the second Wednesday in the months of February, May, August and November unless otherwise advised.

Minutes must be taken of all meetings and copies sent to the Regional Emergency Response Coordinator (**RERC**) and committee members. Functional sub-committees, if formed, will meet to review and amend their arrangements where necessary. Reference groups, if formed, will meet at least four times each year if they are required for any specific projects.

All agenda items should be forwarded to:

emadmin@ballarat.vic.gov.au; or

Municipal Emergency Manager
Municipal Emergency Management Planning Committee
City of Ballarat
PO Box 655
Ballarat VIC 3353

3.2.2 Role of the MEMPC

It is not the MEMPC role to manage emergencies. This is the responsibility of the agencies and personnel identified under the State response and recovery arrangements. The MEMPC is required to prepare the MEMPlan, which documents response and recovery operational arrangements, and to ensure that all the subjects listed in the MEMPlans outline are investigated and adequately provided for.

The ongoing role of the MEMPC is to review and amend the operational components of the MEMPlan by:

- Assessing and reviewing hazards and risks facing the community;

- Producing the MEMPlan for consideration by Council;

- Reviewing and updating the MEMPlan annually, including reviewing risks, with responsibility for this task delegated to the Municipal Emergency manager (**MEM**);

- Every three years, conducting a review of the Community Emergency Risk Management (**CERA**) Plan; and

- Arranging regular tests/exercises of the emergency management arrangements outlined in the MEMPlan, or parts of it.

3.3 Specialist Committees/Working and Reference Groups

The MEMPC will determine the need to establish sub-committees, working groups or reference groups in order to investigate and report back on specific risks and related issues that will assist the MEMPC in meeting its obligations under the Emergency Management Act 1986 and the Emergency Management Act 2013. The CERA process will determine the significant risks to the municipality; it will also inform the MEMPC as to which sub-committees need to be established to develop the appropriate sub-plans (Refer to Part 7 - Appendix 6 Special Plans and Arrangements of this plan).

The MEMPC will determine the terms of reference and reporting timeframes for these sub-committees and/or working/reference groups. The membership of any sub-committee/working/reference group will comprise of agencies and organisations represented on the MEMPC, together with other representatives deemed necessary.

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3.3.1 CERA Working Group

Responsibilities;

- Prepare a CERA document;

- Identify local and regional risks, and determine treatments that will reduce the severity and impact of disasters on the community;

- Promote community ownership of disaster mitigation;

- Create working relationships and linkages between neighbouring, communities, councils and State agencies that will further develop existing measures to cope with emergencies;

- Provide comment on proposed local and regional plans;

- Invite community members to attend meetings to discuss their specific issues and proposals that relate to the role and function of the CERA Working Party, and issues that have been referred to the Working Party for action; and

- Invite community members to assist the Working Group in their deliberation of issues referred for action.

3.3.2 Municipal Fire Management Planning Committee (MFMPC)

Council has a legislative responsibility under the Country Fire Authority Act 1958 to develop and maintain a Municipal Fire Prevention Plan (**MFPP**). The Authority may appoint a Municipal Fire Prevention Committee, which provides advice and recommendations to Council in the preparation of its MFPP.

Under the Integrated Fire Management Plan, the MFPP Committee is to be replaced with a MFMPC. The MFPP is also to be renamed the Municipal Fire Management Plan (**MFMP**). The MFMPC is a sub-committee to the MEMPC.

Responsibilities;

The City of Ballarat's MFMPC has the following tasks:

- Report to the MEMPC;

- Ensure that plans and actions are in place (that responsible authorities are advised of actions which the Committee deem necessary) for minimising the risk of an outbreak of fire or for suppressing any fire that may occur within the area (Section 55 of the CFA Act 1958);

- Develop programs that are relevant to the community;

- Measure fire safety outputs to assess the reduction in community vulnerability to fire;

- Engage community groups and businesses in ongoing dialogue about fire prevention solutions; and

- Liaise with other agencies and committees to ensure integration and consistency of purpose.

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3.3.3 Flood Management Committee

This committee has been formed to review the Flood Response Plan. The Ballarat Flood Emergency Plan is currently under review. The chair of the committee is the VICSES Regional Officer – Emergency Management.

Responsibilities;

- VICSES through the Flood Planning Committee has responsibility for preparing, reviewing, maintaining and distributing this Plan;

- Review the plan after any new flood studies or occurrence of a significant flood event;

- Seek plan endorsement from the MEMPC; and

- Report to the MEMPC as needed.

3.3.4 Municipal Recovery Planning Committee

The presence of the Municipal Recovery Planning Committee ensures responsibilities are shared across all stakeholders and fully understood. The Recovery Plan sets out the Committee's terms of reference and how the planning process will work. Further details of the Municipal Recovery Planning Committee can be found in Part 5 of this Plan.

Responsibilities;

- Prepare, maintain and develop the relief and recovery component of the MEMPlan;

- Report to the MEMPC following the meetings in March, July, and November;

- Establish and maintain recovery service arrangements in preparation for an emergency, including business continuity strategies in the planning process;

- Ensure effective communication between stakeholders;

- Establish working groups to identify and address recovery requirements of the municipality;

- Through Council, provide logistical support to recovery agencies when required; and

- Maintain an effective working relationship between municipal and regional service providers.

3.3.5 Ballarat Aerodrome Emergency Management Planning Committee

This committee is chaired by the Aerodrome Manager who is currently a Deputy MERO. The Ballarat Aerodrome is governed by the Civil Aviation Act 1988. This Act is supported by the Civil Aviation Safety Regulations 1998 and the Manual of Standard, Part 139 – Aerodromes. The Ballarat Aerodrome is classified as a Registered Aerodrome.

Responsibilities;

- Report to the MEMPC as required;

- Meet at least annually;

- Validate the effectiveness of the plan though an exercise; and

- Produce and maintain the Ballarat Aerodrome Emergency Management Plan in conjunction with agency response plans.

3.3.6 Heatwave Response Planning Committee

The Heatwave Response Plan was first established in 2010 and a review adopted by council in November 2014. Heatwave is evaluated as a high risk during the CERA process, therefore a plan is necessary. The Plan indicates how the City of Ballarat will work with other agencies who are involved in responding to a heatwave. The plan also outlines steps for internal departments to undertake in the four stages of a heatwave: Preparations and Prevention, Heatwave Alert, Heatwave Response, Recovery and Review.

Responsibilities;

- Develop and maintain the Heatwave Response Plan;

- Implement the activation of the Heatwave Response Plan;

- Increase the understanding of the hazards of heatwaves in communities and increase their capacity to respond;

- Increase the understanding of heatwave planning and management across Council and among key external stakeholders; and

- Report to the MEMPC as needed.

3.3.7 Influenza Pandemic Planning Committee

An Influenza Pandemic Planning Committee (**IPPC**) has been formed with representatives from across Council to address the issues and develop Council's Influenza Pandemic Sub-Plan (IPP). This committee is a Sub-Committee of the MEMPC. The Influenza Pandemic Sub-Plan was adopted in 2010 and is currently due for review. The Victorian Action Plan for influenza pandemic states that its objectives are for Victorian Government departments and their agencies, local government and all sectors of society to plan for pandemic influenza.

Responsibilities;

- Develop and communicate the IPP;

- Report to the MEMPC after any meeting or plan updates; and

- Review and exercise the IPP.

3.3.8 Municipal Public Health Emergency Management Planning Committee

The Municipal Public Health Emergency Management Plan (MPHEMP) review was last passed by the MEMPC in February 2014 and originally adopted by council in August 2011. Through the development and implementation of the MPHEMP, the City of Ballarat aims to mitigate and manage public health risks during emergencies that affect the municipality.

Responsibilities;

- Develop and review annually the MPHEMP;

- Distribute the MPHEMP; and

- Activate the plan as requested.

3.4 Municipal Emergency Management Roles

The operational structure for these roles while the Municipal Emergency Coordination Centre (**MECC**) is in operation is outlines in Part 7 - Appendix 5c of this plan.

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3.4.1 Municipal Emergency Manager (MEM)

Council has appointed the position of Municipal Emergency Manager. The role of MEM reports to the Chief Executive Officer and/or the Director of People and Communities for the effective management of Council's emergency management activities.

The role of MEM is to be responsible for managing and coordinating Council's emergency management obligations under the Emergency Management Act 1986 in planning, preparedness, prevention, response, and recovery functions.

Responsibilities;

- Chair the MEMPC;

- Ensure the MEMPlan is effective and current;

- Ensure that municipal resources are utilised effectively in a community emergency, for response and recovery activities;

- Coordinate the emergency management activities of, and liaise closely with the MERO, MRM and the MFPO;

- Ensure that the MECC can be activated at short notice in the event of an emergency;

- Arrange meetings of the MEMPC as appropriate, during an emergency;

- Maintain effective liaison with all Regional, State or Commonwealth emergency-related agencies servicing the municipality;

- Ensure that an effective contact base is maintained so that municipal resources can be accessed on a 24-hour basis;

- Ensure that contractual arrangements with contractors to provide response or recovery support during an emergency, are agreed to and documented in advance of such events;

- Ensure that appropriate operating procedures and processes are developed, documented and tested by those required to use them during an emergency, and that suitable training takes place;

- Ensure that appropriate procedures, processes and systems are in place to record and monitor any council expenditure specifically applicable to an emergency;

- Ensure that applications for expenditures that are eligible for assistance from State sources are submitted to the appropriate agencies;

- Ensure that debriefing sessions are held for any response and recovery operation after an emergency, to examine effectiveness of the MEMPlan and upgrade it as necessary, and

- Keep the Council and Chief Executive Officer informed on emergency management activities, including the presentation of an annual report on activities that includes expenditure incurred by Council during the previous 12 months.

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Municipal Authority

The MEM is responsible for the overall co-ordination of municipal resources in responding to and recovering from emergencies, and has full delegated powers to deploy and manage Council's resources during emergencies.

3.4.2 Municipal Emergency Resource Officer (MERO)

The City of Ballarat has appointed the position of MERO to the Manager City Services, pursuant to Section 21(1) of the Emergency Management Act 1986.

Council has also currently appointed the Coordinator Road Maintenance, Coordinator Parks & Gardens, Airport Manager/Program Development Officer and Manager Infrastructure Development and Delivery as Deputy MEROs to ensure continuity of service in the absence of the MERO.

Responsibilities;

- Coordinate municipal resources in emergency response;

- Provide council resources when requested by Emergency Services or Victoria Police during response activities;

- Maintain effective liaison with the MRM and emergency agencies within or servicing the municipal district;

- Maintain an effective contact base so that municipal resources can be accessed on a 24-hour basis;

- Keep the MECCs at a level of preparedness to ensure prompt activation if needed;

- Liaise with the MEM and MRM on the best use of municipal resources;

- Organise response debriefs if requested by the MERC;

- Ensure that procedures and systems are in place to monitor and record expenditure by Council in relation to emergencies;

- Maintain and/or have access to a list of resources that can be utilised during emergencies, and

- Perform other duties relating to emergency management.

Municipal Authority

The MERO is responsible for the coordination of municipal resources in responding to emergencies and has full delegated powers to deploy and manage Council's resources during emergencies.

3.4.3 Municipal Recovery Manager (MRM)

The City of Ballarat has appointed the MEM to fulfil the function of MRM to assist in the council's emergency management's roles and responsibilities.

Council has currently also appointed the positions of General Manager People and Communities, Manager Community Development, Manager Learning & Diversity, Manager Accounting Services and Policy & Projects Strategist as Deputy MRMs to ensure continuity of service in the absence of the MRM.

Responsibilities;

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- Co-ordinate municipal and community resources within the municipality during recovery;

- Assist with the collation and evaluation of information gathered in the Post Impact Assessment process;

- Establish priorities for the restoration of community services and needs;

- Liaise with the MEM and MERO on the best use of municipal resources;

- Establish an information and coordination centre at the municipal offices or in a location more appropriate to the affected area;

- Liaise, consult and negotiate with recovery agencies and Council on behalf of the affected area and community recovery committees;

- Liaise with the Regional Recovery Committee and DHHS ; and

- Undertake other specific recovery activities as determined.

The MRM may delegate duties to provide for effective management of the recovery functions.

3.4.4 Municipal Fire Prevention Officer (MFPO)

The City of Ballarat has appointed the position of MFPO under the Country Fire Authority Act 1958 Section 96A.

Responsibilities:

- Oversee the MFMPC;

- Undertake and regularly review Council's fire prevention planning and plans together with the MFMPC;

- Liaise with fire services, brigades, other authorities and councils regarding fire prevention planning and implementation;

- Advise and assist the MEMPC on fire prevention and related matters;

- Ensure the MEMPlan contains reference to the MFMP;

- Report to Council on fire prevention and related matters;

- Carry out statutory tasks related to fire prevention notices and infringement notices;

- Investigate and act on complaints regarding potential fire hazards;

- Advise, assist and make recommendations to the general public on fire prevention and related matters;

- Issue Permits to Burn (under Section 38 of the Country Fire Authority Act 1958); and

- Facilitate community fire safety education programs and support Community Fireguard groups in fire-prone areas.

3.4.5 Emergency Management Liaison Officer (EMLO)

Council has appointed a number of persons to the role of EMLO. The role of the EMLO reports directly to the MERO during response and to the MRM during recovery.

An EMLO is a person that acts as a go-between or link between two organisations to communicate and coordinate activities. This is best achieved

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through using the resources or employing the services of one organisation. An EMLO will provide the technical or subject matter expertise for the City of Ballarat. An EMLO provides face-to-face coordination and serves as the primary contact for support agencies assisting at an incident to communicate with Council and the MERO.

An EMLO:

- Is appointed to represent the City of Ballarat:
  o in another agency's facility utilised to manage an emergency response; and/or
  o at a co-ordination centre; and/or
  o as part of an emergency management team;

- Is empowered to commit, or arrange the commitment of, the City of Ballarat's resources in response to an emergency in consultation with the MERO;

- Represents the interests of the City of Ballarat;

- Provides advice in relation to impacts and consequence management;

- Assists the community to respond to, and recover from the emergency; and

- Should have previous experience in this role or have attended an EMLO training course.

Every response and recovery agency should maintain preparedness to deploy an EMLO, with a link to the agency's communications system, to any location the MERC or Incident Controller may request. In some instances, where inadequate communications exist, the EMLO may perform the role from a remote location. An EMLO may be requested from, or be placed in, the operations/control centre of a private sector utility provider or similar organisation. This would typically occur during a disruption to an essential service.

3.5 Emergency Facilities and Locations

3.5.1 *Nominated Staging Areas*

Agency	Location	Address	Town/ Suburb	Spatial Vision Map Ref.	Management
CFA, SES	Marty Busch Reserve		Sebastopol	8117B, J6	Council
CFA, SES (also Primary ERC)	Buninyong Recreation Reserve	Fisken Street	Buninyong	8128B, G12	Council
CFA, SES	Ballarat Showgrounds	Creswick Road	Ballarat	8110B, A13	Private
SES	Victoria Park	Gillies Street (Opp SES Unit)	Ballarat	8113B, B6	Council
Victoria Police	VicPol Complex	Norman Street	Ballarat North	8110B, C11	VicPol

3.5.2 Municipal Emergency Coordination Centres (MECC)

The MECC will coordinate the provision of human and material resources within the municipality during emergencies. It will also maintain an overall view of the operational activities within this Plan's area of responsibility, for record, planning

and debrief purposes. The MECC may also be activated during the provision of support operations to a neighbouring municipality. Administrative staff for the MECC will be drawn from Council employees. The MERO may request activation of an identified MECC if required.

Primary Location	Secondary Location
The Trench Room First Floor, Town Hall Sturt Street, Ballarat	City Services Depot Cnr Ring Road and Trewin Street Wendouree

Standard Operating Procedures (SOPs) for MECC activation are detailed in Part 7 - Appendix 5a of this Plan.

3.5.3 Municipal Emergency Operations Centre (MEOC)

The MEOC is where management of City of Ballarat's own emergency operations and command functions are carried out. This is where City of Ballarat's resources are coordinated from. When required, the City of Ballarat will establish their MEOC at the Ballarat Works Deport, Cnr Ring Road and Trewin Street, Wendouree.

3.5.4 Emergency Relief Centres (ERC)

An ERC is a building or location that has been activated for the provision of support and essential personal needs for people affected by, or responding to, an emergency event. It is usually established on a temporary basis to cope with the immediate needs of those impacted during the initial response.

The City of Ballarat has assessed buildings to be potentially suitable as ERCs for use in times of an emergency. There are buildings designated as ERCs with five categorised as Primary Relief Centres and the remainder are Secondary Relief Centres.

The locations are listed by geographical region (refer Part 7 in the Appendices). Careful consideration must be given to the prevailing circumstances and the number of people needing assistance when selecting a site or sites.

The City of Ballarat's policy position on the activation of ERCs is:

- Opening an ERC is a decision made by Victoria Police (in fulfilling the role of MERC) in consultation with the Incident Controller and Council's MERO and MRM to accommodate residents relocating in response to a direct emergency;

- ERC activation is determined once the location of the emergency is known and is typically well away from any threat to ensure public safety;

- Council may activate ERCs where a genuine emergency is determined to exist; and

- An activated ERC is only able to provide basic support services such as food, first aid and emergency shelter.

3.5.5 Community Fire Refuges

No community fire refuges are located within the municipality.

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3.5.6 Neighbourhood Safer Places (Place of Last Resort), and Township Protection Plans

In its Final Report, the 2009 Victorian Bushfires Royal Commission recommended that Neighbourhood Safer Places (**NSP**), be identified and established to provide persons in bushfire-affected areas with a place of last resort during a bushfire.

In response to this recommendation, the Victorian Government introduced legislation requiring the CFA to certify NSPs against the CFA's Fire Rating Criteria, and Victorian Councils to identify, designate, establish and maintain suitable places as NSPs in their municipalities.

NSPs are not community fire refuges or emergency relief centres. NSPs are places of last resort during the passage of a bushfire, and are intended to be used by persons whose primary bushfire plans have failed. NSPs are places of relative safety only; they do not guarantee the survival of those who assemble there. Further, serious risks to safety may be encountered in travelling, and seeking access, to NSPs during bushfire events. Depending on the direction of a particular fire, it may not be a safer place to assemble than other places within the municipal district. NSPs will be assessed by the CFA as providing some protection from immediate risk of direct fire attack, but not necessarily from other risks, such as flying embers.

Council has developed a Neighbourhood Safer Places Plan for the purposes of the legislation, which contains guidelines that have been developed by the Municipal Association of Victoria (MAV) to assist Council.

A list of Neighbourhood Safer Places is located in Part 7 – Appendix 8 of this plan.

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Part Four:

Emergency Response Arrangements

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Part Four: Emergency Response Arrangements

4. Introduction

The Emergency Management Act 2013 (Section 3) defines response as "the combating of emergencies and the provision of rescue services".

Emergency response provides the mechanism for the build-up of appropriate resources to cope with emergencies throughout the State and necessitates the deployment of resources to counter the effects of, or threat from, the emergency. It also provides for requests for physical assistance from the Commonwealth when State resources have been exhausted. Most incidents are of local concern and resources can be obtained from local municipal resources, as coordinated by the Municipal Emergency Resource Officer (**MERO**).

When local resources are exhausted, emergency response provides for further resources to be made available, firstly from neighbouring municipalities (on a regional basis) and secondly, on a state-wide basis. The State Emergency Response Plan should be consulted for more detailed information (Emergency Management Manual Victoria [**EMMV**] Part 3).

4.1 Response Management Arrangements

The response management task is to bring together, in an integrated organisational framework, the resources of many agencies and individuals who can take appropriate and timely action. Response management is based on three key management tasks: CONTROL, COMMAND and COORDINATION.
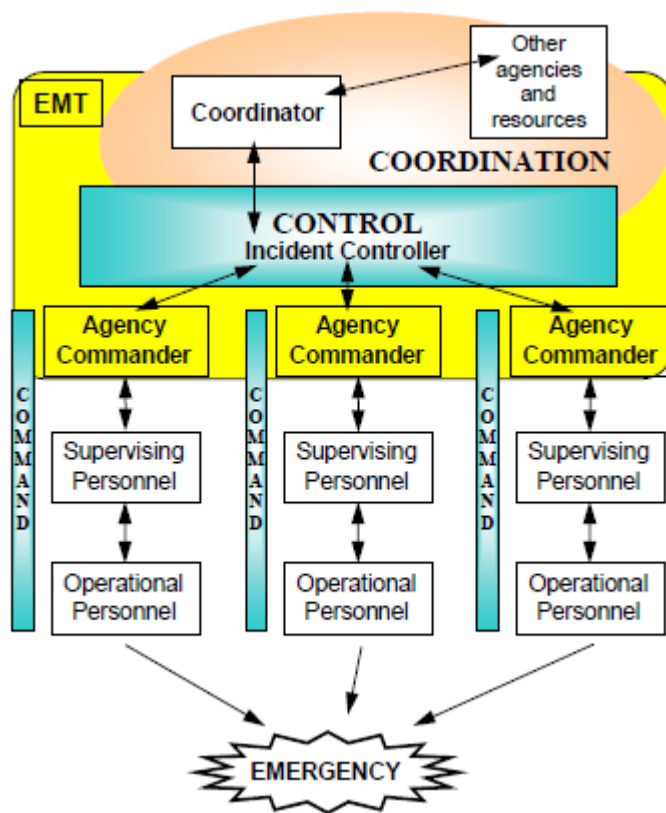

Figure 4.1: Emergency response management arrangements at an incident – demonstrating Command, Control, Coordination and the Emergency Management Team (Source: Emergency Management Manual Victoria, Part 3).

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4.1.1 Command

Command involves the direction of personnel and resources of an agency in the performance of that organisation's role and tasks. Authority to command is established in legislation or by agreement within an agency and operates vertically within an agency. Where there are agreed pre-existing arrangements a functional commander can direct personnel and resources of more than one agency in accordance with those agreements.

4.1.2 Coordination

"Coordination" is the bringing together of agencies and resources to ensure effective response to, and recovery from emergencies. In relation to response, coordination includes ensuring that effective control has been established.

Principal Role of Emergency Response Coordinators (All Levels)

Responsibilities include:

- Ensuring that the appropriate control and support agencies are in attendance, or have been notified by the Incident Controller and are responding to an emergency;

- Ensuring that effective control has been established by the Control Agency in responding to an emergency;

- In consultation with the Incident Controller, ensuring that an Emergency Management Team has been formed;

- Ensuring the effective coordination of resources and services having regard to the provision of Section 56(2) of the Emergency Management Act 2013;

- Arranging for the provision of resources requested by control and support agencies;

- Ensuring that resources are allocated on a priority basis;

- In the event of uncertainty, determining which agency is to perform its statutory response role within the region or specified area, where more than one agency is empowered to perform that role;

- Ensuring that recovery agencies are in attendance, or have been notified by the Incident Controller of the emergency;

- Considering the registration of persons who have been evacuated or otherwise affected;

- Considering the provision of relief needs to evacuees and agency personnel where necessary;

- In consultation with the Control Agency, considering the need for the declaration of an emergency area; and

- Cooperating with all participating agencies and authorities.

*For example, local government is responsible for coordinating municipal resources from the Municipal Emergency Coordination Centre (**MECC**) to support emergency response.*

Victoria Police are responsible for the coordination of resources during emergencies. In the field, it is the senior Police Officer present at the scene. At the municipal level, the Officer in Charge of the Ballarat Police Station, or his/her

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deputy, is the nominated Municipal Emergency Response Coordinator (**MERC**) for the City of Ballarat.

4.1.2.1 Incident Emergency Response Coordinator

This role is usually fulfilled by a senior member of Victoria Police who is present at the initial scene of an emergency. Primary duties are listed in Section 3.7.3 in EMMV. This role usually relates to the first response at an emergency and the person fulfilling this role may change in seniority as the emergency escalates or de-escalates.

4.1.2.2 Municipal Emergency Response Coordinator (MERC)

The Officer in Charge at Ballarat Police Station is the delegated MERC for the City of Ballarat.

The MERC is required to take an active role in emergency planning at the local level and has responsibility for the coordination of resource provision, as requested by control and support agencies during the initial response phase of an emergency.

Responsibilities include:

- Taking an active role in planning at a local level, including representation on the Municipal Emergency Management Planning Committee (**MEMPC**);

- Ensuring that the MERO is advised of the emergency and is available to provide access to municipal resources if required;

- Ensuring that the MERO is receiving information as appropriate;

- During emergencies which require activation of the MECC, attending the MECC as MERC;

- Liaising with the local Control Agency and Support Agencies, and ensuring that an effective control structure has been established by agencies in coping with an emergency at a local level;

- Advising the Regional Emergency Response Coordinator (**RERC**) regarding emergencies which have the potential to require supplementary resources from outside the municipal district; and

- Convening post-emergency de-briefing conferences as soon as practicable after a local emergency when required.

Any Control Agency requiring municipal support will request that support through the MERC who will pass on all requirements to the MERO.

4.1.2.3 Regional Emergency Response Coordinator (RERC)

The RERC's primary role is to coordinate resources on a regional level (as per the EMMV). In addition to this, the RERC's response roles, responsibilities and duties are:

- Responsibility to the State Emergency Response Coordinator (**SERC**) for the effective coordination of resources or services within the emergency response region, having regard to the provisions of Section 56(2) of the Emergency Management Act 2013;

- In an emergency, arranging to provide regional resources as requested by the MERC to response or recovery agencies;

- In circumstances where requested resources are not available within the region, requesting the resources through the SERC; and

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- Monitoring the provision of emergency relief and supply.

4.1.2.4 Emergency Management Coordination Group (EMCG)

The EMCG is the municipal decision making group with responsibility for the overall coordination of municipal resources for use within an emergency. This Group consists of the MERC, MERO and Municipal Recovery Manager (**MRM**).

4.1.2.5 Emergency Management Team (EMT)

The EMT comprises the:

- Incident Controller;

- Support Agency commanders (or their representatives);

- Health Commander (functional commander of supporting health agencies);

- Recovery Commander (if appointed) or the Recovery Coordinator (or representative);

- Emergency Response Coordinator (or representative);

- Other specialist persons as required; and

- Local Government.

The function of an EMT is to support the Incident Controller in determining and implementing appropriate incident management strategies for the emergency.

If an emergency requires a response by more than one agency, the Incident, Region, Area of Operations or State Controller is responsible for forming an EMT at their respective tiers (level). Although the EMT facilitates a collaborative decision making process and the strategic management/allocation of response agency resources with the primary intent of unity and purpose of effort, the Incident Controller leads the team and retains control of the emergency.

The EMT will identify one or more control strategies, and agency or functional commanders may be tasked by the Controller with a strategy or strategies to implement; or, they may be requested by the Controller to provide resources in support of those strategies. Support agency commanders then implement the strategy(ies) through their respective command structures, and report back to the Controller as to the success or otherwise of the strategy(ies). The effective operation of an EMT relies heavily on communication between agencies. The importance of an effective EMT to the successful management of an emergency cannot be overstated.

The terminologies for EMT's at the three tiers of emergency management are:

- State EMT (**SEMT**);

- Regional EMT (**REMT**); and

- Incident EMT (**IEMT**).

An EMT will be established by every controller in a multi-agency response or by the Control Agency or Emergency Response Co-ordinator in preparation for an anticipated emergency (e.g. Code Red days). In the event that there are multiple disparate emergencies, the EMT should be chaired by the Emergency Response Coordinator.

For detailed information in relation to roles and responsibilities of the EMT see Part 3 of the EMMV.

4.1.2.6 Senior Emergency Management Group (SEMG)

The SEMG will convene when the scale of an emergency calls for a significant effort in organising and managing municipal functions or resources detailed in this Plan.

Given that this Group will more than likely convene during larger scale emergencies, consideration will be given to having deputies in the MECC.

Members of the SEMG will liaise to determine what level of activation is required. The team will be convened by the EMCG and may consist of the MERC, MEM, MERO, MRM, MECC Facility Manager, Media & Public Relations Officer, Planning Officer, Control Agency representative and others as required.

4.1.3 Control

Control involves the overall direction of response activities in an emergency. Authority for Control is established in legislation, or in an emergency response plan, and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation.

Control relates to situations and operates horizontally across agencies. Control Agencies for particular emergencies are identified in the EMMV, (Part 7). The Control Agency appoints an Incident Controller who has the overall responsibility for emergency response operations.

In most emergencies, the Control Agency will establish an Incident Control Centre (**ICC**). It is here that the Control and Support Agencies coordinate their response to the emergency.

4.1.3.1 Control Agency

A control agency is defined as the agency nominated to control the response activities for a specified type of emergency. During the course of response to an emergency the control agency may change, depending on the circumstances.

Part 7 of the Emergency Management Manual Victoria contains a table of control agencies for specific emergencies, in accordance with sections 37-41 of the Emergency Management Act 2013.

Sections 37-41 of this Act contain specific legislative provisions regarding the determination of the control agency and controllers for major fires, fires and other emergencies.

4.1.3.2 Incident Controller

The role of the Incident Controller is to provide leadership and management to resolve the emergency at the incident site. This is the agency forward controller and operates in close proximity to the incident.

The responsibilities of the Incident Controller include:

- Carrying out the directions of the Regional Controller;
- Taking charge and providing leadership for the resolution of the emergency at the incident site – including directing support agency commanders or Emergency Management Liaison Officers (**EMLO**);

- Establishing a control structure to suit the circumstances;

- Establishing the Incident Management Team;

- Establishing the EMT;

- Initiate relief arrangements (if required);

- Ensuring the timely flow of information to the -

  o Community;

  o Agency chain of command;

  o MERC;

  o MRM/Regional Recovery Coordinator; and

  o Other stakeholder agencies.

- Issuing warnings to the community;

- Monitoring and continually assessing the Control Agency incident structure;

- Continually assessing the performance of the emergency response at the incident site;

- Ensuring that subordinates have appropriate resources to achieve their tasks; and

- Identifying risks and opportunities.

4.1.3.3 Incident Management Team (IMT)

An IMT comprises the people carrying out the various functions to support the Incident Controller, or agency commander, in discharging his/her responsibilities in response to an emergency. The IMT operates whether or not agencies other than the Control Agency are involved in response to an emergency.

4.2 Support and Support Agencies

A support agency is defined as an agency which provides services, personnel or material to support or assist:
- a control agency; or
- another support agency; or
- persons affected by an emergency.

Part 7 of the Emergency Management Manual Victoria contains a table of support agencies for various support services. For the purposes of the State Emergency Response Plan, and where not specified, relief and recovery agencies are support agencies during the response to an emergency.

4.3 Levels of Emergency Response

There are three levels of emergency response relevant to the Incident Management System.

4.3.1 Tier (Level) 1 Incident - Able to be resolved through the use of local response resources.

Tier 1 is considered to be a small scale event that can be resolved through the use of local or initial response resources. The physical MECC may not necessarily be activated; however, the function of coordination will be in operation, with the MERC and MERO in close communications at all times.

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4.3.2 Tier (Level) 2 Regional or Area of Operations – A more complex response in size, resources or risk. This response is characterised by:

- Deployment of resources beyond initial response;

- Establishment of functional sections due to levels of complexity for the incident and the control system; and

- A combination of the above;

Tier 2 is considered a medium scale event and is more complex in size, resources or risks. The MECC may be activated with the function of resources beyond the initial response and multi-agency representation. An ERC may be required. The event may potentially require forward planning to address response issues and for relief/recovery phases.

4.3.3 Tier (Level) 3 State - Characterised by degrees of complexity that may require a more substantial establishment for management of the situation. These emergencies will usually involve delegation of all functions.

A fully functional MECC may be established as well as an ERC. This level will require forward planning as the emergency continues and will require very detailed recovery planning in the early stages of the response. This type of event may attract State Government and media interests.

4.4   Resource Management at a Municipal Level

Municipal resources should be used in the first instance, prior to engaging private contractors. Responsibility for the management of resources rests with the MERO, who is also responsible for maintaining a resource database and contact details.

An Emergency Management Resource Manual has been implemented, identifying the municipal council resources that may be available during an emergency. This manual will be reviewed and updated annually under the direction of the MERO.

Council should maintain a register of fleet resources under the jurisdiction of Fleet Management which has the responsibility of maintaining the currency of information. This register is located on council's internal finance database.

Council has a preferred contractors list, which is located on Council's intranet site.

The provision of some Council resources for response activities may be subject to limits and/or constraints (i.e. the use of some equipment may be limited due to the expense of its operation).

4.4.1 Transport and Engineering

The MERO is responsible for all transport and engineering matters. The purpose of the arrangements is to identify available transport and engineering resources within the municipality. This includes specialist and technical advice and deployment of those resources which are to be included in the Municipal Emergency Resource Manual and preferred contractor's lists. All requests for transport and engineering resources are to be directed to the MERC who will request them through the MERO.

4.4.2 Request Procedures for Support

Any agency requiring additional support or resources, outside of their own capabilities, should request that support through the MERC who, in consultation with the MERO, will determine whether the request can be met locally.

When all local available resources have been fully committed and there is a requirement for additional resources, the MERC will pass on the requests to the RERC for action.

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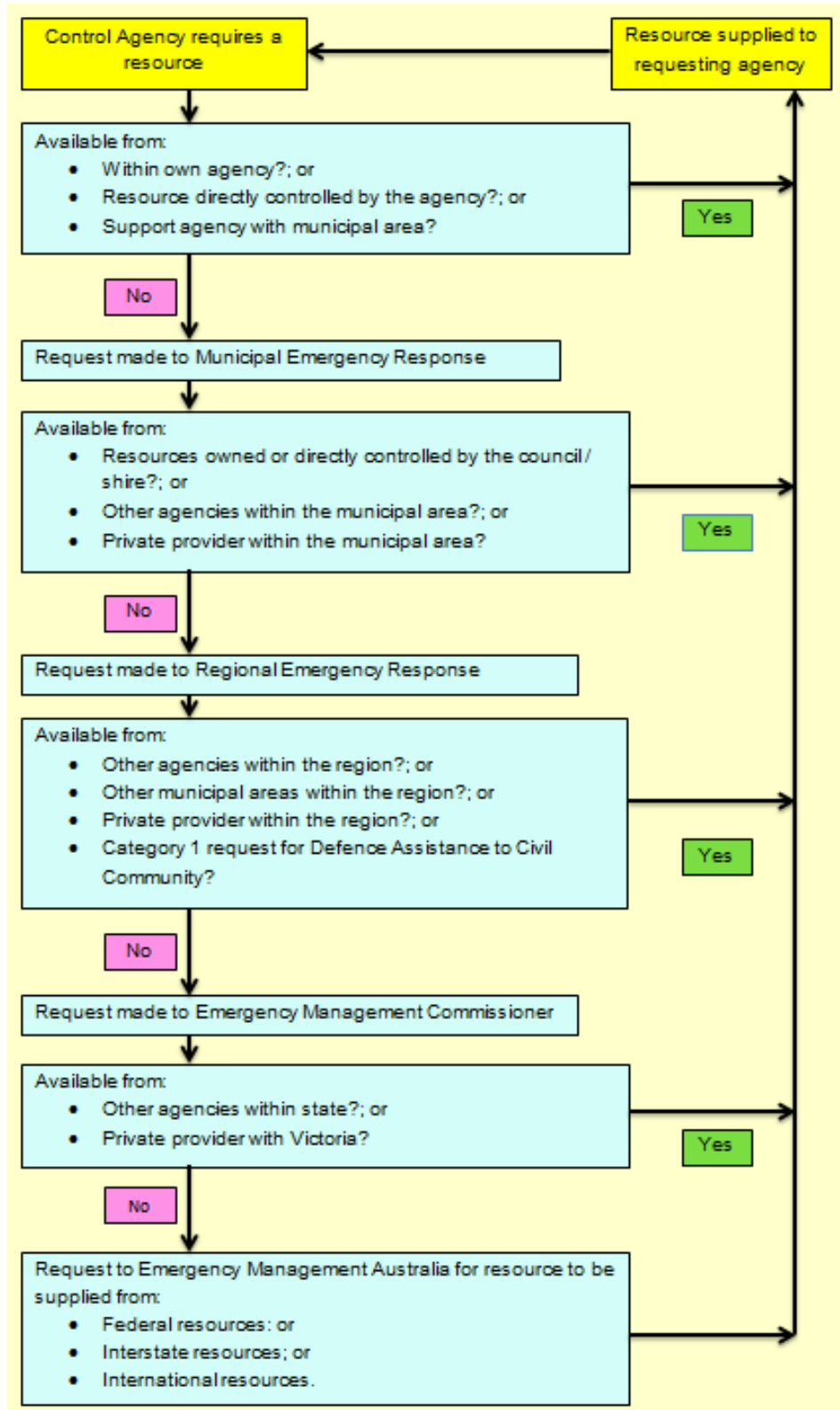
Figure 4.2: Supplementary Response Resource Process Flowchart
Source: -Practice Note- Sourcing Supplementary Emergency Response Resources from Municipal Councils

4.4.3 Protocol for Inter-Council Emergency Management Resource Sharing

Emergencies sometimes require councils to source additional resources to ensure that the affected community is restored to normal functioning as efficiently as possible. The Municipal Association of Victoria (**MAV**) and the Municipal

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Emergency Management Enhancement Group (**MEMEG**) identified a need to determine an agreed position between councils regarding the provision of council resources to assist other councils with response and recovery tasks during emergencies and a protocol was developed. The City of Ballarat is a participating member.

The purpose of this protocol is to provide an agreed position between councils for the provision of inter-council assistance for response and recovery activities. This protocol applies to requests for human resources, equipment and /or facilities in relation to response or recovery activities associated with an emergency. Referenced in Part 7, Appendix 14: Guidelines for Emergency Response/Recovery Resources Procurement and Financial Arrangements.

4.4.4 Financial Considerations

Financial accounting for municipal resources utilised in emergencies must be authorised by the MERO or the MRM and shall be in accordance with the normal financial arrangements of the City of Ballarat. An account number for emergencies has been allocated and a project number for each emergency will be created.

Control Agencies are responsible for all costs involved in that agency responding to an emergency. Government agencies supporting the Control Agency are expected to defray all costs from their normal budgets.

Depending on the magnitude of the emergency, some government financial assistance may be available for prevention, response and recovery activities.

The City of Ballarat is accountable for any monies donated as a result of an emergency event and will implement systems to receive and account for all such donations and has delegated this responsibility to the Red Cross (refer to the Recovery Support Plan 10 – Donations and Material Aid).

4.4.4.1 Emergency Payment Responsibilities:

- Where an agency's expenditure is in order to fulfil its own responsibilities, that agency is responsible for the costs, including services and resources sourced from others;

- When a Control Agency requests services and supplies (e.g. catering) on behalf of a number of supporting agencies, the Control Agency will be responsible for costs incurred; and

- Municipal councils are responsible for the costs of emergency relief measures provided to emergency-affected people.

4.4.4.2 Principles applying to types of organisations:

Volunteer Agencies -

- Volunteer agencies are called upon to provide resources within the limit of their means; and

- Where a volunteer agency expends extraordinary funds providing resources for emergency response and recovery to the extent that it seeks financial reimbursement, it should notify the Control Agency, or the agency to which it is providing services, at the earliest possible opportunity, preferably before deployment commences.

Municipal Councils -

Council is expected to use its resources for emergency operations within the municipal district. Municipal resources are those used to perform municipal

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functions, even if the resources are privately owned (contracted to council). Generally, council is expected to provide resources without charge; however, some resources may be subject to limits and/or constraints (e.g. the use of some equipment may be limited due to the expense of operation).

Council is responsible for the costs of providing municipal resources (owned or under the direct control of council) including:

- Equipment such as heavy machinery (even where under an existing contract from external suppliers);

- Personnel for response and recovery activities; and

- Resources for recovery activities;

State Agencies -

State agencies involved in emergency response and recovery activities will initially fund themselves from within their budgets as part of their normal activities.

Commonwealth Agencies -

Local and State resources must be fully committed prior to Commonwealth assistance being sought. There is no charge for Australian Defence Force (ADF) resources being used for saving life and property.

Private Organisations -

Private organisations providing resources for emergency response or recovery activities would be expected to be paid for the resources by the agencies requesting the resources.

4.4.5 Legal Protection for Emergency Volunteer Workers

Compensation for all volunteer emergency workers will be as laid down in Part 8 – Appendix 7 of the EMMV. It is the responsibility of the organisation utilising the volunteer emergency workers to ensure that all of the workers are registered.

4.4.6 Termination of Response Activities and Handover of Goods / Facilities to Recovery

While it is recognised that recovery activities will have commenced shortly after impact, there will be a cessation of response activities and a hand over to recovery agencies. The early notification of recovery agencies involved in the emergency will ensure a smooth transition of ongoing activities from response to recovery in an emergency.

Resources acquired for the response, which are not required for recovery, remain under the control of the requesting response agency. That agency is responsible for their return or disposal. Accounts and financial commitments made during the response phase are the responsibility of the MERO through the Municipal Emergency Management Plan (**MEMPlan**) arrangements.

When response activities are nearing completion the MERC, in conjunction with the Control Agency, will call together relevant relief and recovery agencies including the MERO and the MRM, to consult and agree on the timing and process of the response transition to Recovery.

In some circumstances, it may be appropriate for certain facilities and goods obtained under emergency response arrangements to be utilised in recovery activities. In these situations, there would be an actual hand over to the MRM of such facilities and goods.

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This hand over will occur only after agreement has been reached between response and recovery managers. Payment for goods and services used in the recovery process is the responsibility of the MRM through the MEMP arrangements.

If the emergency is of significant size which has resulted in the Department of Health and Human Services (**DHHS**) being actively involved, then the Municipal/Regional Coordinator will consult with the MERO, the MRM and Recovery Manager from DHHS to agree on the timing and process of transition from response to recovery.

4.4.7 Formal Transition from Response to Recovery

Transition from response to recovery is an evolving process and commences from the time of impact of the emergency. Agreement for handover from emergency response coordination to emergency recovery coordination is required to achieve a seamless transition of information, management, resources and coordination activities. For this to occur, the Incident Controller, DHHS, MERC, MERO and MRM should consult to reach agreement on the timing and process of the transition from response to recovery.

4.5 Public Information

It is important to ensure that public information and warnings are maintained at an optimum level for specific circumstances where community action is necessary, primarily to protect lives and for the protection of property and the environment. Warning arrangements are set out in the 'Public Information via Media During Emergencies: The role of EMJPIC' listed in the EMMV Part 8, Appendix 12. EMJPIC is the Emergency Management Joint Public Information Committee.

The Control Agency has the responsibility to issue warnings to potentially affected communities, and other agencies. Where an extreme and imminent threat to life exists and authorisation from the Incident Controller is not practicable in the circumstances, warnings may be issued by any response agency personnel (EMMV, Part 3).

This process provides the public with the necessary information to develop an understanding and awareness of the issues associated with the prevention of, response to and recovery from emergencies.

4.5.1 Prevention and Preparedness

Any information released to the public on behalf of the City of Ballarat will be to educate and assist the community to prepare for emergencies. The City of Ballarat MEMP Committee should approve this information.

4.5.2 Response Phase

Releasing public information about the emergency response must be authorised by the Incident Controller, or his/her nominated representative, in conjunction with the MERC, prior to dissemination. Any information released by the municipality in relation to response activities must be approved by the Control Agency/Police Media Liaison (EMMV). General information to be released by the municipality must be approved by the CEO/MEM/MERO (for general information) or Senior Management (for policy/financial/political matters). If the emergency is of a large scale and DHHS is significantly involved, the DHHS should be included in the process. Council's Media & Communications Unit will assist in preparing and disseminating approved information (refer to the Emergency Management Communications Strategy and Work Plan).

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Information can be categorised under the following headings:

Pre-Impact	To enable the public to take reasonable measures to prevent, or lessen the potential effects of emergencies and to cope during the impact phase of an emergency.
During Impact	To produce suitable news releases through the media concerning the effects of the emergency and what action the public can take.
Post Impact	To maintain the crucial information flow to those in need of assistance and direction.

4.5.3 Recovery Process

Where the emergency is localised to the City of Ballarat and the municipality has coordinated all recovery activities, releasing information will be the responsibility of the City of Ballarat. General information is to be released by the MRM and must be approved by the CEO, MEM and Council's Manager, Major Projects Delivery & Communications. Policy, financial or political matters are to be released by the CEO or senior management. If the emergency is of a large scale and DHHS is significantly involved with the municipality, then both agencies should consult prior to the release of information.

4.5.4 Dissemination

Liaison must take place so that duplication and confusion does not occur. Immediate use of the media should be made to avoid phone congestion. The public will be advised to direct calls to appropriate agencies and centres with adequate facilities, staff and knowledge to answer questions or disseminate information. The public can access information about emergencies via a number of mechanisms, including but not limited to (not all of these may be established for all emergencies);

- Emergency Alert;
- Standard Emergency Warning Signal (**SEWS**)
- Victorian Bushfire Information Line (**VBIL**);
- CFA and DELWP websites;
- Bureau of Meteorology (**BOM**) website;
- ABC radio;
- Telephone services;
- Radio stations;
- Television;
- Local telephone information lines;
- Newspapers (particularly in extended response and recovery phases);
- Ethnic groups, and ethnic radio stations and newspapers;
- Community newsletters;
- Information centres ('one-stop shops');
- Outreach programs;
- Community organisations;
- Church/religious groups;

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- Council's website home page; and

- Social media – Facebook, Twitter.

4.5.5 Disabled and Culturally and Linguistically Diverse (CALD) Groups

Special considerations need to be given to warning disabled and non-English speaking groups. In the case where information or communication is required with persons unable to speak English, an interpreter service such as the Telephone Interpreter Service may be able to assist. The City of Ballarat has developed Support Plan No. 09 (refer to Part 5 of this Plan) specifically to address the needs of CALD groups.

4.6 Emergency Warning Systems

Emergency warning systems have been established to warn individuals and communities in the event of a major emergency. Although these systems aim to improve the ability to warn communities about emergencies, individuals and communities still need to prepare themselves in case of an emergency.

The Control Agency has the responsibility to issue warnings to potentially-affected communities, and other agencies. Where this is not practicable, the Incident Controller must notify the MERC, who in turn will facilitate warnings being issued.

Once a decision has been made to issue an alert message, the emergency services organisations will determine which method to use (e.g. television, radio or internet). They will also determine whether a telephone alert, which is one of a range of tools, needs to be issued.

4.6.1 Emergency Alert

Emergency Alert is a telephone-based national warning system that enables messages to be sent via landline and mobile telephones. Agencies have been instructed in the use of Emergency Alert and the Incident Controller has access to the website to enable the distribution of warnings. The Emergency Alert website is www.emergencyalert.gov.au.

4.6.2 Standard Emergency Warning Signal (SEWS)

The SEWS may be used to alert the public to an actual or impending emergency or for the dissemination of public information. Authority to use the signal must be given by the Incident Controller. The SEWS is an electronic warning signal to be used in assisting the delivery of public warnings and messages for major emergencies to:

- Alert listeners/viewers of radio/television that an official emergency announcement is about to be made concerning an actual or potential emergency which has the potential to affect them; and/or

- Alert the community at large via a public address system that an official emergency announcement is about to be broadcast.

The responsibility for issuing the SEWS lies with the Incident Controller. SEWS should only be used for the Emergency Warning category of warnings as the overuse can diminish its effectiveness.

4.6.3 Information Resources

The following systems are an essential part of these arrangements and should be utilised if and when required:

- Council's Major Projects Delivery and Communications Unit;

- The City of Ballarat's website, as well as Twitter and Facebook;

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- Electronic media;

- Police Media Liaison;

- Literature/brochure information; and

- The print media.

If an emergency requires a concurrent media response through radio, television and newspaper outlets, the Police Media Liaison Unit may be contacted through the MERC. The City of Ballarat has also implemented a Media/Communications Support Plan (Recovery Support Plan 7).

4.7 Briefings

All briefings conducted at the MECC and ERCs will use the "Situation Mission Execution Administration Communications Safety" (**SMEACS**) format. This will ensure the accuracy of information, from receipt of a request to personnel who implement the request. SMEACS also provides the mechanism for safe work practices and the safety of personnel who are performing tasks and activities in an emergency-affected area.

4.8 Debriefing Arrangements

4.8.1 Council Debrief

As soon as practicable following an incident, the MEM or the MERO will arrange for a debrief that addresses Council's response and asset recovery operations. The MRM, in some instances, may choose to conduct a debrief with his recovery team to address recovery issues.

All City of Ballarat debriefs (response and recovery) may also include other agencies that have been involved in the incident.

4.8.2 Other Debriefs

A debrief may be held by the control agency to determine the effectiveness of the operation following the incident.

An additional debrief may be conducted for the Regional Recovery Committee to cover specific recovery issues and will be convened and chaired by the MRM or DHHS.

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Part Five:

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Part Five: Emergency Recovery

5. Introduction

Emergency recovery is the coordinated process of supporting emergency-affected communities in the restoration of their emotional, economic and physical wellbeing, as well as the reconstruction of the communities' physical infrastructure and the rehabilitation of the natural environment.

The purpose of providing recovery services is to assist the affected community towards management of its own recovery. It is recognised that when a community experiences a significant event, there is a loss of social fabric and therefore a need to supplement the personal, family and community structures that have been disrupted by the event.

The recovery plan seeks to establish the commitments of various organisations involved in recovery arrangements in the City of Ballarat. This will enable effective and coordinated management of the recovery process in the event of an emergency. This plan will facilitate the recovery of affected persons, communities and infrastructure as quickly and as practicably as possible. This plan sits within the broader structure of the City of Ballarat's Municipal Emergency Management Plan.

5.1. Recovery Management Principles

- Management and service provision will be devolved as much as possible to the local level. State and Regional recovery strategies, services and resources will *supplement* and *complement* the City of Ballarat's initiatives rather than *replace* local endeavours;

- Emphasis will be given to supporting and maintaining the identity, dignity and autonomy of affected individuals, families and the community;

- Management of recovery will occur in the context of clear and agreed arrangements, and involve processes of consultation and cooperation through established communication channels;

- Wherever possible, normal municipal management and administrative structures and practices will be used, ensuring that these structures and practices will be responsive to the special needs and circumstances of the affected community.

- Recovery information and recovery services need to be readily accessible to affected individuals, families and communities, and be responsive to their needs and expectations.

- The recovery process may well be protracted and complex, so sufficient time and resources should be provided to allow for completion of the process. It is important to note that, due to the impact of an emergency, normal business timelines and processes cannot always be adhered to by affected persons.

5.2. National Recovery Management Principles

Successful recovery relies on:

- Understanding the community **context**

- Recognising **complexity**, the dynamic nature of emergencies and communities

- Using **community** led approaches – is responsive and flexible, engaging communities and empowering them to move forward

- Ensuring **coordination** of all activities – a planned,

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coordinated and adaptive approached based on continuing assessment of impacts and needs

- Employing effective **communication**, with affected communities and other stakeholders
- Acknowledging and building **capacity**–supports and builds on community, individual and organisational capacity

5.3. Key References

- Emergency Management Act 1986;
- Emergency Management Act 2013;
- Emergency Management Manual Victoria (EMMV);
- Municipal Emergency Management Plan (MEMP);
- Municipal Fire Management Plan;
- Regional Recovery Plan – Grampians Region; and
- National Principles for Disaster Recovery

5.4. Key Recovery Planning Considerations

The Community Emergency Risk Assessment (CERA) Plan identifies the types of risks within the municipality, makes predictions on their likelihood of occurring and degree of impact, but doesn't consider their implications for the recovery process.

The municipal recovery planning process is structured to address key recovery services/activities within the four recovery environments as identified in the State Emergency Recovery Arrangements. These include:

5.4.1. Social Environment

This refers to the impact that an emergency may have on the health and wellbeing of individuals, families and the community, which includes the provision of:

- Temporary accommodation;
- Material and financial assistance;
- Family and personal support;
- Psychosocial support;
- The ability to access information;
- Health and medical services; and
- Community development.

5.4.2. Economic Environment

This area refers to the economic impact that an emergency may have on business, primary producers and the broader economy. The economic impact of an emergency is often hidden, and may need a detailed assessment to determine immediate and long-term effects and may include loss of business due to:

- Reduction in tourism levels;
- Damage to physical premises or inventory;
- Loss of productive land; and

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- Unavailability of workers.

5.4.3. Natural Environment

An emergency may impact on the natural environment within a particular geographic area, and may effect:

- Air and water quality;

- Public land and National Parks;

- Flora and fauna;

- Ecosystems;

- Marine environments; and

- Waste management.

5.4.4. Built Environment

Physical infrastructure may also be impacted and it is essential that community assets that have been damaged or destroyed during an emergency are re-established or replaced as soon as possible. Infrastructure assists individuals and the community to go about their daily lives and forms an important part of community identity. The loss of this infrastructure can also impact on the local economy. Community infrastructure may include:

- Essential services - such as water/wastewater management, gas, electricity and communications;

- Roads and bridges;

- Transport;

- Community facilities; and

- Iconic public structures.

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Recovery Planning Environments

Social Environment	Built Environment	Natural Environment	Economic Environment

Recovery Activities

Case management, Emergency grants, Community development, Municipal recovery committees, Media liaison, Community newsletter, Newspaper column.	Clean-up/ dump sites Tree removal Road signage / bridges Building assessment & replacement	Water quality/ protection, National Parks, Forest removal/ replanting, Water replacement/ quality, Public/private land interface	Tourism Coordinators, Low interest loans, Business development, Financial advice.

Service Providers

LGA DHHS Community Health Uniting Care Centrelink VCC Salvation Army Lifeline Rural Health Services	LGA DHHS Public Health Utilities DEDJTR DELWP VFF VicRoads	Parks DHHS Public Health Water /CM Authorities DELWP Tourism & economic development groups	LGAs Business Groups Rural Finance DVC RDV Tourism & economic development groups DEDJTR

Diagram 1

5.5. Dimensions of Recovery Planning

The City of Ballarat has a number of key planning factors which influence its ability to effectively manage recovery from an emergency. This section of the recovery plan identifies those factors so that any planning and preparatory activities can take them into account.

5.5.1. Pre-event Planning

This is completed as part of the MEMP planning process for all hazards. This planning provides a broad framework and governance for recovery. The intent is to establish and strengthen relationships between individuals, communities and organisations that will play a role in an emergency.

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PRE-EVENT-RECOVERY PLANNING CHECKLIST
Identifying emergency risk
Access emergency risk register for the relevant jurisdiction/area/region
Take information from the process to inform the development of recovery planning
Identify community strengths
Engage key/relevant stakeholders
Based on risks identified, engage key stakeholders, including community representatives, local government, and government and non-government agencies.
Provide them with details of risk assessment and request that they consider the potential impacts of this assessment on the community and area of responsibility.
Coordinate all-hazards pre-event planning
Assemble the key stakeholders and facilitate discussion around identified risks and community recovery planning
Ensure that key stakeholders have emergency activation capability and procedures, and operational capacity
Establish escalation procedures
Agree and assign roles and responsibilities
Develop a process for activating and implementing an integrated emergency recovery plan for each of the four environments
Gain endorsement of recovery plans from stakeholder organisations
Exercise, evaluate and review
Plan and undertake exercises to test activation procedures, stakeholder contingency planning
Collectively evaluate outcomes of exercises, identifying successes and opportunities for improvement in recovery planning and request that stakeholders also review their agency-specific emergency contingency planning

5.5.2. Community Recovery Plans

These are post event and tailored specifically for activities following an emergency. This plan is generally operational and developed for each event. The plan aims to agree and communicate the immediate, medium and long term goals for recovery. The plan will consider the impact of the event, location, community demographics and the vulnerabilities of the community as well as the existing social networks prior to the event, culture and the four recovery environments. Importantly planning must involve the community from the outset. It is critical to have community participation in the post-event planning process to identify specific activities required by the community to re-establish community systems and ensure the outcomes of the recovery process are community driven.

5.5.3. Planning for Resilience

A strong recovery process encourages individuals, households and communities to consider the consequences of events and requires a level of capacity building. It recognises that households and communities are the cornerstone and those that plan for emergencies reduce the need for extraordinary recovery services.

5.5.4. Planning for Business Continuity

Many organisations deliver community based services that support recovery as part of their core business. These activities are then simply carried out in a different environment when an emergency occurs. Effective community recovery can leverage the business continuity arrangements of organisations and communities. Business continuity arrangements need to seamlessly interface with recovery arrangements. Conversely, community based services and activities can support business continuity by supplementing normal business levels during recovery event.

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5.5.4.1. Council Business Continuity Planning

Consideration will be given to how normal/core council business functions will be maintained during an emergency recovery operation, particularly when recovery service demands on staff, impact on their ability to undertake their normal duties. Past experiences have shown there is an expectation for normal services to be undertaken as well as the recovery tasks. This can lead to work overload and staff burn-out. Consideration will be given to business continuity in the following areas:

- Staff backfilling - agreements with other LGAs to support this strategy;

- Multi-skilling of staff to undertake other council staff duties in their absence;

- Identification of which Council internal roles can be reduced or postponed; and;

- Support requirements for staff who are involved in a recovery operation.

The City of Ballarat has arrangements in place via the Business Continuity Plan, Crisis Management Plan and MySafety Policies so key recovery staff can be moved off-line from their substantive duties to meet the recovery coordination requirements of an emergency recovery operation. Such arrangements include short and long-term strategies. The welfare of recovery workers has also been taken into account within those arrangements.

5.6. Recovery Management Structure

5.6.1. Municipal Recovery Manager (MRM)

The role of the MRM is to:

- Notify the CEO via the Municipal Emergency Manager (**MEM**) of the nature and extent of recovery activities and the outcomes of the initial internal recovery committee meeting.

- Coordinate municipal and community recovery resources through the activation of relevant recovery Support Plan Coordinators.

- Assist with the validation and consolidation of information gathered in the post impact assessment.

- Lead the process of establishing priorities for restoration of community services and needs.

- Liaise with the Municipal Emergency Management Planning Committee (**MEMPC**), MEM and the Municipal Emergency Recourse Officer (**MERO**) on the best use of municipal resources.

- Establish an information and coordination centre to service the needs of the affected community.

- Liaise, consult and negotiate with recovery agencies on behalf of the affected area.

- Liaise with the Grampians Regional Emergency Management Planning Committee and the Department of Health and Human Services.

- Undertake other specific recovery activities as agreed with the City of Ballarat and / or the MEMPC.

The City of Ballarat has recognised that a single Municipal Recovery Manager (**MRM**) cannot coordinate an emergency recovery operation for an extended period of time, so five (5) deputies have been trained and appointed to this role.

5.6.1.1. Deputy Municipal Recovery Manager (Deputy MRM)

The role of the Deputy MRM is to:

- Act as the MRM when in a 24 hour emergency recovery environment.
- Understand the implementation and operation of the Municipal Recovery Plans.
- Understand council's action plan for recovery.
- Assist the MRM in the recovery activities.
- Undertake other specific recovery activities as determined.

5.6.2. Municipal Recovery Planning Committee (MRPC)
(Sub Committee of the MEMPCommittee)

Planning for an emergency cannot be done in isolation, as it requires partnerships and an integrated approach from many services, to plan and deliver effective recovery services to the community. To address this need, the MEMPC has established a Municipal Recovery Planning Committee to develop strong inter-agency relationships, to build capacity through training and coordinate the planning process.

The Municipal Recovery Planning Committee is a subcommittee of the MEMPC, chaired by Council's Municipal Recovery Manager with representatives from council, relevant community representatives, recovery agencies and emergency service organisations. The committee is responsible for the recovery planning and preparedness for the City of Ballarat.

5.6.2.1. Committee Responsibilities

The responsibilities of the committee are:

- Prepare, document, monitor and review the recovery component of the MEMP;
- Report to the MEMP Committee on a quarterly basis;
- Establish and maintain recovery service arrangements in preparation for an emergency;
- Through council provide resources to support recovery activities and agencies as requested, including logistical to recovery agencies when required;
- Ensure effective communication between stakeholders; and
- In the event of an emergency requiring recovery, the recovery planning committee will convene to coordinate and plan recovery activities across the municipality. This includes establishing the post event community recovery action plan.

5.6.2.2. Membership

The recovery planners include representatives of the key recovery organisations and agencies who may be involved with the recovery process. These include:

- Municipality (MRM, Deputy MRMs, MEM, MERO, and Support Plan Coordinators);

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- Recovery Agencies (Salvation Army, Red Cross and the Victorian Council of Churches (VCC);

- State Government Departments (DHHS, DELWP and DEDJTR);

- Response agencies (VicPol, VicSES, CFA and Ballarat Health Services);

- Non-Government Agencies (Ballarat Community Health)

- Service clubs.

Other organisations may be included depending on the skills and expertise required by the Municipal Recovery Planning Committee.

5.6.2.3. Meeting Frequency

This committee meets three times per year and is required to report to the MEMPC on recovery planning and emergency activities. The MRM will convene the Municipal Recovery Planning Committee meetings.

5.6.3. Municipal Recovery Support Plans - Sub-Committees

Underpinning the Municipal Recovery Planning Committee is a series of sub-committees each with a Coordinator. The Coordinator represents their sub-committee on the Municipal Recovery Planning Committee. The Coordinator will appoint a deputy to act in his/her absence. Municipal Recovery Support Plans - Sub-committees aim to link the key municipal organisations involved in a particular area of recovery so as to ensure maximum access to and use of resources and knowledge.

The Roles of the Support Plan Coordinators and Team members are outlined in section 5.7.3 of this plan.

5.6.4. Planning Resources

- Supporting the MRM and the Municipal Recovery Planning Committee are a range of advisers and resources. These include the Department of Health and Human Services (**DHHS**) - Grampians Region, Victoria State Emergency Services (**VicSES**), the Red Cross, and the Municipal Association of Victoria (**MAV**) who provide planning support and training;

- The Grampians Regional Emergency Management Planning Committee is a valuable forum for networking, the exchange of ideas and issue resolution;

- The Grampians DHHS Local Government Area (**LGA**) Recovery Planning web site at http://www.dhs.vic.gov.au/for-service-providers/emergencies-and-preparedness is also a valuable resource.

5.6.5. Regional Escalation

The Grampians Regional Recovery Plan complements local arrangements and clearly identifies the triggers for a regional escalation. Should an emergency impact on the City of Ballarat to a degree where demand exceeds capacity at the local level, or it extends into additional LGAs, then the Regional Recovery Plan will be activated.

5.6.6. Neighbouring Municipalities

Emergencies can impact across municipalities. Such a recovery operation may involve recovery team members from multiple municipalities. Generating a coordinated response will depend upon established relationships with neighbouring municipalities and their recovery managers, as well as a consistent set of recovery protocols and processes.

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5.7. Municipal Recovery Process

There are two phases in the recovery process, namely the; Planning and preparedness phase; and the Emergency Recovery operational phase.

5.7.1. Planning and Preparedness

The MRM is responsible for the development and maintenance of recovery service arrangements within the municipality. More detail on the planning process is covered in Part 4 of this Plan. Ideally, the planning process should involve the Municipal Recovery Planning Committee.

5.7.2. Emergency Recovery Operations

The MRM is to initiate recovery activities as soon as possible or when required, following an emergency. The MRM shall convene a meeting of the key recovery agencies as soon as is practical to assess the situation. If the coordination of recovery services is deemed beyond the capacity of the MRM, a Committee will be formed to become a Municipal *INCIDENT* Recovery Committee to plan for and manage the recovery process.

Note: The magnitude of the event and the subsequent recovery activities will be determined by the data collected during the Post Impact Assessment.

5.7.3. Structure of the Municipal Recovery Planning Process

The municipal recovery planning process is structured to address key recovery services/activities within the four recovery environments identified in the State Recovery Plan. These include:

Social	Built	Natural	Economic

5.7.3.1. Support Plans

A Support Plan Coordinator is responsible for each of the service areas. A coordinator is assigned to each of the recovery services. A sub-committee set-up for each of the 22 Support Plans develops operating procedures that outlines the following:

- The membership details of the sub-committee (including all members and phone contacts);

- Specific roles and responsibilities of the sub-committee;

- Policies and procedures where appropriate (including Memorandums of Understanding with lead agencies); and

- Resources available, where they are and how to access them.

5.7.3.2. Role of Support plan Coordinators

Support Plan Coordinators are responsible to the MRM. Their role requires them to:

- Convene meetings with service providers within their area of responsibility to identify and document in the event of an emergency -
  o What needs to be done;
  o Who will provide which services;
  o What resources are available (local and regional);
  o How the process will work; and
  o What interdependencies exist with other service areas;

- Document meetings held;

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- Represent their service area on the Municipal Recovery Planning Committee;

- Liaise with other Support Plan Coordinators to ensure information sharing and cross-service planning occurs;

- Appoint a Deputy Support Plan Coordinator to relieve them when they are unavailable;

- Convene and coordinate a recovery support team;

- Prepare and maintain a Support Plan including operational procedures and review the Support Plan each year in consultation with the Support Plan Team;

- Develop and maintain a recovery service providers contact and capability information list for their recovery service, and recruit new providers when needed; and

- Should the team be activated, represent their Support Plan team on the Emergency Recovery Committee formed at the time of an emergency;

5.7.3.3. Support Plan Teams

The Support Plan teams should include representatives of key organisations involved in the recovery process. Each support plan team aims to link the key municipal organisations involved in a particular area of recovery. This ensures maximum access to and use of resources and knowledge; minimising the overlap of service delivery in an emergency.

The roles of the support plan teams are to:

- Plan the recovery process for their area of responsibility;

- Coordinate the recovery process in their area of responsibility and report back to the MRM;

- Identify local resources and external resources available for recovery;

- Identify and involve the community in planning and implementation of the recovery process;

- Liaise and communicate with other support plan teams;

- Liaise and communicate within the recovery team as established after an emergency

5.7.3.4. Support Plans Summary

Accommodation Support Plan No. 01	**Aged and Disability Support Plan No. 02**	**Catering Support Plan No. 04**
To assist in the provision of emergency/temporary accommodation after an emergency. **Coordinator: Visitor Services** *Service Providers:* • Red Cross (single incidents only) • Salvation Army • DHHS • Department of Housing	To plan for and coordinate the recovery process for aged and disabled people in the municipality. Identification of other vulnerable groups would be valuable. **Coordinator: Manager Community Care & Access** *Service Providers:* • Aged Care providers • HACC funded agencies • Community Health Centres • DHHS • Rural Access Workers • Others as determined	To provide food services as required for combat, field and emergency management staff (and attendees at Emergency Relief Centres). **Coordinator: Municipal Recovery Manager (MRM)** *Service Providers:* • Red Cross • Lions Club • Salvation Army • Ballarat Health Services • Other agencies as required
Family and Children's Services Support Plan No. 05	**Media/Communications Support Plan No. 07**	**Community Development Support Plan No. 08**
To plan for and coordinate the recovery process for children under 12 years and provide childcare services to relief/recovery centres. **Coordinator: Manager Family & Children's Services** *Service Providers:* • Family Day Care Provider • Maternal and Child Health Nurses • Childcare Centres • Preschools • Community Nurses • Outside School Hours Care Providers	To coordinate and provide accurate information to the public and media after an emergency. **Coordinator: Major Projects Delivery & Communications** *Service Providers:* • Mayor • VicPol • Local Media • Media Liaison Officer • MRM • Lead response agency	To coordinate community events and activities that will assist the community's recovery from the impacts of an emergency. The employment of a Community Development Officer (CDO) may well be a key part of this recovery service. **Coordinator: Manager Community Development** *Service Providers:* • City of Ballarat • Community Health Centre • DHHS • MRM • Community group representatives
Donations and Material Aid Support Plan No. 10	**Financial Assistance** *(also falls within Economic Environment)* **Support Plan No. 15**	**Psychosocial Support Support Plan No. 18**
To coordinate the collection and distribution of donated goods, services and money following an emergency. It is best for the municipality if an external organisation can be recruited to oversee this service area. **Coordinator: Manager Accounting Services** *Service Providers:* • Red Cross • Salvation Army • City of Ballarat • Uniting Care • Service Clubs • Churches	To coordinate the distribution of financial aid to individuals and communities after an emergency. A range of financial grants and subsidies will be offered by various agencies requiring coordination. **Coordinator: Manager Accounting Services** *Service Providers:* • DHHS • Centrelink • Salvation Army • Red Cross • Rural Finance Corporation • Insurance Council of Victoria	To coordinate the provision of personal support and counselling services during and after an emergency. Case management of affected members of the community will be the preferred approach and outreach services will be coordinated from this service area. **Coordinator: Municipal Recovery Manager (MRM)** *Service Providers:* • Ballarat Community Health • Victorian Council of Churches • Grampians Psychiatric Services • Salvation Army • Advocacy Services as required • Red Cross

Cultural and Linguistic Diversity Support Plan No. 09

To identify the considerations and requirements necessary to meet the needs of Ballarat's cultural and linguistically-diverse community

Coordinator: Coordinator Cultural Diversity

Service Providers:
- City of Ballarat
- Representatives from various CALD Groups

Casual Volunteer Coordination Support Plan No. 22

To recruit, support and coordinate the work of volunteers after an emergency and to assist other recovery service areas through the provision of volunteers as required.

Coordinator: Volunteer, Training & Education Officer

Service Providers:
- United Way

Hospitality Centres Support Plan No. 16

To provide people living in high fire risk areas with alternative locations to relocate during Code Red Days.

Coordinator: Municipal Recovery Manager (MRM)

Service Providers:
- City of Ballarat
- St. Alipius Church
- Brown Hill Uniting Church
- St Patrick's Cathedral
- Anglican Cathedral

Emergency Relief/Recovery Centre Management Support Plan No. 20

To coordinate and staff Emergency Relief and Recovery Centres (ERCs) as established by the MERO and MRM, and liaise with other Service Coordinators. Regular maintenance of the ERC register and support resources is part of the coordinators role.

Coordinator: Manager Community Care & Access

Service Providers:
- ERC coordinator and deputies
- DHHS (recovery centre support)
- Red Cross
- Salvation Army
- St John Ambulance
- Converge International
- Lifeline
- Personal Support Providers
- VicPol

Animal Welfare Support Plan No. 03

Assist/destroy injured stock/wildlife. Coordinate the disposal of dead stock and/or emergency feed/fodder supplies. Identify holding areas for stock/pets etc. Provide cages/leads etc. for animals and relief/recovery centres. Round up escaped stock.

Coordinator: Manager Local Laws & Parking Enforcement

Service Providers:
- Municipal Pound
- DEDJTR
- Environmental Health Officer
- Local Vets
- RSPCA
- Victorian Farmers Federation
- Parks Victoria
- Wildlife Network
- Animal Aid Agencies

Fencing Support Plan No. 14

To coordinate the reconstruction of boundary fencing of rural properties following damage incurred during an emergency.

Coordinator: Municipal Recovery Manager (MRM)

Service Providers:
- Victorian Farmers Federation
- Service Clubs
- United Way
- Blazeaid

Post Impact Assessment Support Plan No. 19

To coordinate the assessment of damage and losses following an emergency. The gathered information will greatly assist the recovery planning and service provision in the recovery process.

Coordinator: Project Manager

Service Providers:
- DELWP
- Municipal Building Inspectors
- MRM
- Personal Support Providers
- Environmental Health Officer

Infrastructure Support Plan No. 17

To rebuild and restore community infrastructure/utilities after an emergency.

Coordinator: Manager City Services (MERO)

Service Providers:
- Powercor
- Gas Companies
- Local water authority
- Telstra
- CMA

Clean Up Support Plan No. 06

To plan for and coordinate the clean-up process after an emergency, including the provision of temporary resources as required, e.g. toilets, generators, earthmoving equipment, furniture.

Coordinator: Manager City Services (MERO)

Service Providers:
- Council Works Manager
- VicSES
- Local Contractors (e.g. earthmovers)
- Service Clubs
- Hire businesses
- Environmental Health Officer

Transport Support Plan No. 21

To assist in transport provision after an emergency event so that those affected can access relief centres, recovery services, shopping etc.

Coordinator: Manager City Services (MERO)

Service Providers:
- Commercial Transport Companies
- Community Transport Providers
- Taxis/buses
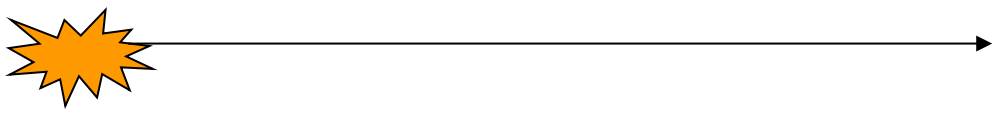
Economic Development Support Plan No. 11	Environment & Cultural Assets Support Plan No. 12	Environmental Health Support Plan No. 13
To coordinate and initiate economic development activities to assist local businesses to recover following an emergency.	To assess, advise on and repair damage after an event including tree safety/assessment; replanting/revegetation; erosion prevention and control.	To assess, advise on and minimise the public health impact of an emergency e.g. safe water supply, food safety/disposal, septic systems, safe disposal of waste, provision of temporary toilets/facilities etc.
Coordinator: Manager Economic Development	**Coordinator: Vegetation Planning Officer**	**Coordinator: Manager Environmental Health**
Service Providers: • Business Development Officers • Tourism Development Officers • RDV • Centrelink • Rural Finance • Rural counsellors	*Service Providers:* • Landcare Groups • LGA Parks and Gardens • DELWP • Local Nurseries • Local Contractors • Catchment management authorities • EPA	*Service Providers:* • Regional Environmental Health Officer • Municipal Environmental Health Officer

5.7.4. Municipal Emergency Recovery Operations

All persons working in recovery need to be aware of the potential impacts and likely reactions that may be experienced by individuals who have been affected by emergencies, particularly if services are to be delivered in the most supportive and effective means possible.

The following diagram provides a summary of the phases of human behaviour that typically occur following an emergency.

Impact	2-3 Weeks	Months	Months-Years
Heroic	**Honeymoon**	**Disillusionment**	**Renewal and Reconstruction**
• Single focus • Strong altruism • Desire to help	• Togetherness • Sense of shared survival • Anticipation of help • Highly active, task focused	• Anger • Resentment • Diminished sharing • Mood and level of activity swings • Scapegoating • Awareness of length of process	• Belief in self and community • Taking responsibility • Long-term investment in process

Ensure the recovery process is coordinated from the very start.

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ACTIVITY	RESPONSIBILITY
During the incident	
Obtain a briefing from the MERO • Place Deputy MRMs on standby • Place Support Plan Coordinators on standby • Develop staff rosters in consultation with MERO, MEM and Support Plan Coordinators as required	MRM
Conduct the Initial Impact Assessment (IIA)	Control Agency (Coordinated by VicPol)
Activate emergency relief arrangements (MEMP Part 5)	MERC, MERO, MRM, Control Agency
Assess the need and plan for a Relief/Recovery Centre based upon data collected from the IIA	MRM & Planning Unit
Respond to reported loss and damage reports as collated during the IIA Process • Prepare the PIA teams for entry into the impacted when the emergency is under control and it is safe to do so • Provision of emergency grants, temporary accommodation, material aid and personal support • Implementation of the communications strategy (community meetings, media releases, fact sheets, establishing a central point of contact)	PIAR Coordinator, DHHS, MRM
Immediately after the incident (1-7 days)	
Establish and manage the Emergency Call Centre (Single Point of Entry)	MRM, Customer Service, Social Recovery Coordinator
Continue the needs and post impact assessment to identify: • What needs to be done • Who will undertake those tasks • How will they be coordinated (who will do what, where and when)	MRM PIAR Coordinator DEDJTR
Establish a mechanism for the provision of essential needs in the impacted area, eg resources (financial, human & equipment), water stock feed, temporary fencing, fuel, food and material aid	MRM, DEDJTR
Activate a Recovery Centre facility in the impacted area if necessary	MRM
Initiate the Recovery Planning process including: • Convene the Municipal Recovery Planning Committee • Establishing the Community Recovery Committee • Development of the Municipal Recovery Action Plan structure & framework	MRM DHHS DEDJTR
If the recovery effort is broader than the City of Ballarat, the Grampians Regional Recovery Committee may be activated to coordinate regional resources	DHHS & Regional Committee MRM Other LGA MRMs as required
If necessary, begin to plan for an outreach program in consultation with relevant service coordinators.	MRM, MRPC, DHHS, Recovery Coordinators
Short Term (2-4 weeks)	
Continue to monitor community needs through the PIA process	MRM MRPC
Continue the Recovery Planning process including the: • Recovery Action Plan • Sub-Committees and Working Groups to address specific recovery needs	MRM, MRPC, DHHS Recovery Coordinators
Medium Term (2-3 months)	
Continue to implement and monitor the Municipal Recovery Action Plan	MRM & Recovery Coordinators, DHHS, MRPC
Commence planning for the development of a Transition Strategy to enable the timely and appropriate withdrawal of dedicated services and activities and transition to existing community support services	MRM & Recovery Coordinators, DHHS, MRPC
Long Term (4 months onwards)	
Monitor, review and evaluate the Municipal Recovery Action Plan	MRM & Recovery Coordinators, DHHS, MRPC
Continue the development of the Transition Strategy to support a seamless transition of recovery activities (Council and Support Agencies) into core business. Commence implementation as defined in the Strategy	MRM & Recovery Coordinators, DHHS, MRPC

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5.7.5. Activation Process

> *Activation of any of the recovery services will be via notification from the MRM to the Support Plan Coordinator of the specific area.*
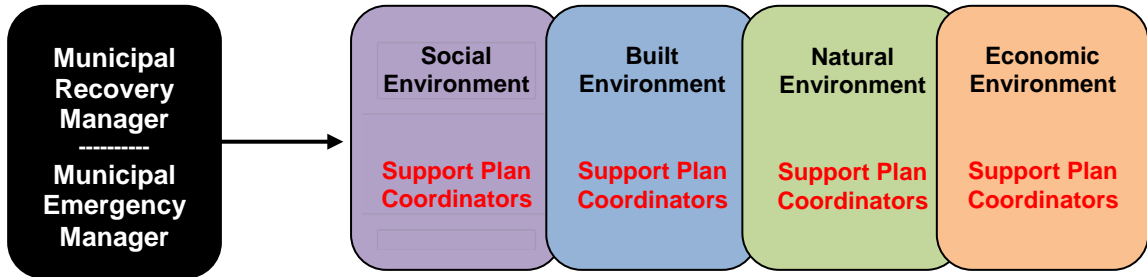
There are five primary phases or steps in emergency recovery operations that are related to a time continuum. The recovery services required in each phase will vary in type or activity.

The phases are:

1.   During the incident (usually the response phase);

2.   Immediately after the incident (1 – 7 days);

3.   Short Term (weeks 2 - 4);

4.   Medium Term (months 2 - 3); and

5.   Long Term (month 4 onwards). Up to 18 months or even two years depending on the impact of the incident).

The following phases outline the recovery services that may be required during those timelines.

5.7.6. During the incident (depends on length of the incident)

- Reports of losses will be collected through the Municipal Emergency Coordination Centre (**MECC**), to assess the needs of the community;

- Loss assessment team/s should prepare to enter the impacted area when the emergency is under control and it is safe to do so.

- Loss and damage reports, as collated by the MECC, should be responded to and may include the:
  o Provision of emergency grants, temporary accommodation, material aid and personal support;
  o Activation of relief centres (the MERC, MERO and MRM make the decision on which centre and when); and
  o Implementation of the communications strategy (community meetings, media releases, fact sheets, and establishing a central point of contact).

5.7.7.   Recovery trigger points

Where it appears to the MERC, after consultation with the relevant agencies that response activities are nearing completion, they will convene a meeting with the MRM and Regional Recovery Coordinator (DHHS), to establish whether:

1. The emergency response has or will soon be concluded.

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2. The immediate needs of the affected persons are being managed.

3. The relevant agencies are ready to start, or continue, providing and/or managing recovery services.

4. The Incident Controller has supplied a current handover document.

5. Sufficient damage/impact information has been passed to the MECC to enable detailed planning for recovery activities.

If agreement is reached at that meeting to terminate response activities, the MERC will advise all agencies of the time at which response terminates and arrangements will be made to maintain the MECC functionality for an agreed period.

The MRM is to initiate recovery activities as soon as possible or when required, following an emergency. The MRM shall convene a meeting of the Municipal Recovery Planning Committee including key recovery agencies as soon as practical to assess the situation.

Any requests for recovery services in the City of Ballarat are to be directed to the MRM or the on call Deputy MRM in the first instance.

The MRM will most likely be notified of the emergency by one of the following people:
- Municipal Emergency Resource Officer (Council)
- Municipal Emergency Response Coordinator (VICPOL)
- Regional Recovery Coordinator (DHHS)

Any requests received from other sources should, in the first instance, be discussed with the MERO and MERC before determining if a recovery related response would be provided.

Recovery activities will be dependent on the type of emergency and its effect on the community. Levels of activities are directly related to the complexity of the impact and the resources required.

Level	General Description
One (Local/Municipal)	MRM providing referral services and follow ups Frequent event, low to medium, no disruption or minor localised disruption and activated through after hours procedures, coordinated at municipal level. **After Hours Duty Officer activation only.** i.e. **Single house fire.**
Two (Municipal/Regional)	Frequency, occasional to rare, with medium complexity. Localised to moderate disruption. Activation through After Hours procedures and/or MEMP arrangements. **MRM and Recovery Team involvement** in the field and formal information may be provided. MECC activated. Still within council capacity, may involve Regional arrangements – i.e. **aged care facility fire, widespread hailstorm, flash flooding.**
Three and above (Regional/State, Commonwealth and Interstate)	Frequency, very rare to extremely rare, high to extreme complexity. Major disruption. Regional arrangements activated, may involve State or Commonwealth plans. Coordination of recovery may be Regional or State. Activation through the MEMP arrangements. **MRM and Recovery Team involvement** MECC activated. i.e. **major bushfire, prolonged flooding, cross boundary events, terrorist attacks etc.**

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5.7.8. Immediately after the incident (1 – 7 days)

- Impact and needs assessment (See 5.9 PIAR)

  o Conduct the loss and damage assessment (as outlined in the Planning Committee's documented process which may include visits to properties) and collate the gathered information for needs assessment and planning purposes. (Figures will need to be verified and validated from initial earlier reports).

  o If necessary, begin to plan for an outreach program in consultation with the relevant service coordinators.

- Convene the recovery planning team to conduct a needs assessment.

5.7.9. Transition from response to recovery

The process of transition from response to recovery is an ongoing one and commences from the time of impact of the emergency. However, an agreement for handover from emergency response coordination to emergency recovery coordination is required to achieve a seamless transition of information, management, resources and coordination activities. For this to occur, the control agency, DHHS, MERC, MERO and MRM should consult to reach agreement on the timing and process of the transition from response to recovery. (Note this may require the formation of an EMT with the relevant agencies for this to occur).

Key considerations in reaching an agreement on the timing of the handover include:

- The nature of the hazard or threat and its potential to continue or reoccur.

- The extent of impact on communities, which may determine if a prolonged transition is required where some areas or affected groups are handed over before others.

- The extent of loss or damage and the extent of emergency relief.

- The anticipated demand on resources during recovery.

In determining the timing and process of handover from response to recovery consideration should be given to:

- Notification of all organisations, stakeholders and the community;

- Media coordination;

- Management of community information sessions;

- Verification and validation of information;

- Operation of the MECC;

- A schedule for transition to ensure a staged and seamless approach;

- A full situational briefing to all agencies; and

- Closure of any Emergency Relief Centres and opening of a suitable Recovery Centre (which could be at the same location).

5.7.10. Effectiveness of the recovery process

It is of the utmost importance to the effectiveness of the recovery process that:

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- City of Ballarat's Municipal Recovery Planning Committee is in place at all times;

- An audit of the vulnerability and resilience of the community has been undertaken;

- Each committee member is representative of a significant aspect of recovery management;

- Local services and resources and contact details for individuals are documented and updated regularly;

- Sub-committees are in place at all times and report on a regular basis to the Emergency Recovery Committee.

The MRM has an established understanding and agreement with the owners/operators of venues nominated as relief/recovery centres regarding their responsibilities should their venue be required for use in an emergency;

- Ongoing training and support is provided to management staff and volunteers involved in the recovery preparedness and implementation;

- An audit of all nominated recovery/relief centres is conducted;

- Resource kits are prepared (and regularly updated); and

- Resource kit locations are well known and accessible.

There may be some individuals and groups within the community who have special needs, for instance:

- Young children may need specialised support to help them understand the emergency event;

- People with poor English language skills may need interpreters;

- People from varying cultural backgrounds may have different social patterns, values and ways of coping with loss and trauma;

- The frail, aged and people with disabilities; and

- People on life support technology will require access to essential services such as power, gas and water.

It is important for recovery planners to be aware that because a person is, for example, being aged does not make them vulnerable. Their vulnerability may stem from frailty or lack of mobility or impaired judgement. Therefore assumptions about particular groups in the community need to be challenged and tested.

This information should be gathered as part of the municipal emergency management planning process, when identifying the community profile. The importance of this assessment and subsequent preparation will impact most on those responsible for the recovery process and so this role is highlighted again in this section of the Recovery Plan.

5.8. Post Impact Assessment Recovery (PIAR)

The Post Impact Assessment process is a detailed assessment of loss and damages, the impact on the affected community, and draws upon the information gathered during the Initial Impact Assessment (IIA). It is an appraisal of the extent of damage,

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disruption and breakdown to the community and its infrastructure resulting from the emergency. The City of Ballarat will undertake PIAR once the control agency has declared the area safe for entry. The PIAR captures identifiable impacts across the four key areas of social, economic, built and natural environments. It assists in the Relief and Recovery Planning and shall be a program of regular analysis, monitoring and review.

The MRM with the assistance of the PIAR Coordinator will resource Council personnel to attend to the area of impact and collect information regarding the following:

- Survey the extent of damage and provide an early estimate of anticipated financial and material aid needs.

- Specific information on individual property and/or asset damage i.e. Roads, trees, bridges, community buildings, places of worship, assembly buildings, commercial properties, residential properties, and rural properties.

- Basic survey of buildings damaged and estimate on re-occupancy capability.

- Provide a priority listing for restoration of community needs to assist agencies in the performance of their functions.

- Monitor the acquisition and application of financial and material aid provided or required during the recovery period.

- MRM will create a clear, implementable, and timely Recovery Action Plan.

- Monitoring and reporting on the progress of recovery.

- Reconciliation of information gathered against ratepayer database.

The post impact assessment will identify which environments have been impacted. The next task is to identify;

- What needs to be done;

- Who will undertake those tasks;

- How they will be coordinated, who will do what and when; and

- What resources will need to be sourced, from whom and for how long?

Once the needs assessment has been completed, determine whether an Emergency Recovery Committee will need to be established. If so, commence planning for its establishment. The following guidelines outline the terms of reference for an Emergency Recovery Committee.

5.9.   Event Recovery Committees

5.9.1.   Community Recovery Committee (CRC)

One of the most effective means of involving the community is through a Community Recovery Committee. These committees comprise representatives of government, non-government, private and volunteer agencies as well as councillors, community groups/leader and other representatives of the impacted communities.

CRCs provide a mechanism through which information, resources and services may be coordinated in support of an affected community. These committees also provide a useful source of information and advice for the affected community and recovery agencies.

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The purpose of a CRC includes:

- Reinforcement of local and community orientation of the recovery process

- Recognition of the common interests of members of the affected community

- Ensuring the equitable application of resources and services

- Establishing a mechanism for the identification and prioritisation of community needs

- Overall monitoring of the recovery process

- Providing a means for identifying needs which cannot be met from within the community and which require resource support from other sources.

Where an event has impacted on a number of communities, it may be appropriate to establish a local recovery committee for each affected locality. In these instances, a central CRC may also be necessary to provide an overall forum for advice, consultation and coordination. CRCs may also emerge spontaneously as a result of local leadership. If an emergency affects various areas/communities of the municipality, it may be appropriate to establish a CRC for each affected area/community. Council's role is to sponsor and facilitate these meetings.

5.9.2. Emergency Recovery Committee

Where the magnitude of the event requires community input into the recovery process, a Municipal (*INCIDENT)* Recovery Committee may be established within the affected area.

For example, a *BUSHFIRE* Recovery Committee may be established following a severe bushfire. The same would apply for managing the recovery process for a drought or flood, etc.

5.9.2.1. Emergency Recovery Committee Membership

The composition of the committee will essentially be members of the Municipal Recovery Planning Committee, but this will vary depending on the extent and type of emergency (i.e. which of the four recovery environments have been impacted). For example, a fire could impact on the social, natural, built and economic environments, but drought will largely impact the social and economic environments.

Membership of the committee could include community leaders and agency representatives as well as the:

- Municipal Recovery Manager;

- MERC and MERO;

- Councillors (representing affected persons);

- Support Plan Coordinators;

- Government agencies;

- Community groups;

- Non-government agencies; and

- Volunteers.

5.9.2.2. Emergency Recovery Committee Responsibilities

- Address the impact of the emergency on the four environments and coordinate the required recovery services. Undertake specific recovery activities as determined by the circumstances and the Committee;

- Monitor the overall progress of the recovery process in the affected community. This can be done by -
  o Receiving feedback from personal support case managers;
  o Conducting outreach services to the affected community;
  o Monitoring service requests via Council reception and/or the recovery centre;

- Identify community needs and resource requirements and make recommendations to appropriate recovery agencies, municipal councils and State Government Departments;

- Liaise, consult and negotiate on behalf of the affected communities, with recovery agencies, government departments and municipal councils;

- Liaise with the DHHS Regional Recovery Coordinator;

- Ensure the affected community is consulted before recovery activities are undertaken;

- Provide leadership and support to staff specifically employed for the recovery effort (e.g. a Community Development Officer or Business Recovery Officer).

5.9.2.3. Emergency Recovery Committee Activation

If an Emergency Recovery Committee is required to manage the recovery process, determine:

- The most suitable chair (recommend the MRM or a Council member);

- The membership, which could include Support Plan Coordinators, local community leaders, the MRM, LGA councillor representative, DHHS, Rural Finance, DEDJTR, DELWP, local counselling agency representative, local business/farming organisations and other appropriate organisations and individuals;

- How often the Committee should meet;

- The reporting process; and

- Level of authority.

5.10. Regional Escalation

If capacity of some service providers is exceeded or extends across municipal boundaries, activate the Regional Recovery escalation process by contacting the DHHS Regional Emergency Management Coordinator.

5.10.1. Short-Term (weeks 2 - 4)

- Social Recovery
  o Initiate a case management process for affected citizens and ensure they have personal support, accommodation and material aid; and
  o Implement an outreach program to gather information on how the community is travelling (best done 2 – 6 weeks after the event)

- Financial Assistance

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- o A number of organisations will be able to provide emergency grants. The Council's Financial Assistance Coordinator will have all the necessary information regarding who will be able to provide what;
- o DHHS will commence processing applications for Hardship Grants where citizens on low incomes have lost their primary residence;
- o Appeals and Donations - Offers of various kinds will come from the public at large. The Red Cross is Council's designated coordinating agency to coordinate offers of money, materials and volunteered labour.

- Communication
  - o Conduct community meetings (as part of response and recovery);
  - o If required, open a Recovery Centre to coordinate information flow (both ways) to the community;
  - o Employ a Media Liaison Officer to coordinate the flow of information to the media;
  - o Activate mechanisms to inform community of the situation -
    - Council newsletters;
    - Local newspapers and TV;
    - ABC radio (other radio as well);
    - Council meetings;
    - Incident-specific newsletters and mail-outs;
    - Conduct community meetings.

- Recovery Task Forces
  - o Call the first meeting of the Emergency Recovery Committee and activate sub-committees (Support Plans) to coordinate services across some (or all) of the four impacted recovery environments (e.g. social, environmental etc.);
  - o Identify resources required to meet the needs of the recovery process;
  - o Develop appropriate recovery plans; and
  - o Plan for the employment of a Community Development Officer (**CDO**) and Business Recovery Manager (**BRM**) if required.

- Maintaining Business Continuity
  - o Depending on the size of the emergency, many Council staff may need to be fully (or partially) devoted to the recovery effort. Ensure that backfill is in place for the MRM (and others as required), for periods of up to six months (e.g. support from other LGA's), is arranged.
  - o Failure to make provision for this contingency will lead to staff exhaustion and loss of service delivery, potentially prolonging the impact of the incident.

- Support from Government
  - o Liaise with regional DHHS to facilitate support;
  - o Requests for resources could include funds for a CDO, discretionary purposes and rebuilding of infrastructure; and
  - o Specify the timeframe within which assistance is required.

- Regional Recovery Committee
  - o If the recovery effort is broader than a single LGA, the Regional Recovery Committee will be activated to coordinate regional resources. If that is the case, then:
    - Ensure there is suitable representation on the Regional Recovery Committee (recommend the CEO or a senior Council representative with the MRM). It is essential to nominate a senior Council representative to ensure appropriate authority and decisions.

- In conjunction with the DHHS and other recovery agencies, develop funding submissions and recovery strategies for government/ministerial taskforces through the Regional Recovery Committee.
- Debrief & Reporting (after week 1)
  o Capture learning's and see how recovery services and staff are travelling; and
  o Conduct appropriate local recovery debriefs and attend regional debriefs.

5.10.2. Medium-Term (months 2 - 3)

Many of the actions initiated in the earlier phases will continue in the medium term and include:

- **Social Recovery**
  o Continued case management of affected citizens;
  o Actioning outcomes of the outreach program;
  o Distributing milestone fact sheets;
  o Appointing the CDO/BRM and developing an action plan;
  o Implementing CDO/BRM action plans; and
  o Commencing community social events.

- **Financial Assistance**
  o Finalise emergency grants; and
  o Hardship grants may still be being processed, but will be finalised in this period.

- **Recovery Task Forces**
  o Meet as required and report to Emergency Recovery Committee;
  o Implement recovery plans.

- **Emergency Recovery Committee**
  o Meet as required and develop appropriate action plans and recovery strategies;
  o Coordinate the recovery process; and
  o Manage CDO/BRM activities.

- **Communication**
  o Expansion of the communication strategy (regular media releases and newsletters);
  o Ongoing operation of the recovery centre (if required); and
  o Conduct community awareness workshops.

- **Debrief & Reporting (after week 6)**
  o Capture learning's and see how recovery services and staff are travelling; and
  o Reposition strategy/agencies and seek extra resources if required.

5.10.3. Long-Term (month 4 and onwards to conclusion)

Recovery activities in this period will reach their conclusion at different points in time. The aim of the recovery committee is to assist the community to recover to a position equal to, or better than, before the emergency. Community needs will be ultimately brought under the umbrella of community service providers as it was prior to the emergency.

The following actions need to be considered and applied according to need:

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- Case management of affected citizens (NB: 20% of affected people are likely to become long-term/ongoing recipients of counselling or other community services);

- Task forces will complete their recovery action plan and wind up as required;

- Completion of CDO/BRM action plan/s (community engagement);

- Ensure that a community based exit strategy is planned for and that the community has been part of the consultation process;

- Debriefs and Reports
  - Maintain regular MRM and CDO/BRM debriefs to monitor staff welfare and to ensure that the recovery process is on track;
  - Conduct a final debrief with all agencies at the conclusion of the recovery process; and
  - Maintain a reporting program through the recovery process and prepare a final report. Learning's must be documented.
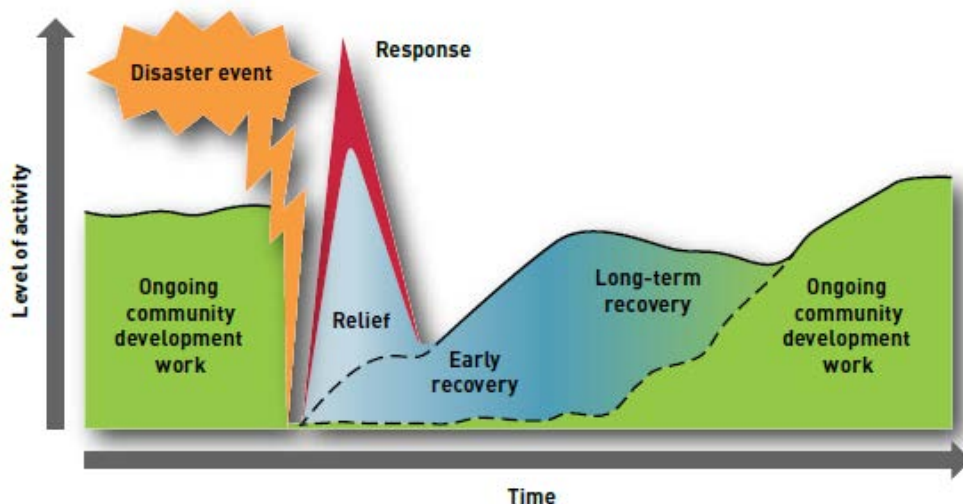
Effect of disaster on ongoing community development and interface with relief and recovery – (Source: AEMI Community Recovery Hand Book)

5.11. Role of the Department of Health and Human Services in Recovery

The DHHS will conduct the following tasks:

- Develop a Regional Emergency Recovery Plan;

- Represent regional recovery on Divisional Response Committees;

- Assist LGAs in the development of the MEMP;

- Assist LGAs in the development of local recovery strategies;

- Provide/coordinate recovery training and exercises for regional agencies and organisations;

- Assist LGAs in the conduct of local recovery procedures during an incident (for those incidents within the capacity of the LGA);

- Coordinate agencies in the conduct of recovery procedures during a regional incident (for those incidents beyond the capacity of the LGA to respond to or for incidents that affect multiple LGA's);

- Attend LGA MEMP Committee meetings;

- Attend LGA Community Recovery Committee meetings;

- Assist LGAs and SES in the development of local risk management assessments;

- Provide access to recovery information for regional organisations, agencies and communities;

- Disseminate appropriate and relevant recovery information and advice to regional organisations, agencies and communities;

- Provide current and appropriate advice to government on status of regional communities during an incident; and

- On behalf of regional LGAs, seek government support and funding during and in preparation for an incident.

5.12. Supply of Goods/Services

The municipality and other recovery agencies should obtain and pay for goods/services through their own supply systems.

The Municipal Recovery Manager, with the assistance of the DHHS, will coordinate the acquisition and supply of funds/goods/services which cannot be provided by the municipality or participating agencies. When goods can only be obtained in such a manner, payment approval from the DHHS is required prior to the goods/services being obtained.

5.13. Victorian Government Post Emergency Financial Assistance Measures

These are contained in the Emergency Management Manual Victoria, Part 8 – Appendices and Glossary, Appendix 1.

5.14. Agencies Assisting in Recovery

Agencies that may be involved in recovery and available in the municipality are listed below. This list is neither exhaustive nor exclusive as many agencies, including control agencies, may have a support role and a functional role, depending on the nature of the emergency.

Ballart Health Services	Local vets
Centrelink	Red Cross
Children & Family Services	Regional Development Victoria
Community Health Centres	Representatives of Culturally and Linguistically Diverse (CALD) Groups
Converge International	Rural Finance Corporation
Council	Salvation Army
Department of Health & Human Services (DHHS)	St John Ambulance
Department of Economic Development, Jobs, Transport and Resources (DEDJTR)	Victorian Council of Churches
Department of Environment, Land, Water and Planning (DELWP)	Victorian Farmers Federation
Grampians Psychiatric Services	Wildlife recovery agents
Lifeline	United Way
Local service clubs	

5.15. The Role of Local Agencies

5.15.1. Local Council

- Coordinate recovery arrangements;
- Convene a Community Recovery Committee;
- Provide information;
- Establish and manage Emergency Relief/Recovery Centres;
- Re-establish and repair damage to Council infrastructure;
- Housing of lost/stray companion animals; and
- Ensure that debriefing opportunities are available for all agencies involved in the recovery process.

5.15.2. Department of Health and Human Services (DHHS)

- Provide support to intellectually disabled clients;
- Through the Department's regional infrastructure, provide assistance with financial information and language services, and coordinate the provision of emergency accommodation, material aid, personal support or counselling services, as required when local resource capacity is exceeded; and
- Provide financial support through Financial Emergency and Hardship Grants.

5.15.3. Salvation Army

- Coordinate and provide material aid; and
- Use the Regional/State service network to provide assistance to affected individuals.

5.15.4. Ballarat Health Services Provision of:

- Acute beds;
- Emergency Department;
- Aged care services; and
- Allied health services and nursing.

5.15.5. Ballarat Community Health

- Personal support and counselling services for affected people using a case management approach;
- Coordinate outreach services; and
- Debriefing and trauma counselling.

5.15.6. Grampians Psychiatric Services

- Secondary psychiatric counselling for people who have been severely traumatised.

5.15.7. Victorian Council of Churches (VCC)

- Assist with general welfare and personal support activities.

5.15.8. Red Cross

- Single incident emergency assistance;
- Lead agency for emergency catering requirements;
- Registration and enquiry services at Relief/Recovery Centres (Register. Find. Reunite. For VicPol);

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- Use Regional/State network of service to provide personal support, assistance and information; and
- Collection and distribution of Appeal Funds at State level.

5.15.9. Centrelink

- Provide financial counselling, income support and hardship grants.

5.15.10. Regional Development Victoria (RDV)

- Provide grants to local government to assist with community and infrastructure redevelopment through the MRM; and
- Fund financial counselling for businesses.

5.15.11. Department Economic Development, Jobs, Transport and Resources (DEDJTR)

- Provide local government with community development grants;
- Undertake post impact assessments on rural properties;
- Reinstatement / restoration of major infrastructure;
- Farm animal welfare;
- Farm management advice and projects; and
- Coordinate farm stock fodder and agistment.

5.15.12. Department of Environment, Land, Water and Planning (DELWP)

- Rehabilitation of state forests, parks and land;
- Wildlife Welfare;
- Restoration of water & wastewater; and
- Assistance clearing boundary fences along state land.

5.15.13. Catchment Management Authorities (CMAs)

- Ensure sufficient water is available to the impacted community; and
- Rehabilitate impacted catchment areas.

Municipal Emergency Management Plan 2016-2019

Part Six:

Support Arrangements

CITY OF
BALLARAT

Part Six: Support Arrangements

6. Introduction

Support tasks and functions are an important component of effective emergency management arrangements including, in this section, details of additional support arrangements that are applicable to the City of Ballarat.

6.1 Vulnerable Persons Register and Vulnerable Facilities

The 2009 Victorian Bushfire Royal Commission examined community safety and recommended that Municipal Emergency Management Plans (**MEMPlan**) must contain information on Vulnerable People. The MEMPlan must contain:

1. Information about community organisations already working with Vulnerable People at a municipal level;

2. A register of facilities where Vulnerable People are likely to be situated; and

3. A register of 24/7 contact details of funded agencies with identified Vulnerable People.

The complete list of Vulnerable Persons facilities and contact details can be found in Part 7 of this Plan.

6.2 Evacuation

Evacuation is a risk management strategy requiring the planned relocation of people from a dangerous or potentially dangerous area to a safer area. The process of evacuation also involves the return of the effected community. The decision to recommend that people evacuate rests with the Control Agency in conjunction with Victoria Police (**VicPol**) and is also based on expert advice. Once the decision has been made, VicPol are responsible for carrying out the evacuation process (in consultation with the Incident Controller and Health Commander) in accordance with the Evacuation Guidelines of the Emergency Management Manual Victoria (**EMMV**), Part 8 Appendix 9.

In most emergency situations in Victoria, a person cannot be forced to leave a property if they have a pecuniary interest in the property, or any goods thereon.

Consideration must be given to:

*   The area which is to be evacuated;

*   The number of evacuees;

*   Method/s of alerting the "at risk" community;

*   Resources required;

*   The time frame available;

*   The route to be followed;

*   The means of transport;

*   The location to which evacuees will be asked to attend;

*   The cultural diversity of those to be evacuated; and

*   The requirements of special needs groups.

Once the decision to evacuate has been made, the City of Ballarat's Municipal Emergency Response Coordinator (**MERO**) and Municipal Recovery Manager (**MRM**) should be contacted to assist in the implementation of the evacuation. The City of Ballarat will provide advice regarding the most suitable Emergency Relief Centres (**ERC**), and

other resources that may be required, e.g. public health, emergency relief considerations or requirements and special needs groups.

Assistance in an evacuation may be provided by the following agencies:

- Victoria State Emergency Service (**VicSES**);
- Ambulance Victoria (**AV**);
- VicRoads;
- Red Cross;
- Country Fire Authority (**CFA**);
- City of Ballarat; and
- Department of Health & Human Services (**DHHS**).

6.3 Emergency Relief

Emergency relief is a response requirement and is the provision of support and essential needs to persons; affected by, or involved in the management of, an emergency. The City of Ballarat is responsible for emergency relief at the municipal level. At the State and Regional levels, emergency relief is the responsibility of DHHS supported by Red Cross. The aim is to coordinate the provision of emergency relief to an affected community and, when required, to Control and Support Agencies.

Role: To establish a system for the provision of any and/or all functional services under emergency relief. In the event of requirement for any or all of the functional services of emergency relief, the request must be channelled through the MERO. The MERO will contact the MRM, who will activate the required functional services. All functional services operating in the ERC will report back to the MRM via the Relief Centre Coordinator.

6.3.1 Catering

The Red Cross is the primary agency for the coordination of catering in the City of Ballarat, supported by the Lions Club. If any emergency extends to Regional and/or State level, Red Cross remain the coordinating agency.

For further details, please refer to Support Plan No. 04 – Catering.

6.3.2 Material Needs

The Salvation Army is responsible for material needs and will coordinate material-need providers. They are supported by:

- St. Vincent de Paul Society;
- Uniting Care Ballarat; and
- Red Cross.

For further details, please refer to Support Plan No. 10 – Donations and Material Aid.

6.3.3 Emergency Relief Centres

The City of Ballarat has identified the location of suitable ERCs in the municipality. A complete list of designated ERCs can be found in Appendix 7 and in Support Plan No. 20 - Emergency Relief/Recovery Centre Management.

6.3.4 Register.Find.Reunite.

VicPol are responsible for the registration of emergency-affected people, but have delegated the physical task of registration to Red Cross. Contact details are listed in Part 7, Appendix 11 (Contact Directory) of this Plan.

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6.3.5 Personal Support and Counselling

The City of Ballarat will activate the provision of these services through Psychosocial Support, Support Plan No. 18. Ballarat Community Health has been identified as the lead agency for personal support and counselling.

6.4 Communications

VicPol is delegated the responsibility for communications. This is in accordance with the Support Agencies and Agencies for Response arrangements in the EMMV (Part 7), which identifies VicPol as the primary support agency for communications.

6.4.1 Telephone Communications

The Telstra network will be the initial and primary means of communication, when available, during emergencies. It should be utilised to capacity where possible. Municipal Emergency Coordination Centres (**MECC**'s), ERCs and Staging Areas have all been identified as suitable due to them already having appropriate communications facilities in place.

Additional telephones can be provided by Telstra upon request by the Control Agency Incident Controller. All costs, related to such installations, are the responsibility of the requesting agency or organisation.

6.4.2 General

All agencies having a role under this Plan are responsible for the provision of their own communications systems during emergencies. Any agency not possessing a communications network, but requiring communications during an emergency, will put their request to the MERO who will, where possible, arrange for the request to be actioned.

6.4.3 Communications Resources

The following organisations have communication facilities and resources which may be available in an emergency:

- WICEN;
- Taxis;
- Telstra;
- Department of Environment, Land, Water & Planning (**DELWP**);
- VicPol;
- CFA; and
- VicSES.

Contact details for these organisations can be found in the Contact Directory in Part 7 of this Plan.

6.5 Public Health and Medical

The Manager Environment Health has been delegated responsibility for the Municipal Public Health Emergency Management Sub-Plan (**MPHEMP**). The content of the MPHEMP is to instigate preparedness activities and contribute to an efficient emergency response to situations of potential, imminent or actual public health risks. In addition to the MPHEMP, the City of Ballarat is required to prepare plans to facilitate the emergency management of specific public health issues; Influenza Pandemic Sub-Plan and Heatwave Response Plan. These Plans should be read in conjunction with the MPHEMP.

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The Environmental Health Manager is responsible for all public health matters in the municipality, and will activate the MPHEMP in consultation with the MERO and MRM. All actions must be in accordance with the State Health Emergency Response Plan (**SHERP**).

6.5.1 Environmental Health

The MPHEMP can be activated autonomously in line with the SHERP where there are actual or possible significant public health consequences (but no immediate casualties such as in a major emergency) which may impact upon the health and wellbeing of members of the local or regional community. Incidents of this type include contaminated food, water, infectious diseases etc. In the absence of the Environmental Health Manager, his/her deputy will take over the role.

The responsibilities of the Environment Health Officer (**EHO**) in emergencies are to address the public and environmental health risks associated with:

- Food safety (including donated food) ensuring hygienic food handling - safe production, storage and distribution;

- Safe and adequate water supply including advice on water supply and sewage disposal;

- Infectious disease control;

- Emergency shelter and accommodation, including assessment and provision of advice in relation to occupation of accommodation in conjunction with the Municipal Building Surveyor (**MBS**);

- Waste collection and disposal;

- Waste water management;

- Emergency toilets and ablution facilities;

- Vermin and vector control;

- Assistance with the identification of disposal methods for dead stock and other animals in accordance with the AUSVET Plan for Environmental Protection Authority (**EPA**) and DELWP approval; and

- Pollution of water, land and air.

6.5.2 Medical

Implementation of the medical arrangements where people are injured or/and require medical assistance will be by Ambulance Victoria and hospitals within the municipality. All responses must comply with the arrangements in the SHERP.

Ambulance Victoria will be responsible for contacting additional First Aid support when required (e.g. through St. Johns Ambulance and/or Red Cross).

6.5.2.1 Management of Medical Response

Medical response management at an emergency scene will be carried out by the Health Commander, who is the highest ranked Ambulance officer present.

The role of the Health Commander at the scene of an emergency is to:

- Arrange resources, as required;

- Provide triage (i.e. prioritise patients for treatment);

- Coordinate the transport of patients; and

- Determine the destination of patients.

There may also be the need for activation of the Field Emergency Medical Officer Program (**FEMOP**), Victorian Medical Assistance Team (**VMAT**) and First Aid agencies for complex or large emergencies.

Ballarat Health Services (Ballarat Base Hospital) and St. John of God Hospital have the ability to cope with a number of major casualties. Some casualties and more serious injuries will be transported by road or air to other hospitals as determined by the Health Commander. A list of local Medical Practitioners is held at Ballarat Base Hospital. Ballarat District Nursing and Health Care Inc. holds a list of nurses who will be able to travel independently to scenes. Ballarat Health Services Have the ability to deploy up to two VMAT's as needed.

6.6 Post Impact Assessment

6.6.1 Initial Impact Assessment

An Initial Impact Assessment (**IIA**) gathers critical impact information concerning the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency. IIA captures identifiable impacts across the four key areas of social, economic, built and natural environments. This information also assists the City of Ballarat and other agencies by informing the decision-making process to ensure safety to life and property.

The IIA is the responsibility of Emergency Management Victoria (**EMV**) but may be undertaken by the Control Agency due to the resourcing limitations of EMV. Basic impact assessment will be made and information on things such as road damage, streets impacted, services disrupted and other collective data will be ascertained. The IIA process aims to gather critical information to provide a snapshot of impacts to the area. The IIA is not intended to provide specific information on individual impacts, but is broad and community based.

Should the emergency extend beyond the boundaries of the City of Ballarat, the IIA may be merged with the other affected municipality. Information that the Control Agency gathers through the IIA process during emergency response will be made available to the municipality to form the bases of the more detailed Post Impact Assessment Recovery process during the recovery phase.

The following diagram outlines the State IIA process and is taken from the State Guidelines.

6.6.2 Post Impact Assessment Recovery

The Post Impact Assessment Recovery (**PIAR**) process is a detailed assessment of loss and damages, and the impact on the affected community. The PIAR draws upon the information gathered during the IIA and is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency. The City of Ballarat will undertake this assessment once the Control Agency has declared the area safe for entry.

The information collected at this stage will, in conjunction with the IIA data, form the PIAR. The PIAR captures identifiable impacts across the five key areas of social, economic, built and natural environments. It assists in relief and recovery planning and will be a program of regular analysis, monitoring and review.

The MRM, with assistance from the PIAR Coordinator, will resource Council personnel to attend to the area of impact and collect information regarding the following:

- The extent of damage and an early estimate of anticipated financial and material aid needs;

- Individual property and/or asset damage, e.g. roads, trees, bridges, community buildings, places of worship, assembly buildings, commercial properties, residential properties and rural properties;

- Building damage and an estimate on re-occupancy capability;

- A priority listing for restoration of community needs to assist agencies in the performance of their functions;

- The acquisition and application of financial and material aid provided or required during the recovery period;

- The progress of recovery; and

- A reconciliation of information gathered against the ratepayer database.

Based on this information, the MRM will create a clear, implementable, and timely Recovery Action Plan.

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Municipal Emergency Management Plan 2016-2019

Part Seven:

Appendices

CITY OF
BALLARAT

Part Seven: Appendices

Appendix No.	Description
1 (a)	MEMPlan Map
1 (b)	Ballarat SEIFA Map
2	CERA Dashboard
3	MEMP Demographic Profile
4	Agenda Template
5 (a)	MECC Operational Procedure
5 (b)	MECC Set-up Map
5 (c)	MECC Operational Structure
6	Special Plans and Arrangements
7	Emergency Relief Centres
8	Neighbourhood Safer Places
9	Glossary of Terms/Abbreviations
10	Distribution List
11	Contact List
12	Bibliography
13	List of Facilities with People at Risk
14	Guidelines for Emergency Response/Recovery Resource Procurement and Financial Arrangements

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APPENDIX ONE (b) – BALLARAT SEIFA MAP

Socio-economic disadvantage

SEIFA is an ABS Index that ranks areas according to relative socio-economic advantage and disadvantage.

The City of Ballarat ranked as the 29th most disadvantaged (out of 79 Victorian LGAs) in regards to the SEIFA Index of Relative Socio-economic Disadvantage (2011).

The relatively disadvantaged groups are likely to be more vulnerable to economic shocks, and it is important to ensure that future growth and investment benefits all groups in the community.

Legend:
- Unranked
- 9th and 10th deciles (least disadvantaged)
- 7th and 8th deciles
- 5th and 6th deciles
- 3rd and 4th deciles
- 2nd decile
- 1st decile (Most disadvantaged)
- Township

Learmonth (L)

Cardigan Village (L)
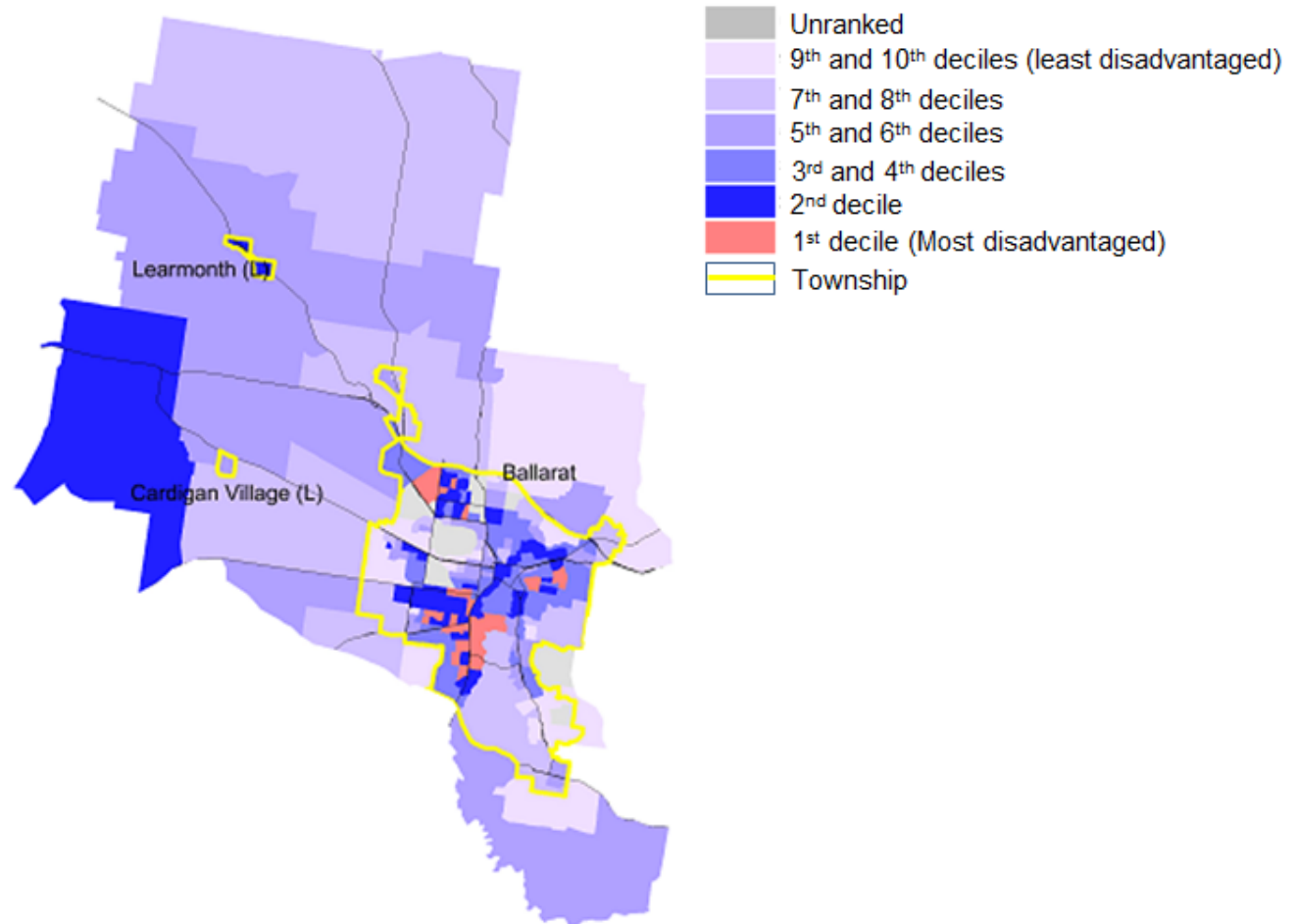
Ballarat

Source: RDV, based on data from the Australian Bureau of Statistics (Census 2011)

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APPENDIX THREE - DEMOGRAPHIC PROFILE

Ballarat: Demographic Profile

The Estimated Resident Population of the City of Ballarat as at June 2014 was 100,283. The population has been growing at an average of 1.9% per year over the past seven years, with an increase of 10,700 people since 2008.

Socio Demographic Profile of Ballarat Residents

The City of Ballarat has shown growth across all age groups in the five years between the two latest census results, 2006 and 2011; however the greatest growth was in the age group approaching retirement (aged 60 to 69), with an additional 2100 residents over that time. Other cohorts that showed strong growth over this 5 year time period were young families, couples and pre-school aged children.

Migration

Migration into Ballarat from other parts of the state or overseas is a key component of Ballarat's population growth. Between 2006 and 2011 the City of Ballarat recorded positive net migration from other parts of Victoria of over 5,200 people, and a further 1,900 migrated into Ballarat from overseas. This means that the future growth and dwelling preferences of Ballarat will be significantly influenced by Ballarat continuing to draw population from other locations.

A large proportion (33%) of inward migration to Ballarat from other Victorian areas came from nearby regional locations such as Golden Plains, Hepburn, Moorabool, Geelong, Pyrenees and Ararat, suggesting that a key driver for people relocating to Ballarat is Ballarat's role as a regional centre, offering both employment and affordable housing.

Ballarat attracts migrants from across all age cohorts, however in the time period from 2006 to 2011 the largest intake was from ages 18 to 24 years old which accounted for 28% of inward migrants.

Population Projections

The state government population projections for the LGA predict strong growth for the area over the next 15 years.

Year	2015	2020	2025	2030
Population projection for Ballarat LGA (Source: Victoria in Future 2015)	102,260	113,198	124,814	137,181

Ballarat – Evidence of Disadvantage:

The Index of Relative Socio-Economic Disadvantage is derived from attributes such as low income, low educational attainment, high unemployment, jobs in relatively unskilled occupations and variables that broadly reflect disadvantage rather than measure specific aspects of disadvantage (e.g., Indigenous and Separated/Divorced).

High scores on the Index of Relative Socio-Economic Disadvantage occur when the area has few families of low income and few people with little training and in unskilled occupations. Low scores on the index occur when the area has many low income families and people with little training or in unskilled occupations.

Across Australia, the average (population weighted) SEIFA score on the index of disadvantage is 1,000. Therefore areas with an index above 1,000 are above the Australian average and so relatively less disadvantaged; while index figures below 1,000 indicate areas of relatively greater disadvantage when compared to the nation.

Table 1. Index of Relative Socio-economic Disadvantage-IRSED for 15 small areas in the municipality of Ballarat (from 2011 Census)

Small Area	SEIFA index	Population
Wendouree	867	10,658
Sebastopol - Redan	897	12,412
Ballarat East – Eureka - Warrenheip	943	5,223
Delacombe	961	5,352
Golden Point - Mount Pleasant - Canadian	976	7,498
Soldiers Hill - Black Hill – Nerrina (Sth) – Brown Hill (W)	987	8,954
Ballarat Central – Bakery Hill – Lake Wendouree (Sth) - Newington	1021	9,604
Ballarat North - Invermay Park	1022	5,801
Rural West	1028	2,932
Mount Clear - Mount Helen	1047	5,715
Alfredton	1047	7,204
Miners Rest - Mitchell Park	1049	3,709
Lake Wendouree (Nth) - Lake Gardens	1058	2,127
Buninyong - Rural South	1058	4,074
Rural East	1077	1,925
City of Ballarat	**981**	**93,502**

Disadvantaged Neighbourhoods:

The SEIFA Index of Disadvantage shows residents of Wendouree West and in public housing in parts of Delacombe, experience the most disadvantage and inequity on a number of measures. People living in these neighbourhoods experience marked, entrenched intergenerational poverty. Significant pockets of disadvantage also exist in other parts of Wendouree, Sebastopol, Redan, Golden Point, Mount Pleasant and Ballarat North.

An Ageing Population:

The City of Ballarat recently reviewed and adopted their Positive Ageing Framework 2015-2018. Council has identified the need for a strategic approach to planning for its ageing population because of growth, diversity and changing expectations in the community. Ballarat's population like the rest of Australia is ageing. Over the next 10 years and beyond, the older population in the City of Ballarat is expected to increase both in numbers and as a proportion of the population. Forecasting from the 2011 Census predicts that by the year 2025 nearly one in four people in Ballarat will be aged 60 and over.

Link to Positive Ageing Framework:

http://www.ballarat.vic.gov.au/media/3384013/positiveageing_a4_hr.pdf

A Changing Cultural Population:

The City of Ballarat adopted a Cultural Diversity Strategy in September 2009 which is currently being reviewed. The strategy recognised and embraces our city's increasingly diverse population. It acknowledges the challenges our migrant population face and celebrates the many cultural benefits they bring to our community.

From the 2011 Census:

- 8.6% (8,052) people were born overseas and half (4,254) were from non-English speaking backgrounds
- 4.1% speak a different language other than English at home
- 6.5% of people born overseas were not proficient in English

Ballarat has also played a key role in providing settlement support to a number of migrating communities. The City of Ballarat has worked in partnership with State and Federal Government and a host of local community sector organisations in supporting settlement programs. This includes specific settlement work with a number of African communities, and Council has also recently pledged commitment to becoming a Refugee Welcome Zone.

Link to Cultural Diversity Strategy:

http://www.ballarat.vic.gov.au/pc/cultural-diversity.aspx

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APPENDIX FOUR - AGENDA TEMPLATE

CITY OF BALLARAT

Sustaining growth. Strengthening communities.

A G E N D A

Municipal Emergency Management Planning Committee
Meeting to be held on DATE
At the Town Hall in the Trench room
Commencing at TIME

1. **Welcome and Apologies**

   (Attendance sheet to be circulated and signed)

2. **Minutes of the Previous Meeting**

3. **Business Arising from the Previous Minutes**

4. **Correspondence**

5. **Reports**

   4.1   Agency Reports

   4.2   Sub Committee Reports

   Fire Management Planning sub-committee

   Recovery Committee

   Flood

   CERA

   Others

6. **General Business**

   6.1   Exercises & Training

   6.2   Other

7. **Next Meeting DATE, TIME**

8. **Meeting Close**

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APPENDIX EIGHT - NEIGHBOURHOOD SAFER PLACE

(Place of Last Resort)
LOCATIONS

The following Neighbourhood Safer Place locations have been assessed by the CFA and are compliant with CFA Guidelines.

TOWN/SUBURB	LOCATION	
BUNINYONG	Buninyong CBD	Between Learmonth, Inglis, and Forest & Warrenheip Streets
MOUNT CLEAR	Midvale Shopping Centre	Corner of Geelong Road and Whitehorse Road
CANADIAN LAKES	Canadian Lakes Boulevard	In the vicinity of the intersections of Canadian Lakes Boulevard and Carnaby Way and Canadian Lakes Boulevard and Provincial Way
BALLARAT	Ballarat CBD	In the approximate area bounded by Lydiard, Mair, Dana and Doveton Streets
INVERMAY	Invermay Recreation Reserve	Muscatel Road

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APPENDIX NINE - GLOSSARY OF TERMS/ABBREVIATIONS

ACRONYMS AND ABBREVIATIONS

AA	Airservices Australia
ADF	Australian Defence Force
AEMO	Australian Energy Market Operator
AFAC	Australasian Fire and Emergency Services Authorities Council
AGCDTF	Australian Government Counter Disaster Task Force
AGD	Attorney-General's Department
AIIMS	Australian Inter-Service Incident Management System
AMSA	Australian Maritime Safety Authority
ARCV	Australian Red Cross Victoria
ARFF	Aviation Rescue and Firefighting (part of Airservices Australia)
ATSB	Australian Transport Safety Bureau
AusSAR	Australian Search and Rescue (part of AMSA)
AUSVETPLAN	Australian Veterinary Emergency Plan
AV	Ambulance Victoria
AVCG	Australian Volunteer CoastGuard
BC	Building Commission
BHS	Ballarat Health Service
BOM	Bureau of Meteorology
CBR	Chemical, Biological, Radiological
CBRIE	Chemical, Biological, Radiological, Incendiary Explosive
CCP	Chief Commissioner of Police
CCoV	Coroners Court of Victoria
CERM	Community Emergency Risk Management
CFA	Country Fire Authority
CI	Critical Infrastructure
CMA	Catchment Management Authority
COAG	Council of Australian Governments
COMDISPLAN	Commonwealth Government Disaster Response Plan
CWA	Country Women's Association
DACC	Defence Assistance to the Civil Community
DEECD	Department of Education and Early Childhood Development
DEDJTR	Department of Economic Development, Jobs, Transport & Resources
DELWP	Department of Environment, Land, Water & Planning
DFACA	Defence Force Aid to the Civil Authorities
DFSV	Dairy Food Safety Victoria
DGEMA	Director-General Emergency Management Australia
DH	Department of Health
DHHS	Department of Health & Human Services
DHS	Department of Human Services
DPC	Department of Premier and Cabinet
DTF	Department of Treasury and Finance
DVI	Disaster Victim Identification
EMA	Emergency Management Australia
EMJPIC	Emergency Management Joint Public Information Committee
EMLO	Emergency Management Liaison Officer
EmRePSS	Emergency Resource Providers Support Scheme
EMS	Emergency Medical Service
EMT	Emergency Management Team
EMMV	Emergency Management Manual Victoria

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EMV	Emergency Management Victoria
EOC	Emergency Operations Centre
EPA	Environment Protection Authority
ERC	Emergency Relief Centre
ERCC	Emergency Response Coordination Centre
ERDO	Emergency Response Development Officer
ESTA	Emergency Services Telecommunications Authority
FERC	Field Emergency Response Coordinator
FEMO	Field Emergency Medical Officer
GIS	Geospatial Information System
ICA	Insurance Council of Australia
ICC	Incident Control Centre
IDRO	Insurance Disaster Response Organisation
IIA	Initial Impact Assessment
IFMP	Integrated Fire Management Planning
IMS	Incident Management System
IMT	Incident Management Team
LSV	Life Saving Victoria
Marine EMT	Marine Emergency Management Team
MAV	Municipal Association of Victoria
MECC	Municipal Emergency Coordination Centre
MEM	Municipal Emergency Manager
MEMEG	Municipal Emergency Management Enhancement Group
MEMP	Municipal Emergency Management Plan (also MEMPlan)
MEMPC	Municipal Emergency Management Planning Committee
MERC	Municipal Emergency Response Coordinator
MERO	Municipal Emergency Resource Officer
MFB	Metropolitan Fire Brigade
MFESB	Metropolitan Fire & Emergency Services Board
MFPO	Municipal Fire Prevention Officer
MRM	Municipal Recovery Manager
MRPC	Municipal Recovery Planning Committee
MSV	Marine Safety Victoria
NCTP	National Counter Terrorist Plan
NDRRA	Natural Disaster Relief and Recovery Arrangements
NEMC	National Emergency Management Committee
NEWS	National Emergency Warning System
NPW	Nuclear powered warship
NRIS	National Registration & Inquiry System
OESC	Office of the Emergency Services Commissioner
PIAR	Post Impact Assessment Recovery
POC	Police Operations Centre (D24)
PV	Parks Victoria
Red Cross	Australian Red Cross Victoria
RERC	Regional Emergency Response Coordinator
RERCC	Regional Emergency Response Coordination Centre
RFCV	Rural Finance Corporation of Victoria
RR	Road Rescue
RSPCA	Royal Society for Prevention of Cruelty to Animals
SBCS	Small Business Counselling Service
SCC	State Control Centre / State Crisis Centre
SCN	Security and Continuity Network
SEC	Security and Emergencies Committee (of Cabinet)
SEMC	Security and Emergency Management Committee of Cabinet
SEMT	State Emergency Management Team

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SES	State Emergency Service
SERCC	State Emergency Response Coordination Centre
SEWS	Standard Emergency Warning Signal
SHERP	State Health Emergency Response Plan
SII	Spatial Information Infrastructure
TAC	Transport Accident Commission
TESS	Transport, Engineering and Services Support
USAR	Urban Search and Rescue
VCC	Victorian Council of Churches
VEMC	Victoria Emergency Management Council
VGC	Victoria Grants Commission
VicPol	Victoria Police
VICSES	Victoria State Emergency Service
VMAT	Victorian Medical Assessment Team
VRCA	Victorian Regional Channels Authority
VWA	Victorian WorkCover Authority (WorkSafe)
WICEN	Wireless Institute Civil Emergency Network

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GLOSSARY

This glossary defines or explains terms which have a restricted or technical meaning in the context of the emergency management arrangements. It does not include all of the words, titles or phrases which are defined or described elsewhere in the manual.

Where an entry is marked [Act], the definition is the same as or is similar to the meaning given in the *Emergency Management Act* 1986 or *Emergency Management Act 2013*. Within each entry, a word or phrase expressed in *italics* indicates a separate entry exists for that word.

Agency
An agency means a government agency or a non-government agency. [Act] (See also *Emergency Services / Emergency Services Agency)*

Area of Operations
A defined geographic area containing an incident or a group of incidents which may correlate in effect or in the deployment and allocation of resources.

Area-of-Operations Controller
The role of the Area-of-Operations Controller is to provide leadership and management across a series of emergency sites within a defined area of operations.

This role operates regionally and may be appointed by the *State Controller* or be self-initiated prior to state control being established.

Area-of-Operations Emergency Management Team
In the event that an area of operations has been defined, the *Area-of-Operations Controller*, or the *Regional Emergency Response Coordinator* (or representative) may form the Area-of-Operations Emergency Management Team, comprising regional level representatives from response, recovery and other agencies. It enables consistent situational awareness, identification and management of risks, facilitates the State Controller's Plan and develops an Area-of-Operations Plan containing regional level actions of all agencies.

Chain of Command
Chain of command refers to the organisational hierarchy of an agency. It is the identifiable line up and down the hierarchy from any individual to and from their supervisor and subordinates. The chain of command identifies people or positions with accountability.

Chief Officer
(a) means the following:
    (i) the Chief Officer of the Metropolitan Fire and Emergency Services Board;
    (ii) the Chief Officer of the Country Fire Authority;
    (iii) the Chief Fire Officer, Department of Environment and Primary Industries;
    (iv) the Chief Officer, Operations of the Victoria State Emergency Service Authority; and
(b) includes any person nominated by a person referred to in paragraph
    (i) to exercise the powers of that person under section 38. [Act]

Class 1 emergency
Means a major fire or any other major emergency for which the Metropolitan Fire and Emergency Services Board, the Country Fire Authority or the Victoria State Emergency Service Authority is the control agency under the state emergency response plan. [Act]

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Class 2 emergency
means a major emergency which is not—
    (a) a Class 1 emergency; or
    (b) a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; or
    (c) a hi-jack, siege or riot. [Act]

Command
Command refers to the direction of personnel and resources of an agency in the performance of that organisation's role and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency.

Commander
A person within an agency empowered to direct personnel and resources of the agency in the performance of its role and tasks. A functional commander can direct personnel and resources of more than one agency in accordance with pre-determined arrangements.

Community Development Officer
A person appointed to initiate and coordinate activities in an affected community to assist its development in recovering from an emergency.

Community Recovery Committee
A committee which may be convened after an emergency to provide a management forum for the recovery process in respect of an affected area or a specific community.

Control
The overall direction of response activities in an emergency. Authority for control is established in legislation or in an emergency response plan, and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies.

Control Agency
An agency nominated to control the response activities for a specified type of emergency.

Control Centre/Command Centre
The physical infrastructure provided by a response agency to support personnel appointed as incident controllers, agency commanders, and representatives of the organisations that support them. Any centre established for this purpose is named according to the function it supports, e.g. control centre, command centre.

Coordinate/Coordination
The bringing together of agencies and resources to ensure effective response to/and recovery from emergencies. In relation to response, coordination includes ensuring that effective control has been established.

Coordination Centre
A coordination centre is a facility which may be utilised during a complex or protracted emergency, primarily to coordinate the provision of resources. Coordination centres may operate at municipal, regional and state levels. (See also *Municipal Emergency Coordination Centre*)

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Crisisworks (also known as MECC Central)
Crisisworks is the cloud based Emergency Management software used by council and agencies in the MECC during an incident. It is scalable depending on the size of the incident and can be used for all stages of an incident.

Deputy State Coordinator
The Deputy State Coordinator of Emergency Response is the Deputy Commissioner (Operations) of Police.

Disaster
A term not in general usage within Victoria's arrangements, where it would be taken to mean the same as *emergency.* Under the Act, an emergency is termed a disaster only if a *state of disaster* has been declared.

Disaster Area
Means that part or those parts of Victoria in which a *state of disaster* is declared to exist. [Act]

Disaster Victim Identification (DVI)
Procedures used to positively identify deceased victims of multiple-casualty emergencies.

Emergency
An emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria, or endangers or threatens to endanger the environment or an element of the environment in Victoria including, without limiting the generality of the foregoing:

(a) an earthquake, flood, wind-storm or other natural event; and
(b) a fire; and
(c) an explosion; and
(d) a road accident or any other accident; and
(e) a plague or an epidemic; and
(f) a warlike act, whether directed at Victoria or part of Victoria or at any other State or Territory of the Commonwealth; and
(g) a hi-jack, siege or riot; and
(h) a disruption to an essential service. [Act]

Emergency Activity
Emergency activity is usually referred to in connection with compensation arrangements for *voluntary emergency workers,* and is defined as:
(a) Performing a role or discharging a responsibility of an agency in accordance with the State Emergency Response Plan or State Emergency Recovery Plan; or
(b) Training or practising for an activity referred to above or being on active standby duty; or
(c) Travelling to or from the place where an activity referred to above has occurred or is to occur. [Act]

The definition can also apply to activities of emergency workers in general.

Emergency Area
An emergency area declared under s. 36A of the Act, being, in the opinion of the most senior police officer in attendance, on the advice of the control agency, an area from which it is necessary to exclude persons due to the size, nature or location of an emergency, so as to ensure public safety, security of evacuated premises, or the safety of, or prevention of obstruction, hindrance or interference to, persons engaging in *emergency activity.* [Act]

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Emergency Management
The organisation and management of resources for dealing with all aspects of emergencies. [Act] Emergency management involves the plans, structures and arrangements which are established to bring together the normal endeavours of government, voluntary and private agencies in a comprehensive and coordinated way to deal with the whole spectrum of emergency needs including prevention, response and recovery.

Emergency Management Liaison Officer (EMLO)
An emergency management liaison officer is a person appointed by an agency, who:
• represents his/her agency in
  − another agency's facility utilised to manage an emergency response; or
  − a coordination centre; or
  − an emergency management team; and
• is empowered to commit, or to arrange the commitment, of resources of the agency to the response to an emergency; and
• represents the interests of the agency and provides advice in relation to impacts and consequence management.

The EMLO may be named Emergency Services Liaison Officer (ESLO) by some agencies.

Emergency Management Team (EMT)
An emergency management team is the team which assists a controller in formulating a response strategy and in its execution by all agencies, and which assists the Emergency Response Coordinator in determining resource acquisition needs and in ensuring a coordinated response to the emergency. (See also *State Emergency Management Team*)

Emergency Recovery
Has the same meaning as *recovery*.

Emergency Relief
The provision of life support and essential needs to persons affected by, or involved in the management of, an emergency. (See also *Emergency Relief Centre*)

Emergency Relief Centre
An Emergency Relief Centre is a building or place established to provide life support and essential needs to persons affected by (including evacuees), or involved in the management of, an emergency. This Centre would normally be established on a temporary basis to cope with the immediate needs of those affected during the initial response to the emergency.

Emergency Response
Has the same meaning as *response.*

Emergency Response Coordinator
A member of the Victoria Police appointed as state, regional, municipal or field emergency response coordinator, whose role is to *coordinate* the response to an emergency.

Emergency Response Plan
A plan which sets out the roles and responsibilities of agencies in emergency response and the control and coordination arrangements which are to be utilised. [Act]

Emergency-affected Persons
People, other than emergency management personnel, who experience losses or injury or are affected by an *emergency*. Usually understood to exclude the deceased.

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Emergency Services Agency

Under the *Emergency Management Act* 1986, this means any of the following-

(a) the Country Fire Authority established under the *Country Fire Authority Act* 1958

(b) the Metropolitan Fire and Emergency Services Board established under the *Metropolitan Fire Brigades Act* 1958

(c) the Victoria State Emergency Service Authority established under the *Victoria State Emergency Service Act* 2005

(d) any other prescribed agency; Emergency Services Telecommunications Authority has the same meaning as Authority has in the *Emergency Services Telecommunications Authority Act* 2004 [Act]

Essential Service

Defined as transport, fuel (including gas), light, power, water, sewerage, or a service declared to be an essential service by the Governor in Council.

Evacuation

The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return.

Evacuation Centre

See *Relief Centre*

Field Emergency Response Coordinator (FERC)

The field emergency response coordinator is usually the senior member of Victoria Police at the initial scene of an emergency who carries out emergency response coordination responsibilities at the scene. This role usually relates to the first response to an emergency, and the person fulfilling the role may change in seniority as the emergency escalates or de-escalates.

Fire Services Agency

Means any of the following—

(a) the Metropolitan Fire and Emergency Services Board;

(b) the Country Fire Authority;

(c) the Secretary to the Department of Environment and Primary Industries [Act]

Incident Controller

The Role of the Incident Controller is to provide leadership and management to resolve the incident at the incident site.

Incident Management System (IMS)

A system used by agencies undertaking their management responsibilities in response to an emergency. An Incident Management System is not a fixed set of rules, but rather a flexible and dynamic methodology which can cater for an escalation or change in the severity of any emergency. The system is established by a *response agency* and will involve use of personnel for the various functions which may need to be individually managed. Incident management functions might include, but are not limited to: control, planning, operations, logistics, intelligence, information, investigation, finance or administration.

Incident Management Team (IMT)

An incident management team comprises the *incident controller* and the personnel responsible for the other functions (principally planning, operations and logistics) forming the *incident management system*.

Lead Agency
Lead agency refers to an agency that has responsibility for co-coordinating the development of strategies in respect one of the functional areas of *recovery*. Lead agencies will be required to undertake this development at a state or regional level.

Marine Casualty
Marine Emergency/Casualty means a collision of ships, stranding or other incident of navigation, or other occurrence on board a ship or external to it resulting in material damage or imminent material damage to a ship or cargo, or an incident that causes or has potential to cause harm to the marine environment.

Marine Emergency Management Team (Marine EMT)
The Marine Emergency Management Team (Marine EMT) is a team of experts/personnel experienced in dealing with marine emergencies/casualties, and assembled to provide support and specialist advice to the control agency in managing such events within Victoria. The Team will comprise a nominated representative of the Control Agency, the Water RERC and any other person with the specialist knowledge and/or resources to effectively and efficiently contribute to the resolution of the emergency.

Material Needs
Clothing, bedding and other personal requisites provided to emergency-affected persons.

Mitigation
Measures taken in advance of, or after, a *disaster* (emergency) aimed at decreasing or eliminating its impact on society and the environment.

Municipal Emergency Coordination Centre (MECC)
A Municipal Emergency Coordination Centre (MECC) is a facility which brings together key agencies, to coordinate the provision of council and community resources during an emergency for the response and recovery effort. The MECC facilitates activities of key personnel from local and state government agencies, emergency services and others as required to assist.

Municipal Emergency Resource Officer (MERO)
A municipal appointee responsible to the municipal council for ensuring the coordination of municipal resources to be used in *emergency response*. [Act]

Municipal Emergency Response Coordinator (MERC)
A member of Victoria Police appointed to a municipal district as municipal emergency response coordinator. [Act]

Municipal Recovery Manager (MRM)
A municipal appointee responsible to the municipal council for ensuring the coordination of municipal resources to be used in *recovery*.

Natural Disaster Financial Assistance (NDFA)
The arrangement maintained and administered by the Department of Treasury and Finance under which local authorities such as municipal councils and catchment management authorities are reimbursed some of the expenditure they incur in emergency response and recovery for *natural disasters*.

Natural Disaster Relief and Recovery Arrangements (NDRRA)
The arrangements under which the Commonwealth Government financially assists the State Government to incur eligible expenditure for persons and organizations following *natural disasters*.

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Natural Disaster
Those emergencies defined by the Commonwealth for the purposes of the *Natural Disaster Relief and Recovery Arrangements*. A natural disaster is a serious disruption to a community or region caused by the impact of a naturally occurring rapid onset event that threatens or causes death, injury or damage to property or the environment and which requires significant and coordinated multi-agency and community response. Such serious disruption can be caused by any one, or a combination, of the following natural hazards: bushfire; earthquake; flood; storm, including hailstorm; cyclone; storm surge; landslide; tsunami; meteorite strike or tornado. (*NDRRA Determination 2012 Version 2.0*)

Neighbourhood Safer Places – Places of Last Resort
Neighbourhood Safer Places (also known as Places of Last Resort) are municipal council designated buildings or spaces within the community that may afford some protection from radiant heat. They are a place of last resort in bushfire emergencies only. They are a last resort shelter that may assist people when there is imminent threat of bushfire and they have no plan, or their planned options are not possible.

Post Emergency Assistance Measures
Financial and other assistance provided to *emergency-affected persons*, communities or organisations to assist their recovery from an emergency.

Prevention
The elimination or reduction of the incidence or severity of emergencies and the mitigation of their effects. [Act]

Recovery
The assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning. [Act]

Recovery Agency
Means an agency having a role or responsibility under the State Emergency Recovery Plan or in the recovery arrangements.

Recovery Centre
A Recovery centre is a building in which a coordinated process of support to affected communities in the restoration of their emotional, social, economic and physical wellbeing is provided.

Regional Emergency Response Coordinator
A commissioned officer of Victoria Police appointed for a State Government region as Regional Emergency Response Coordinator. [Act]

Regional Recovery Co-coordinator
The person appointed by the State Emergency Recovery Co-coordinator to carry out regional recovery planning and management functions.

Regional Recovery Plan
The emergency recovery plan prepared and maintained for each recovery region.

Regional Response Plan
The emergency response plan prepared and maintained for each response region.

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Register. Find. Reunite

Red Cross launched the Register.Find.Reunite service in 2013, replacing the National Registration and Inquiry System (NRIS). The service is to help register, find and reunite family, friends and loved ones during a disaster.

Victoria Police is responsible for the control and coordination of Register.Find.Reunite. service and Red Cross manages and operates it. Register.Find.Reunite. commences during the response phase of an emergency, continues throughout relief efforts, and assists to inform recovery.

Relief Centre

See *emergency relief centre*

Resource Supplementation

The provision of resources in emergencies to response agencies by other than their internal resource acquisition systems.

Response

The combating of emergencies and the provision of rescue and immediate relief services. [Act]

Response Agency

An agency having a role or responsibility under the State Emergency Response Plan or the response arrangements. Response agencies can be *control* or *support agencies* for different emergencies.

Response Co-coordinator

See *Emergency Response Co-coordinator*

Security and Continuity Networks (SCN)

Security and Continuity Networks (SCN) are formal collaborative networks established for a number of key critical infrastructure sectors. The role an SCN is to:

• advise the State Government on the status of security and emergency
   management, including business continuity, for that sector
• identify sector wide issues impacting on security and emergency management
   and opportunities for improvement.

Security and Emergency Management Committee of Cabinet (SEMC)

The Security and Emergency Management Committee of Cabinet, chaired by the Premier with key ministers, oversights whole-of-government decision making during a large scale emergency.

Span of Control

Span of control is a concept that relates to the number of groups or individuals that can be supervised by one person.

State Controller

The role of the State Controller is to provide strategic leadership for the response to emergency(s) across Victoria. This role is performed by a senior operational person from the control agency.

State Emergency Response Coordinator

The State Emergency Response Coordinator is the Chief Commissioner of Police. The role of the State Emergency Response Coordinator is responsible under *DISPLAN* (State Emergency Response Plan) for the coordination of activities of agencies having roles or responsibilities in relation to the response to emergencies. [Act] (See also *Emergency Response Coordinator*)

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State Crisis Centre

The Premier of Victoria may, on receipt of advice from Department of Premier and Cabinet, instruct that the Victorian State Crisis Centre be activated. This may occur in the event of an extreme emergency that requires coordination of whole-of-government activities during the emergency outside the coordination function of Victoria Police. If activated, it will be the focal point for the Ministerial and strategic oversight of an emergency from a state perspective and will include liaison with the Commonwealth. The State Crisis Centre does not have an operational role and does not replace or duplicate the functions of other centres, i.e. it does not assume the command, control or co-ordination functions undertaken in other centres.

State Control Centre

See *control centre/command centre*

State Emergency Management Team (SEMT)

The State Emergency Management Team (SEMT) may be formed in the event of a significant emergency involving a multi-agency response, by the State Controller (or representative) or the State Emergency Response Co-coordinator (or delegate / representative). The SEMT comprises senior representatives from response, recovery and other agencies.
The function of the SEMT is to:
• facilitate a discussion to enable agencies to develop a consistent situational awareness regarding the emergency(s)
• identify and manage strategic risks and consequences, and
• develop a plan outlining high level actions of all agencies.

State of Disaster

See: *Disaster, State of*

State Recovery Coordinator

The Emergency Management Commissioner is responsible for the coordination of activities of all agencies having roles or responsibilities under the State Emergency Relief and Recovery Plan, to ensure the overall coordination of recovery in Victoria. This responsibility is delegated to the Secretary of the Department of Health and Human Services.

Support Agency

An agency which provides services, personnel, or material to support or assist *control agency* or affected persons.

Temporary Accommodation

Accommodation provided over an extended period of days, weeks or months, for individuals or families affected by an emergency.

Urban Search and Rescue (USAR)

USAR is a specialised technical rescue capability for location and rescue of entrapped people following a structural collapse.

Volunteer Emergency Worker

A volunteer worker who engages in *emergency activity* at the request (whether directly or indirectly) or with the express or implied consent of the chief executive (however designated), or of a person acting with the authority of the chief executive, of an agency to which either the state emergency response or recovery plan applies. [Act]

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