Emergency Management Arrangements

PART 1

November 2015

Version 3.1
### Document Control

### Versions

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A detailed listing of amendments is maintained by the Yarra Ranges Council. For more information, contact the Executive Officer, Emergency Management Unit at emergencymanagement@yarraranges.vic.gov.au.

### Amendment Authorisations

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1. Forward

The Yarra Ranges Municipal Emergency Management Plan (MEMP) has been developed pursuant to Section 20 (1) of the *Emergency Management Act 1986*.

This Plan is one component of a boarder framework that enables emergency control agencies, support agencies, service providers and the community to better understand hazards, determine priority risks, and prepare for emergencies to strengthen community resilience and safety within the municipality of Yarra Ranges.

The municipality of Yarra Ranges is one of the most diverse in Victoria, balancing the juxtaposition between bushland and National Parks with suburban and built-up areas. The mountainous landscapes and the Yarra River Valley contain significant areas of remnant native vegetation. Many of these areas are located in the vicinity of populated areas therefore increasing the potential for a broad range of emergencies to occur, and potentially significantly impact upon the community.

Yarra Ranges Council is committed to working in partnership with the community, emergency services, and other agencies and management authorities, to prevent and minimise the occurrence of emergency events and their impact on community wellbeing, including social, economic, agriculture and the natural and built environments.

Yarra Ranges is working with the municipalities of Knox and Maroondah towards a shared consistent MEMP representing the commitment of the 3 councils to work together and support each other in times of need.

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3. Municipal Endorsement

This plan has been produced by and with the authority of Yarra Ranges Council pursuant to Section 20(2) of the *Emergency Management Act 1986*.

Yarra Ranges Council understands and accepts its roles and responsibilities as described in Part 4 of the *Emergency Management Act 1986*.

The plan is a result of the co-operative efforts of the Municipal Emergency Management Planning Committee after consultation with those agencies and organisations identified herein.

This Plan was endorsed by the MEMPC on the 14\textsuperscript{th} August 2013.

This Plan was endorsed by the Yarra Ranges Council on the 17\textsuperscript{th} of October 2013.

\[Signature\]

Glenn Patterson (signature)
Chief Executive Officer
Yarra Ranges Council
Certificate of Audit

THIS IS TO CERTIFY THAT THE MUNICIPAL EMERGENCY MANAGEMENT PLAN OF

Yarra Ranges Shire Council

Has been audited in accordance with the Guidelines issued by the Minister and has been assessed as

"Complying with the Guidelines"

Trevor White
Chief Officer, Operations

6 December 2013

Date
4. Aim

The aim of the Yarra Ranges MEMP is to detail agreed multi-agency arrangements for the prevention of, preparedness for, response to, and recovery from emergencies that could potentially occur in the municipality of Yarra Ranges.


5. Objectives

The objective of the Yarra Ranges MEMP is to document the outcomes of emergency planning undertaken by the Yarra Ranges Municipal Emergency Management Planning Committee and in doing so, reflect:

- Hazards and risks that may impact upon the municipality;
- Implementation of measures to prevent or reduce the causes and/or effects of emergencies;
- Manage arrangements for the co-operative and coordinated use of municipal resources in response to emergencies;
- Management support that may be provided to or from adjoining municipalities;
- Strategies to assist affected communities to recover following an emergency; and
- Other local, regional and state planning emergency arrangements.

The Yarra Ranges MEMP is consistent with the following objectives contained in the EMMV:

- **Deals with all hazards**
  While most attention is given to the obvious emergencies such as fire, flood and transport accidents, a wide range of hazards are dealt with using the emergency management arrangements and resources. This includes emergencies for which there has been little or no experience in Victoria, such as emergency animal disease, terrorist incidents, earthquakes or environmental emergencies.

- **Be integrated (involve all people and relevant agencies)**
  The management of emergencies is a shared responsibility involving many people and organisations in the community. It is not something done by one sector of the community to or for the rest of society, although some organisations have specialist roles. In addition to the emergency services, all government departments may have some role to play. The emergency response role may be a minor part of their responsibilities, however many departments have an essential prevention responsibility. Examples include land use planning, occupational health and safety, clean water, public health and building regulations. These are part of the prevention infrastructure.

Municipal councils have essential roles in emergency management. Voluntary organisations such as Australian Red Cross, St John Ambulance, Wireless Institute Civil Emergency Network (WICEN) and search and rescue organisations play well-defined roles in emergency management.
• Be comprehensive (cover prevention, response and recovery)

Prevention, response and recovery are all important aspects of emergency management and each are addressed in these arrangements. The model of emergency management shown below makes it clear that there is not a strict sequence, nor a hierarchy of relationships. All activities are important, and in a comprehensive model, have a place in the overall scheme. Emergency management activities do not take place in any particular sequence or cycle. It is now recognised that prevention, response and recovery do not follow each other in order. They can all operate at the same time.

Response activities commence as soon as possible after the time of impact, peak to full effort quickly, and often cease promptly when the emergency has been dealt with, and/or affected people have been rescued or evacuated.

Recovery activities commence at or soon after the time of impact, and peak to full effort more gradually and often later than response activities. Recovery activities may continue for a considerable period of time, gradually tapering off and merging into normal community activities in the weeks, months or even years after impact.

Prevention, response and recovery are not phases or stages of emergency management. The model sees them as clusters of activities. They take place as needed, and do not necessarily follow one another in a sequential order.

![Time sequence of Emergency Management Activities](Source: AEMI Handbook 2).
Yarra Ranges MEMP Part 1 EM Arrangements

Version 3.1

Figure 2: An Overview of the State emergency management and planning structure
(Source: Adapted to include community and individual levels from the EMMV Part 1).

6.1. Authority

This Plan is developed by the Yarra Ranges Municipal Emergency Management Planning Committee (MEMPC), formed under the authority of Yarra Ranges Council pursuant to Section 20 Part 4 of the Emergency Management Act 1986.

This Plan is administered by Council’s Risk, Emergency & Community Safety Department. Address all enquiries to:

Executive Officer
Emergency Management
Yarra Ranges Council
PO Box 105
Lilydale Vic 3140

Phone: 1300 368 333

6.2. Audit

This Plan is audited pursuant to Section 21A of the Emergency Management Act 1986 by the Chief Officer, Operations of the Victoria State Emergency Service every three years. These audit requirements are also outlined in Part 6 of the Emergency Management Manual Victoria (EMMV).

A Statement of attainment from the last Audit can be found at Part 1 Section 3 of this Plan.

6.3. Frequency of Review

The Yarra Ranges MEMP is reviewed annually, or after either significant organisational change or an emergency which has utilised any part of this Plan. Annual reviews provide opportunity for input on a regular basis and focus on lessons learned, continuous improvement, changes to previously identified hazards, newly identified hazards, processes, policies, and the accuracy of contact details in the Emergency Management Contact Directory. The review of the plan should take into consideration community expectations and concerns.

Reviews conducted when the Plan has been used as a result of an emergency, ensure that opportunities for improvement are identified and addressed. All updates are undertaken by Council's Emergency Management Unit and tabled at MEMPC meetings. Organisations and departments delegated with responsibilities in the Plan are requested to notify the Executive Officer to the MEMPC of any changes.

Any major review is undertaken by a Working Group consisting of members of the MEMPC, and any recommendations and actions are carried out by Council's Emergency Management Unit.


For more information about amending the MEMP, refer to Part 7 APP01 Policy: Amending the Municipal Emergency Management Plan.
6.4. **Training and Exercises**

Organisational capability and effectiveness in emergency management is directly related to the knowledge, training and experience of the staff nominated to undertake various roles in an emergency. Emergency management functional roles that personnel undertake may be in addition to their normal substantive positions.

Training will be specific and tailored to the functions being undertaken. It is the responsibility of the Yarra Ranges Emergency Management Unit to co-ordinate the training of those with emergency management roles.

Arrangements within this Plan are tested a minimum of twice per annum; this is done under the auspices of the Yarra Ranges MEMPC and by the Emergency Management Unit. This may be undertaken with full municipal agency involvement, or through individual areas or desktop format. Any procedural anomalies or shortfalls encountered during exercises, tests or assessments are addressed and rectified at the earliest opportunity. All changes are tabled at the quarterly MEMPC meetings. Learnings and improvements identified in training are incorporated into emergency management documents.

A joint training register is shared across Knox, Maroondah and Yarra Ranges municipalities which enables the planning, delivery and recording of training capacity and needs across the 3 municipalities.

7. **Municipal Emergency Management Functions**

Yarra Ranges Council accepts responsibility for the management of municipal resources and the coordination of community support to respond to the effects of an emergency.

This includes management of:

- The provision of emergency relief to emergency responders and affected people during the response phase;
- The provision of supplementary supply (resources) to control and relief agencies during response and recovery;
- Municipal assistance to agencies during the response to and recovery from emergencies;
- The assessment of the impact of the emergency; and
- Recovery activities within the municipality, in consultation with the Department of Health and Human Services (DHHS) and recovery agencies.

All staff with a role in emergency management receive induction training, emergency management training, and participate in exercises to ensure they have an understanding of and capability to fulfil the roles and responsibilities they are expected to fulfil in emergency planning, response and recovery.

7.1.1. **Emergency Management Resource Sharing**

Personnel who have Emergency Management roles will be drawn from council’s staff pool in the first instance. In the event of a large scale emergency that requires protracted operations, staff from other municipalities will be requested in accordance with the intent of the MAV’s Inter Council Emergency Resource Sharing Protocols. MOUs with neighbouring municipalities support these arrangements.

Further information regarding resource supplementation, including plant, equipment and services is listed in section 13.1 of this document Municipal Emergency Coordination Centre (MECC) and in Part 8, Sub Plan 14 Emergency Relief Centre Standard Operating Guidelines for the Eastern Metropolitan Regional Councils.
8. Prevention and Preparedness Arrangements

This section identifies specific emergency management roles and responsibilities, as determined by the Emergency Management Act 1986, and details the prevention and preparedness activities and arrangements for the management of emergencies in the municipality of Yarra Ranges.

8.1. Municipal and Regional Governance


At a municipal level the organisation of emergency management sits with the Yarra Ranges MEMPC and the structure below shows the breakdown of the MEMPC and its sub committees.

Multi agency collaboration across the municipality enables shared knowledge and responsibility in emergency management including identifying risks, testing, training and exercises.

![Diagram of Municipal Emergency Management Planning Committee (MEMPC) structure](image)

Figure 3: Example overview of the State emergency management and planning structure

8.2. Roles and Responsibilities

The Emergency Management Act 1986 provides for the establishment of municipal roles and responsibilities.

Part 3 of the MEMP contains role statements for council emergency management roles.

8.2.1. Municipal Emergency Management Planning Committee (MEMPC)

The Yarra Ranges MEMPC has been established pursuant to the Emergency Management Act 1986, Sections 21(3) & (4).

The MEMPC is an overarching governing body. It is one component of a broader structure
that enables appropriate planning, response and recovery activities and arrangements at local and regional levels. It comprises of sub-Committees and Working Groups that are utilised to achieve these outcomes. When established, terms of reference are developed for individual sub committees and working groups.

8.2.2. Yarra Ranges Council Emergency Management Unit

The Yarra Ranges Council Emergency Management Unit (EMU) is responsible for the coordination of emergency preparedness activities including the Municipal Emergency Coordination Centre (MECC), Neighbourhood Safer Places (NSPs), Community Fire Refuges, Emergency Relief Centres (ERCs), staff training, and emergency infrastructure. The EMU is also responsible for the maintenance and administration of the MEMP.

Members of this unit have been delegated the role of MFPOs to assist Council to undertake its legislated obligations as outlined in the Country Fire Authority Act 1958.

The unit coordinates the emergency risk management process which involves monitoring existing, and identifying new and emerging emergency and community safety related risks.

The unit has a key role in the planning and delivery of relief and recovery activities across the municipality. They are required to lead the review of Council’s Emergency Relief Centre (ERC) arrangements, coordinate staff training for relief and recovery, and coordinate Municipal Recovery Committees and working groups.

8.2.3. Municipal Emergency Manager (MEM)
(Manager Risk, Emergency & Community Safety)

Council has delegated the responsibility of MEM to the Manager Risk, Emergency & Community Safety to establish a coordinated approach to emergency management processes and practices across the organisation. The MEM is responsible for the overall emergency management functions across Council. The Manager Risk, Emergency & Community Safety manages the Risk, Emergency & Community Safety Department and plays an integral role in the prevention of, and planning for emergencies.

8.2.4. Executive Officer – Emergency Management

This position is responsible for the continuous improvement of the Yarra Ranges MEMP and Municipal Fire Management Plan which includes monitoring, development, implementation, review and evaluation of these plans. This position is appointed as Deputy MEM and is the Executive Officer of the Yarra Ranges MEMPC.

8.2.5. Municipal Fire Prevention Officer (MFPO)

Yarra Ranges Council has appointed the Manager Risk, Emergency & Community Safety as the MFPO under obligations contained in the Country Fire Authority Act 1958 Section 96A.

8.2.6. Municipal Emergency Resource Officer (MERO)
(Manager Infrastructure Service)

Section 21 (1) of the Emergency Management Act 1986 provides that the municipal council must appoint a Municipal Emergency Resource Officer or Officers who is/are responsible for ensuring the co-ordination of municipal resources to be used in emergency response, relief and recovery.

The Manager Infrastructure Service has been appointed to the role of MERO.
8.2.7. Municipal Recovery Manager (MRM)
(Manager – Economic Youth & Community Development)

Yarra Ranges has appointed the Manager – Economic Youth & Community Development to this role to plan for and lead emergency recovery activities.

8.3. Municipal Risk Management

Emergency Risk Management is a systematic process that produces a range of measures that contribute to community and environmental wellbeing.

The CERA process replaces the Community Emergency Risk Management Plan (CERMP) which was developed by the MEMPC in 2010 in accordance with the EMMV Part 6, section 5.

8.3.1 Community Emergency Risk Assessment (CERA)

A key element of Council’s role in emergency prevention and mitigation relates to the identification of potential natural and man-made hazards within the municipality and plans for their mitigation and management. The principal mechanism for undertaking this hazard identification is through the CERA process.

The CERA process comprises a five (5) step framework which includes Risk Assessment and Risk Treatment.

The CERA process aims to reduce the incidence and impact of risks within the Yarra Ranges community by identifying the risks that face the community, assessing the vulnerability of those at risk and providing options, treatments and/or elimination of the risks.

CERA provides a platform to inform the focus and priority of Yarra Ranges MEMPC risk treatment activities, and aims to:

- Define and implement actions to better manage and/or monitor key risks and controls;
- Define actions to improve collaboration with other municipalities and/or with state agencies;
- Define actions to enhance controls and/or preparedness across groups, facilities and locations; and
- Leverage CERA outputs to inform the MEMP and other related documents/processes i.e. Municipal Health Plan, etc.

Given the combination of the municipality's geomorphology, history of natural disasters, and the socio-demographic trends in its communities, the Yarra Ranges municipality potentially faces significant issues in the event of a natural or man made disaster, perhaps more so than other Victorian municipalities.

Refer to Appendix 07 for the current CERMP/CERA.
9. Community Safety

The safety of the community during an emergency is the main priority of the control and support agencies. Extensive emergency planning with the involvement of the local communities should identify the best options for the community, prior to, and during an emergency. Planning needs to include the various types of evacuation, sheltering in place, neighbourhood safer places, also known as Places of Last Resort, and township protection plans.

9.1 Vulnerable People

Vulnerable people who are isolated due to their geographic location, socio-economic situation, and/or their mental and physical state, add another dimension of complexity to the development and implementation of prevention and preparedness activities.

A vulnerable person is defined as someone living in the community who is:
- frail, and/or physically or cognitively impaired; and
- unable to understand or act on a warning, direction and/or respond in an emergency situation; and
- has no personal or community support; and
- would be reliant on assistance from emergency service organisations in an emergency.

A vulnerable facility is defined as local facilities where vulnerable people are likely to be situated and includes:
- Maternal and child health service centres;
- Child care centres;
- Primary and secondary schools;
- Camp facilities;
- Mental health and drug treatment facilities;
- Caravan parks; and
- Aged care facilities.

Yarra Ranges Council Emergency Management Unit continues to administer the Vulnerable Persons Register as per the DHHS guidelines. Under these guidelines, agencies that provide services to those who meet the criteria above are responsible to enter their clients onto the register and maintain this information.

Council maintains the list of “facilities where vulnerable persons may be” which is available on the Crisisworks Emergency Management system. It is anticipated that this will be included in the Vulnerable Persons Register in stage 2 of that program.

Victoria Police is the agency responsible for managing evacuations and will be required to refer to the VPR to support vulnerable people and facilities that house vulnerable people.

For more details refer to SOP 26 and the Vulnerable Persons Register page on the DHHS website.

9.2 Evacuation

Primary responsibility for evacuation is held jointly by the control agency and Victoria Police. Evacuation is a risk management strategy which may be used as a means of mitigating the effects of an emergency on a community. It involves the movement of people to a safer location and their return. For evacuation to be effective it must be appropriately planned and implemented.

As with all emergency response activities, the main priority when deciding to undertake an evacuation is protection of life. Evacuation is a scalable activity in that it may be applied to individuals, a house, a street, a large facility (i.e. school or hospital), a suburb, a town or a large area of the State.
9.3 **Shelter options**

The *Bushfire Safety Policy Framework 2013 (BSPF)* provides direction and guidance on what needs to be achieved and how government, agencies, and other organisations can work with the community to enhance the safety of all Victorians.

The BSPF recognises that there are different ways people may respond to the threat of bushfire and identifies a range of options, both personal and communal, where people may seek shelter from a bushfire. These options are summarised below:

- Leaving bushfire risk areas
  - Leaving early before a bushfire has started
  - Leaving once a fire has started
  - Leaving – where to go
- Shelter options for those living in areas threatened by bushfires
  - A well prepared home
  - Community fire refuges
  - Private shelters (bunkers)
  - Private places of shelter
  - Evacuation
- Last resort shelter options
  - Neighbourhood Safer Place (NSP), or Place of Last Resort (PLR)
  - Other last resort options

Extensive education campaigns and programs have been conducted for many years on bushfire planning and preparation targeted to residents – despite this, research consistently shows that a large majority of people do not have a comprehensive plan and will ‘wait and see’ what the situation is before acting. Consequently people may undertake risky options such as leaving late or defending an ill-prepared property. There is also current research underway to validate the belief that men are more likely to ‘stay and defend’ whereas women are more likely to ‘leave early’. Leaving early, the safest option is taken up by only a small percentage of residents.

Refer to Part 7 of the MEMP, Appendix 06 Shelter Options Locations.

10. **Prevention**

The prevention of emergencies includes a range of activities that require the allocation of resources (human and financial) and multi-agency support to ensure a coordinated and well planned approach and outcomes.

Prevention takes many forms, including legislation, risk mitigation, programs and plans. Much of this work is integrated within every day business and activities of services, agencies and the community.

10.1.1 **Preventive Key Plans and Works Conducted**

Yarra Ranges Council and key agencies develop and implement a range of plans and initiatives that ensure appropriate prevention activities are conducted regularly. The following points are examples of plans and activities developed and implemented by Council and other agencies, for a comprehensive list see Part 8 of this Plan:

- Annual Fire Readiness Program;
- Community Emergency Management Plans;
- Municipal Fire Management Plan (MFMP);
- Pandemic Plan
10.2 Preparedness

Preparedness for emergencies includes a range of activities that require the allocation of resources (human and financial) and the support of agencies, to ensure a coordinated and well planned approach.

Preparedness takes many forms, including planning, training, exercising, purchase of infrastructure and the development and implementation of programs. Whilst much of this work is integrated within the every day business of Council and agencies, community preparedness is an important component.

10.2.1 Preparedness Key Plans and Works Conducted

Yarra Ranges Council, key agencies and the community develop and implement a range of plans and initiatives that ensure the municipality is appropriately prepared for emergencies. Examples of plans and activities developed and implemented by Council and other agencies are listed below. For a comprehensive list see Part 8 of this Plan:

- Animal Welfare Plan
- Business Continuity Plan
- Community Safety Committee
- Exercises and training
- Flood Response Management Plan
- Landslip Contingency Plan
- Township Protection Plans (TPPs)
- Traffic Management Plan/s

10.3 Community Education

Community education is a vital component of prevention and preparedness. The development of relevant and appropriate community education resources and activities empowers the community and enhances their resilience through being well informed and therefore emotionally and physically equipped for an emergency. Resilient communities are well prepared, better able to respond to an emergency, and therefore better able to recover from the impacts of an emergency.

Yarra Ranges Council together with emergency management services/agencies actively engage the community through a range of mechanisms including community programs (Fire Action Week, Community Safety Week), projects, media releases, advertisements, ‘Shirewide’ (community newsletter), social media, Council’s website and Emergency Services Networks.

10.3.1 Community Information

Community Information refers to the practice of sending, gathering, managing and evaluating information during the response to and recovery from an emergency. Well planned and well executed public information campaigns are vital to community safety and community recovery.

Successful community information should:

- recognise that communication with a community should be two-way, and that input and feedback should be sought and considered;
- ensure that information is accessible to audiences in diverse situations, address a variety of communication needs, and is provided through a range of media and channels;
- establish mechanisms for coordinated and consistent communication with all organisations and individuals; and
- repeat key recovery messages because information may not be taken up the first time.
The Public Information Officer will be responsible for the co-ordination of public meetings in partnership with the information unit of the Incident Control Centre.

10.4 Supporting Documents

This section contains hyperlinks to documents that support the information contained in this chapter of the Yarra Ranges MEMP.

Annual Fire Readiness Program
Municipal Fire Management Plan
Neighbourhood Safer Places Plan

11. Response Arrangements

11.1. Multi Agency Approach
Multi agency collaboration is paramount to good municipal emergency management planning.

Emergency services and recovery agencies work together at the municipal level to Plan, Prepare, Respond and Recover for all emergencies, taking a broad risk approach.

Control agencies responsible for each risk area will involve other agencies (including local government) in a support capacity.

These relationships work because of:-
- Annual Exercising (single & multi agency)
- Trigger points & level of activation
- Communications to all stakeholders (including community)
- Working together culture

11.2. Response Management Arrangements

The *Emergency Management Act 1986* Section 4A refers to response as the combating of emergencies and the provision of rescue and immediate relief services. Emergency response provides the mechanism for the build up of appropriate resources to cope with emergencies throughout the State. It also provides for requests for physical assistance from the Commonwealth when the State requires additional support.

The response management task is to bring together, in an integrated organisational network, the resources of the many agencies and individuals who can take appropriate and timely action. Response management is based on three key management tasks: command, control and coordination.
11.3 **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.

The term ‘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 personnel or positions with accountability.

For further information in relation to the Command function and roles see: Part 3 section 3.6, of the Emergency Management Manual Victoria (EMMV).

11.4 **Control**

Control is 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.

A single agency must be appointed as the control agency at each emergency.

During the course of the emergency response the control agency may change depending upon the circumstances. Handover of control must be made to the appropriate agency representative, be formal in nature and the details of the handover must be noted. If it is unclear which agency will be in control at any incident the responding agencies should determine the control agency by agreement. In the absence of an agreement the Emergency Response Coordinator will determine the control agency.

A Controller is responsible for providing direction to all agencies deployed in an emergency response. A Controller appointed to a tier of emergency response management, either incident site, regional/area-of-operations or state, exercises the control function at that tier. The extent to which they exercise control is determined by the complexity and scale of the incident or incidents.
There are three tiers of incident control applicable to emergency response in Victoria:

- State Controller;
- Area-of-Operations Controller; and
- Incident Controller.

11.4.1 Incident Controller

The role of the Incident Controller is to provide leadership and management to resolve the emergency. The incident controller maintains overall control of all elements of the emergency. An Incident Controller is appointed on the basis of their skills and experience, regardless of their agency.

For detailed information in relation to roles and responsibilities of the Incident Controller see: Part 3 section 3.5, of the EMMV.

11.4.2 Emergency Management Team (EMT)

The Emergency Management Team may comprise of the following roles:

- 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 Co-ordinator (or representative); and
- Other specialist people as required.

The function of an Emergency Management Team is to support the Incident Controller in determining and implementing appropriate incident management strategies for the
The Emergency Management Team facilitates a collaborative decision making process, 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.

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 Emergency Management Team at their respective level.

The effective operation of an Emergency Management Team relies heavily upon communication between agencies. The importance of an effective Emergency Management Team to the successful management of an emergency cannot be overstated.

The three tiers of Emergency Management Teams are:

- State Emergency Management Team (SEMT)
- Regional Emergency Management Team (REMT) and/or Area-of-Operations EMT
- Incident Emergency Management Team (IEMT)

For detailed information in relation to roles and responsibilities of the EMT, SEMT, REMT and IEMT see: Part 3, section 3.7.4 of the EMMV; Practice Note Emergency Management Team, Part 8 of the EMMV; and State Command and Control Arrangements for Bushfire in Victoria 2013.

11.5 Coordination

Coordination is the bringing together of agencies and acquisition of resources to ensure effective response to, and recovery from, emergencies. Coordination operates across agencies.

The main functions of coordination are:

- the systematic acquisition and allocation of resources in accordance with the requirements imposed by emergencies;
- in relation to response, ensuring that effective control has been established;
- ensure information sharing

Victoria Police has the coordination role in response activities. In the field it is the police member present at the scene. At the municipal level the Officer-In-Charge at the Lilydale Police Station or his/her deputy, has the position of Municipal Emergency Response Coordinator (MERC) for Yarra Ranges.

11.5.1 Emergency Management Group (EMG)

The EMG is the municipal decision making group with responsibility for the overall coordination of municipal resources for use in an emergency. The EMG 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. During an emergency event, the following functional areas within the EMG may consist of the following:

- Control Agency Representative
- Finance Officer
- Intelligence Officer
- Logistics Officer
- MEM
- MERC
- Operations Officer – Built and Environment (MERO)
- Operations Officer – Social and Economic (MRM) Planning Officer
- Public Information Officer
- Others co-opted as required

Given that this group will more than likely convene during larger scale emergencies, consideration will be given to having deputies in the MECC.
11.6 Municipal Emergency Response Personnel

This section summarises the roles carried out by key emergency response personnel connected to the operations of the MECC.

For detailed Role Statements, see Part 3 of this Plan.

11.6.1 Municipal Emergency Response Coordinator (MERC)

The Officer in Charge at Lilydale Police is the delegated MERC for Yarra Ranges municipality.

The MERC has responsibility for the coordination of resource provision as requested by Control and Support Agencies during the initial response phase of an emergency. The MERC is required to take an active role in on-going emergency planning as the emergency continues.

For further details refer to RS 02 in Part 3 of this Plan.

11.6.2 Municipal Emergency Manager (MEM)

The MEM provides a strategic focus and oversight to all aspects of municipal emergency management planning and supports the functional units of the EMG during an emergency event. This role provides leadership to MECC operations.

For further details refer to RS 01 in Part 3 of this Plan.

11.6.3 Operations Officer - Built and Environment
(Municipal Emergency Resource Officer MERO)

Council has delegated the function of MERO to key Council personnel pursuant to Section 21(1) of the Emergency Management Act 1986.

The MERO has responsibility for the coordination of municipal resources in emergency response, and is required to take an active role in on-going emergency planning as an emergency continues.

The MERO has full delegation of powers to deploy and manage Council’s resources during emergencies. Council staff and resources may be deployed as per their normal operations or tasked solely to the event based upon operational circumstances.

For further details refer to RS 41 in Part 3 of this Plan.

11.6.4 Operations Officer – Social and Economic
(Municipal Recovery Manager - MRM)

The Yarra Ranges Council CEO has delegated the function of MRM to the Director of Social and Economic Development to ensure a responsive and coordinated approach to the delivery of relief and recovery services and activities across the municipality.

The Operations Officer – Social and Economic has overall responsibility for the coordinated planning and implementation of municipal emergency relief and recovery, including the coordination of municipal resources to assist emergency relief and recovery activities. This includes having strategic oversight of the Yarra Ranges Municipal Relief and Recovery Planning Team, council relief and recovery arrangements and municipal level planning and coordination in line with the Municipal Emergency Management Plan and relevant Sub Plans.

In an emergency, the Yarra Ranges MRM is assisted by designated team of Deputy MRMs. In on-going and large scale emergencies, the MRM will undertake a strategic recovery planning role to ensure appropriate recovery arrangements and structures are in place for the medium to longer term. Deputies will play an operational role dealing with the more immediate and relief and urgent recovery needs.
For further details refer to RS 44 in Part 3 of this Plan.

11.6.5 Deputies

Functional officer/s may be required to undertake other functions such as planning, meetings or briefing sessions. In this case, a deputy may be appointed to undertake roles to ensure continuity.

11.7 Other Municipal Emergency Response Roles

In accordance with the Australasian Inter-Service Incident Management System™ (AIIMS), the Operation of a MECC Practice Notes (Office of the Emergency Services Commissioner), and the Local Government Emergency Relief Centre Practice Notes (State Relief Working Group) the following positions may be established to ensure a more effective and efficient coordination of emergency response, relief and early recovery activities.

Depending on the size and nature of the emergency it may be required to establish teams of personnel (Units) under the following roles.

For further details refer to Part 3 Role Statements of this Plan.

11.7.1 Emergency Officers and Functional Areas

Yarra Ranges has a number of Emergency Officers that have been delegated responsibility for specific functional areas and are responsible for emergency planning and response specific to their role and function within the MECC. These include:

- Finance Officer
  - Payroll Officer
  - Accounts Officer
  - Grant Administration Officer

- Intelligence Officer
  - Impact Assessment Coordinator
  - Emergency Management Liaison Officer
  - Business & Industry Liaison Officer

- Logistics Officer
  - IT & Communications Officer
  - Computer Administrator
  - Registration Officer
  - Catering Officer
  - Security Officer

- Operations (Build and Environment) Officer
  - Health Operations Officer
  - Building Operations Officer
  - Animal Management Operations Officer
  - Roads & Reserves Operations Officer
  - Environmental Operations Officers

- Operations (Social and Economic) Officer
  - Relief and Recovery Officer (Emergency Relief Centres and Recovery Centres)
  - Relief and Recovery Officer (Outreach)
  - Relief and Recovery Officer (Volunteers and Donations)

- Planning Officer
  - Mapping Officer
  - Short Term Planning
  - Personnel Rostering
• Public Information Officer
  o Social Media Officer
  o Media Officer
  o Web Administrator
  o Community Meeting Facilitator

11.7.2 Finance Officer and Unit

The Finance Unit will be established in any large scale event to manage all aspects of finance related to the event. This will include account tracking, timekeeping, payroll and grant co-ordination.

This unit will also support co-ordination of Natural Disaster Relief and Recovery Arrangements (NDRRA) or Natural Disaster Financial Assistance (NFDA), financial assistance, in consultation with Victoria’s Department of Treasury and Finance.

In smaller events, this function may be undertaken by the Logistics Unit.

11.7.3 Intelligence Officer and Unit

The intelligence officer has responsibility for collecting data and information to assist the EMG in maintaining situational awareness of the event. This information will then be used in planning, resource allocation and operational decision making. The Intelligence Unit maintains liaison with the Emergency Management Liaison Officers (EMLO) when deployed to Incident Control Centres and business and industry liaison officers.

The Intelligence Unit may include officers to undertake intelligence collection such as post event Impact Assessment Officers in conjunction with agency teams.

11.7.4 Logistics Officer and Unit

The Logistics Officer is located in the MECC, and has responsibility for obtaining human and physical resources, facilities, services and materials to ensure appropriate emergency response.

The Logistic Unit includes the MECC Facility Manager, Computer Systems Administration (including Crisisworks Administration), Registration personnel, IT Officer, Catering Officer and security.

11.7.5 Emergency Management Liaison Officer (EMLO)

An Emergency Management Liaison Officer (EMLO) is a person appointed by an agency, who:

• represents their agency;
  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 to arrange the commitment, of resources of the agency to the response to an emergency;
• represents the interests of the agency;
• provides advice in relation to impacts and consequence management;
• assist the community to respond to, and recover from the emergency; and
• should have previous experience in this role and/or attended an EMLO training course.

Every response and recovery agency should maintain preparedness to deploy a liaison officer(s), with a link to the agency’s communications system, to any location an emergency response co-ordinator or incident controller may request.

In some instances where adequate communications exist, the liaison officer may perform the role from a remote location. A liaison officer 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.

11.7.6. Planning Officer and Unit

The Planning Officer is located in the MECC and works closely with the EMG. This role has responsibility to assist the EMG in planning appropriate emergency response, relief and early recovery activities based on the current and projected emergency situation.

The Planning Unit may comprise a resource planning officer, mapping officer and planning support officer/s.

11.8 Other Emergency Response Coordination Roles

Victoria Police has responsibility under the Emergency Management Act 1986 for emergency response coordination at municipal, regional and state levels for most emergencies.

Emergency response coordinators are responsible for ensuring the coordination of the agency activities. This is with the exception of emergencies involving defence force vessels and aircraft.

For detailed information in relation to the primary roles and responsibilities of the Police Coordinator see Part 3, section 3.7.3 of the EMMV.

12 Emergency Activation

12.1 Scalability of Emergency Coordination

The activation of each level of emergency co-ordination is dependant upon the nature and scale of the emergency. The following levels illustrate the components that might be activated in the event of small, medium or large scale emergencies; they also aim to create an appropriate response which determined by the nature and scale of the emergency. This should be determined by the EMG following consultation with the Control Agency and/or Intelligence Officer (where appointed).

These levels should consider the span of control where up to five reporting individuals or groups is considered to be desirable, as this maintains the Supervisor’s ability to effectively task, monitor and evaluate performance; though this can be extended to a span of seven.

12.2 Levels of Activation

Response arrangements should be implemented at the earliest possible opportunity, if the effects of emergencies are to be minimised. For this reason five phases of activation have been introduced. These five phases have their basis from the agency readiness / activation levels guide used at the State Control Centre.

<table>
<thead>
<tr>
<th>Level</th>
<th>Phase</th>
<th>MECC Status</th>
<th>FFDI</th>
<th>Colour Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Alert / Notification</td>
<td>Not Activated</td>
<td>50 – 74</td>
<td>WHITE</td>
</tr>
<tr>
<td>1</td>
<td>Standby – Warm Start</td>
<td>MECC Set Up</td>
<td>75 – 99</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Standby – Hot Start</td>
<td>MECC Set Up</td>
<td>100+</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Activated – Scalable to incident</td>
<td>MECC Set Up</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Recovery Activities now business hours</td>
<td>Not Activated</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
12.2.1 Alert / Notification

Upon receipt of a warning or relating to a threat or imminent emergency, agencies must take appropriate steps to ensure their readiness to act.

Some of the activities that should be considered in the ‘Alert’ phase are:

- Warning key personnel;
- Maintain situational awareness of conditions and events; and
- Establish flow of information between the agencies.

Any incident is considered small scale emergency if it can be resolved through the use of local or initial response resources. The MECC might not be activated however the members of the EMG should be in close communication at all times. The EMG may form part of the Emergency Management Team (EMT) in smaller events. The EMG will monitor the emergency's impact on the area, the community, the weather, and other elements/variables that might lead to a higher level of activation.

12.2.2 Standby – Warm Start

As the threat or the effects of the emergency become imminent, the relevant organisation(s) and representatives are placed on standby. The EMG will be ready to move immediately if and when they are required.

In the event of a “Warm Start” the MECC will be activated and minimal staffing will be maintained. The number of staff will be relevant to the threat posed by the emergency situation. Typical staffing would include MECC Management, IT and Communications and Intelligence functions.

Some of the activities that should be considered in the ‘Standby’ phases are:

- Contact key personnel in relevant organisations to be ready;
- Activation of intelligence function and maintain situational awareness;
- Prepare equipment and personnel for immediate action (e.g. ERC personnel); and
- Prepare for activation of the MECC.

An example of a suggested Warm Start structure is included as figure 6 on the following pages

12.2.3 Standby – Hot Start

When the threat is elevated (e.g. Forest Fire Danger Index for Central Region is 100 or greater), a “Hot Start” will be considered by the Emergency Management Group (EMG).

During a Hot Start, the MECC will be activated and key functional officers will be requested to conduct their usual business from the MECC facility for the purposes of rapid response. The staff required to man the MECC will be determined by the EMG on the day.

An example of a suggested Hot Start structure is included as figure 7 on the following pages.

12.2.4 Activated – Scalable to Incident

This is the operational stage of an emergency when Control and Support Agencies are committed to containing and/or controlling the emergency. Some operations may necessitate establishing the MECC immediately without the ‘Warm Start’ or ‘Hot Start’ phases being implemented. For this reason, all organisations that play a role in emergency response are required to remain in a state of preparedness at all times.

Some of the activities that should be considered when the MECC is activated are:

- The size and expected duration of the incident;
- Mobilise personnel/equipment as requested;
- Physically setting up the MECC (phone lines and personal computers);
- Produce situation reports/briefings on an “as-needs” basis;
- Deploy additional resources as required; and
• Ensure casual emergency workers are registered.

The MECC size and staffing should be determined by the MEM and the EMG. Not all positions will necessarily be required. An example of a Fully Expanded structure is included as figure 8 on the following pages.

12.2.5 Transition to Recovery Activities

Once the emergency operational response activities of an emergency event are scaling down, the EMG may release, and where possible, consolidate the activities undertaken in the MECC. This is keeping with the principle that the incident drives the size and nature of the response.

In large scale events, personnel may be retained or recruited to continue the delivery of medium to longer term recovery functions. Planning for the transition to recovery management structures is the responsibility of the MRM.
Any position may make a request for administrative support based upon their actual workload. Such requests will be made to the Resource Planning Officer.
Any position may make a request for administrative support based upon their actual workload. Such requests will be made to the Resource Planning Officer.
Figure 8: Example for MECC Structure when activated (Scalable to the incident)
Any position may make a request for administrative support based upon their actual workload. Such requests will be made to the Resource Planning Officer.
Figure 10: Suggested MECC Layout in Yarra Ranges Council Chambers and attached meeting room
13 Municipal Emergency Response Arrangements

Municipal emergency response is coordinated from the MECC with relevant Yarra Ranges Council personnel and support agency representatives in attendance.

13.1 Municipal Emergency Coordination Centre (MECC)

The 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.

Provision of the MECC functions may in the first instance be conducted remotely. In the event of a complex, large or protracted emergency the MERC may request activation of the MECC in consultation with the Operations Officer/s (MERO and/or the MRM).

The primary role of the MECC is to coordinate the provision of human and material resources within the municipal operations. These resources may be provided to support control agency activities or for the purposes of meeting relief and early recovery needs. The MECC will also maintain an overall view of the operational activities within this Plan’s area of responsibility, for recording, planning and debriefing purposes.

The MECC may be activated to support neighbouring municipalities. Administrative staff for the MECC will be drawn from council’s staff pool in the first instance. In the event of a large scale emergency that requires the MECC to be open for a protracted period of time, staff from other municipalities will be requested via the MAV’s Inter Council Emergency Resource Sharing Protocols. MOUs with neighbouring municipalities support these arrangements. Representatives of support agencies and service providers will be required at the MECC, depending on the emergency.

The primary MECC for Yarra Ranges is the:

<table>
<thead>
<tr>
<th>Conference Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Offices</td>
</tr>
<tr>
<td>15 Anderson Street</td>
</tr>
<tr>
<td>LILYDALE VIC 3140</td>
</tr>
<tr>
<td>Mel Ref 38 F5</td>
</tr>
</tbody>
</table>

Alternative locations in the event the primary facility is not serviceable include:

- Yarra Ranges Depot, Nelson Street, Lilydale.
- Lilydale Lake Meeting Room, Swansea Road, Lilydale.
- MECC facilities at neighbouring councils.

Refer to Part 7, Appendix 09 of the MEMP.

13.1.1 Marshalling Points

A Marshalling Point is an area established for the safe management of council emergency management staff, contracted staff and Victoria Police, in and out of the area of operation. These facilities may be shared with other agencies.

Marshalling Points are established to ensure resources and personnel deployed into the field, comply with organisational and incident Health and Safety policies and procedures. Yarra Ranges Council has delegated staff to the position of Marshalling & Field Safety Officer to supervise Council emergency response operations from strategic points.
Where possible and practicable, Yarra Ranges Council will co-locate with Victoria Police at their designated Marshalling Points to enhance emergency response and the coordination of resource provision. Pre planned Marshalling Points are located at:

- Yarra Glen Racecourse (Mel Ref 275 C1)
- Woori Yallock Recreation Reserve (Mel Ref 286 12F)
- Montrose Reserve Montrose (Mel Ref 52 H6)
- Ferntree Gully Community Centre (Mel Ref 74 5B)

Alternative locations may be used following consultation with the MEM and the Emergency Management Group.

13.1.2 Staging Areas

This is a strategically placed area where support response personnel, vehicles and other equipment can be held in readiness for use during an emergency.

13.2 Emergency Relief Services

Emergency relief is the provision of life support and essential needs to individuals, families, and communities in the immediate aftermath of an emergency.

13.2.1 Relief Responsibilities and Escalation

Yarra Ranges Council is responsible for the coordination and management of relief at the municipal level. DHHS is responsible for coordination of relief at the regional and state levels on behalf of the Victorian Government.

Incident Controllers are primarily responsible for determining the need to activate emergency relief services, which may include information, access to health services, shelter (emergency relief centres and other shelter options), food, water and material needs (such as clothing, bedding, personal items) and financial assistance. This determination may be made in consultation with the Emergency Management Team at the Incident Control Centre.

Once a determination has been made that emergency relief is required, the Yarra Ranges EMG will coordinate and manage relief services, working in concert with a range of support agencies and services providers as detailed in Section 16 “Support Services and Agencies” of this document.

The coordination of relief activities will be managed at the MECC, when operational. If a decision is made to close the MECC due to the cessation of response activities, the management and coordination of ongoing relief needs will be incorporated into recovery management arrangements under the leadership of the Municipal Recovery Manager.

If an emergency exceeds the capacity of Council due to the scale, complexity, geographic area, level of human impact; or dispersion of the affected population, Council may request the Regional Recovery Coordinator (DHHS) to coordinate relief at the regional level.

13.2.2 Emergency Relief Centres (ERC)

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

Based on an Incident Controller’s determination, the decision to activate an emergency relief centre (ERC) is that of the Yarra Ranges MERC in consultation with the MEM and EMG, or that of another municipality’s MERC and their MEM and EMG. It is the responsibility of Council to establish and manage ERCs.

Yarra Ranges Council has designated appropriately assessed buildings as Primary Relief Centres and Secondary Relief Centres (refer to MEMP Part 5, Emergency Management Contact Directory). In the event of a protracted or large scale emergency, Yarra Ranges has
arrangements in place to utilise staff and facilities from outside the municipality where appropriate. The location and operation of an ERC is outlined in the Emergency Relief Centre Standard Operating Guidelines for the Eastern Metropolitan Regional Councils (refer to Part 8, Sub Plan 14).

13.2.3 Briefings (SMEACS)

All briefings conducted at the MECC, ERCs and Marshalling Points will use the ‘Situation Mission Execution Administration Communications Safety’ (SMEACS) Briefing template. This will ensure 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 the emergency affected area.

See Standard Operating Procedure 42 in Part 2 of this Plan.

13.3 Impact Assessment

Impact Assessment is an appraisal of the extent of damage and disruption to the community and its infrastructure resulting from an emergency. Information is used to provide situational awareness, guide response and recovery strategies and inform agencies and the community of actual and potential consequences.

The control agency has the overall responsibility for the instigation and management of the Impact Assessment process. Information should be provided via the Council Emergency Liaison Officer in the Incident Control Centre, or directly to the Intelligence Unit within the MECC to enable consolidation with other information sources which will assist the planning for or delivery of relief and recovery activities.

13.4 Financial Considerations

Accounts and financial commitments made during incident response are the responsibility of the Finance Officer through the MEMP arrangements. Payment for goods and services used in the recovery process is the responsibility of the Operations Officer, Social and Economic (MRM) through the MEMP arrangements. Financial accounting for municipal resources utilised in emergencies must be authorised by the Operations Officer, Built and Natural environments (MERO), and be in accordance with the normal financial arrangements of Yarra Ranges Council.

Yarra Ranges Council 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.

Control Agencies are responsible for all costs involved in that Agency responding to an emergency.

13.5 Warnings and Alerts

Warnings should be used under specific circumstances where community action is necessary primarily to protect lives, and also for the protection of property or the environment. The warning arrangements are set out in the Victorian Warning Protocol – referenced in Part 8 Appendix 10 and Appendix 14 of the EMMV.

Sections 42 and 43 of the EM Act 2013 provide for warnings and information in relation to fires in Victoria. The provision of these warnings and information must be consistent with any guidelines, procedures and protocols developed by the EMC.

For all other emergencies the control agency should issue warnings and provide information to the community.

Content and format of warnings
Warning systems vary and might include, but are not limited to:
- agency websites
- radio and television
- voice and SMS phone messaging through the use of Emergency Alert (EA)
- emails
- verbal messages
- sirens
- social media and/or social networking web sites.

Agencies should, as far as possible, inform the community regarding warning systems and procedures likely to be used during an emergency. Warnings will be most effective, and reach the most people, when a combination of warning systems is used. This is critical as people often rely on one information medium.

Please refer to the EMMV Part 3.11.1, for more detailed information.

### 13.6 Public Awareness and Information

Information released by Council must be released and coordinated by the Public Information Officer in the MECC. Information released in by the MECC should be consistent with the One Source, One Message (OSOM) content and information dissemination of the Control Agency in the ICC.

There are a variety of methods of communicating messages to the community including the use of CFA and independent fire alerting sirens, SMS and telephone messaging systems, (Emergency Alert), social media, public meetings, and various smart phone applications. Users of these systems need to be aware that there are geographical and technological limitations to each of these systems and they can provide a reliable and failsafe warning method. Users need to maintain situational awareness of the emergency situation and their environment.

Information may be disseminated using a range of mechanisms including media releases, advertisements, Shirewide (Council’s community news), Council’s internet site and internal staff newsletter/s.

For more information, refer to the SOPs related to public information.

### 13.7 Resource Supplementation

Resource Supplementation at the municipal level occurs when emergency services, or control authorities in the ICC, exhaust their own resources, and there is a requirement for additional or continued supply of resources.

Any request for municipal resources should be made by the Incident Controller (or delegate) to supply a service, and/or additional resources will be to the MERC. In partnership with the MEM, the MERC will endeavour to obtain those resources through existing municipal arrangements. If unsuccessful, the request will be passed from the MERC to the RERC as per the diagram below.
Control agency requires a resource

Available from:
- Within own agency?; or
- Resource directly controlled by the agency?; or
- Support agency with the municipal area?

YES

NO

Request made to the Municipal Emergency Response Coordinator

Available from:
- Resource owned or directly controlled by the council?; or
- Other agencies within the municipal area?; or
- Private provider within the municipal area?

YES

NO

Request made to the Regional Emergency Response Coordinator

Available from:
- Other agencies within the region?; or
- Other municipal areas within the region?; or
- Private provider within the region?; or
- Category 1 request for Defence Assistance to Civil Community

YES

NO

Request made to the State Emergency Response Coordinator

Available from:
- Other agencies within the state?; or
- Private provider within Victoria?

YES

NO

Request to Emergency Management Australia for resources to be supplied from:
- Federal resources; or
- Interstate resources; or
- International resources.

Figure 11: Flow Chart for Resource Supplementation (Source: EMMV Part 3).

13.8 Business Continuity

13.8.1 Crisis Management Team (CMT)

The function of the Crisis Management Team (CMT) is to support the Council in determining and implementing appropriate incident management strategies to enable critical business functions to remain operational. The CMT will be responsible for the management and restoration of business activities to normal levels of operation once an emergency event has concluded.

The Crisis Management Team comprises:
- Yarra Ranges Council CEO;
- Director Corporate Services (or their representative);
- Director Planning, Building and Health (or their representative);
- Director Social and Economic Planning (or their representative);
- Director Environment and Engineering (or their representative); and
- Senior Emergency Management Officer (MEM or relevant Operations Officer in the event of municipal emergency management arrangements being evoked).
Other Officers to support responsibility include:
- Intelligence and/or Planning Unit Officer/s; and
- Other specialist persons as required e.g. IT Manager, Communications Officer etc.

![Figure 12: An Overview of the Crisis Management Team](image)

### 14 Transition of Response to Recovery Activities

At the transition from response to recovery, the responsibilities of Victoria Police as the response coordinator are handed over to DHHS (regional and state coordination) and local government (municipal coordination). Previously agreed Victoria Police (and other response agency) roles in recovery activities do not necessarily cease at transition.

The Emergency Management Team plays a key role in transition discussions relevant to planning, timing, resources and expectations. Transition decisions will be impacted by considerations that include the risk of a recurring threat, the need for a staged or prolonged transition; the extent of known loss and damage, ongoing relief needs (these may be better delivered under recovery arrangements if response activities have ended) and availability of resources for effective recovery.

A transition agreement should be developed between the Incident Controller, Emergency Response Coordinator (Victoria Police), Regional Recovery Coordinator (DHHS) and Operations Officer, Social and Economic (MRM) detailing transition activities and tasks, information management, communication and signatories. It is the responsibility of the Emergency Response Coordinator (Victoria Police) to advise all agencies involved in the emergency at the time of the transition from response to recovery and associated transition of responsibilities.

#### 14.1 Handover of Goods / Facilities

In some circumstances, it may be appropriate for certain facilities and goods obtained under the emergency response arrangements, to be utilised in recovery activities. In these situations there would be an actual hand-over to the Operations Officer, Social and Economic (MRM), of such facilities and goods. This hand-over will occur only after agreement has been reached between response and recovery managers.

Resources acquired for the response, which are not required for recovery, remain under the control of the requesting response agency which remains responsible for their return or disposal.

#### 14.2 Post Emergency Debriefing Arrangements

A post emergency debrief is undertaken as soon as is practicable after an emergency. It is the responsibility of the MERC to convene the meeting and all Council personnel and agencies who participated in the emergency should be represented. The debrief will assess the adequacy of the MEMP and recommend changes. The meetings to assess the adequacy of the MEMP should be chaired by the Emergency Management Planning Committee (MEMPC) Chairperson.
An additional debrief may be conducted for the Recovery Team to cover specific relief and recovery issues. This will be convened by the MRM and will be in addition to debriefs conducted by the MERC and MEMPC.


14.3 Supporting Documentation

This section contains hyperlinks to documents that support the information contained in this chapter of the Yarra Ranges MEMP.
- Emergency Management Manual Victoria
- ERC Standard Operating Guidelines
- Draft Eastern Metropolitan Regional Emergency Recovery Plan – Transition Agreement Template

15 Emergency Recovery Arrangements

15.1 Introduction

Emergency recovery is the coordinated process of supporting emergency affected communities in the restoration of their emotional, economic and physical well-being, plus the reconstruction of physical infrastructure and rehabilitation of the natural environment. The process of recovery begins as soon as possible when an emergency occurs, and may continue for many years after the emergency.

There are five key functional areas that require coordination as part of the recovery process:
- Social, People, Health and Community environment;
- Economic environment;
- Agriculture environment;
- Natural environment; and
- Built environment.

Each functional area overlaps considerably and requires coordination and collaboration to effectively and efficiently address issues arising from an emergency.

The following table details the elements relevant to each functional area of recovery:

<table>
<thead>
<tr>
<th>People, Social, Health &amp; Community Environment</th>
<th>Economic Environment/ Agriculture</th>
<th>Natural Environment</th>
<th>Built Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>• safety and wellbeing (including interim accommodation, material and financial aid)</td>
<td>• employment</td>
<td>• water and air quality</td>
<td>• residential buildings</td>
</tr>
<tr>
<td>• health and medical services</td>
<td>• industry</td>
<td>• land degradation and contamination</td>
<td>• public buildings and assets</td>
</tr>
<tr>
<td>• psychosocial support</td>
<td>• commerce and small business</td>
<td>• flora and fauna</td>
<td>• essential services</td>
</tr>
<tr>
<td>• targeted programs</td>
<td>• tourism and government</td>
<td>• agriculture</td>
<td>• water and waste water</td>
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<tr>
<td>• individualised support through information</td>
<td>• animal welfare</td>
<td>• parks</td>
<td>• waste and pollution</td>
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<tr>
<td>• outreach</td>
<td></td>
<td>• public land</td>
<td>• power and gas</td>
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<tr>
<td>• support networks</td>
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<td>• waterway environment</td>
<td>• telecommunications</td>
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<td>• service coordination</td>
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<td>• roads</td>
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<td>• case management</td>
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<td>• fencing</td>
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<tr>
<td>• community support and development</td>
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<td>• transport</td>
</tr>
</tbody>
</table>
15.1.1 Recovery Responsibilities and Escalation

Yarra Ranges Council is responsible for coordinating recovery at the municipal level, working in concert with a range of support agencies and service providers as detailed in Section 16 “Support Services and Agencies” in Part 1 of the MEMP.

DHHS is responsible for coordination of recovery at the regional level on behalf of the Victorian Government and EMV has responsibility at the state level.

If the MECC is activated, planning for and coordination of recovery activities will be managed from the MECC with emphasis placed on urgent and immediate recovery needs. Strategic planning for the delivery of longer term recovery services, including the establishment of appropriate recovery governance structures and resources, will be undertaken by the Operations Officer, Social and Economic (MRM).

In situations when the MECC is not activated (small events), or once the MECC has closed, recovery activities will be coordinated and managed under the leadership of the Operations Officer, Social and Economic (MRM).

If an emergency exceeds the capacity of Council due to the scale, complexity, geographic area, level of human impact; or dispersion of the affected population, Council may request the Regional Recovery Coordinator (DHHS) to coordinate recovery at the regional level.

15.2 Recovery Coordination

In large scale and protracted emergencies, the Operations Officer, Social and Economic (MRM), in consultation with the MEM, Crisis Management Team and DHHS Regional Recovery Coordinator, will be responsible for formulating the Municipal Recovery Committee. The Committee will underpin recovery structure to enable the delivery of relevant services in a timely and responsive manner for as long as required.

15.2.1 Municipal Recovery Committee and Structure

The Municipal Recovery Committee and underpinning recovery structure will be flexible, scalable and adaptive to the diverse range of community needs. The structure will operate under four functional areas of recovery (social, built, economic, agriculture and natural environments).

The following diagram is an example of a Recovery Structure that might be utilised following a large scale emergency.
Key responsibilities of the Operations Officer, Social and Economic (MRM) and Municipal Recovery Committee include, but are not limited to:

- overseeing ongoing impact and needs assessment and analysis as it relates to impacted communities;
- development, implementation and review of a Municipal Recovery Action Plan informed by impact and needs assessment processes;
- evaluation and reporting against the Municipal Recovery Action Plan;
- effective engagement and coordination with regional recovery arrangements (if in place);
- planning for and implementation of a transition strategy that enables the timely and appropriate withdrawal of dedicated recovery services and activities (Council and Support Agencies) into core business and existing community support services.

The number and types of teams and positions established will depend upon the scale of the emergency, and the recovery requirements of impacted communities. Positions that may be established, include, but are not limited to:

- Municipal Recovery Program Manager (Operations Officer, Social and Economic (MRM), or delegate);
  - Program Support (Coordinator, Relief and Recovery or delegate)
  - Recovery Communications Officer
- Community Recovery Committee(s) Team Leader;
  - Recovery Centre Manager(s)
- Social Environment Team Leader;
- Built Environment Team Leader;
- Natural Environment Team Leader; and
- Economic Environment Team Leader

Council will recruit personnel including community representatives to identified positions, and/or delegate responsibility for specific recovery activities relevant to functional areas within Council (e.g. municipal building inspections, environmental health, animal management, capital works and statutory planning). In some instances, it may be more appropriate for representatives from other agencies to lead functional areas of recovery, or at least projects that fall within them.

### 15.2.2 Supply of Goods & Services

Goods and services may include equipment, personnel and resources for recovery activities.

As a general principle, council, government and non government agencies and organisations...
are responsible for funding the provision of these services themselves using their own supply systems. However where there is significant community impact, funding may be made available for the restoration of municipal assets and the costs of approved emergency protection works, undertaken to protect community assets, or to restore essential public services under municipal control.

Funding streams will be confirmed by the Operations Officer, Social and Economic (MRM) in consultation with the Eastern Regional Emergency Relief and Recovery Planning Committee or directly through the Department of Treasury and Finance.

15.3 **Key Recovery Operations**

15.3.1 **Impact Assessments**

Secondary and Post Impact Assessments draw upon information gathered from the Initial Impact Assessment and are an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency event.

To facilitate this process the Operations Officer, Social and Economic (MRM) supported by the Emergency Management Unit will as early as practicable:

- Survey the extent of damage and evaluate financial, infrastructure, material aid and psychosocial needs;
- Provide a priority listing to assist agencies in the performance of their functions to address community needs;
- Monitor the acquisition and application of financial and material aid required during the recovery period; and
- Create a clear, implementable, and timely Municipal Recovery Action Plan as required (large scale emergency).

15.3.2 **Recovery Centres**

A Recovery Centre is a building in which a coordinated service response is provided to support emergency affected communities for the restoration of their emotional, social, economic and physical wellbeing. Recovery Centres will provide a link into council, agency and government services, and will be located in close proximity to the affected area/s.

In the event of an emergency Yarra Ranges Council will activate a Recovery Centre within impacted area(s) to enable ease of access for affected community members.

15.3.3 **Community Information & Briefings**

Community information and briefings are vital components that assist in the recovery of individuals and communities affected by an emergency. Community information sessions will be conducted as soon as is practicable after an emergency as part of Council’s Communication Plan.

The development of relevant and appropriate community resources and activities empower the community and enhance their resilience, thereby assisting their recovery process.

Yarra Ranges Council and Support Agencies actively engage the community through a range of mechanisms including community programs and projects, media releases, advertisements, social media, newsletters, Council’s website and Service Networks.

Meetings will be co-ordinated by the MECC Public Information Officer in consultation with the Incident Control Centre Public information Unit.

15.3.4 **Engagement of community in recovery**

A vital component in empowering a community in its recovery process is the engagement and involvement of the affected community in planning and participating in the process of recovery. This may be undertaken in a variety of ways depending on the scale of the event and community interest and ability.
The form of any community recovery structure may vary. The varieties for consideration may include:

- Community Recovery Committee constituted independently of Council;
- Community Recovery Committee derived from pre-existing Community Emergency Planning Committee;
- A Community Reference Group as part of the Municipal Recovery Committee structure, or
- Regular community meetings to derive input and feedback from community members in an ad hoc informal manner.

At all times it will be important to ensure that all members of the affected community are provided the opportunity to give feedback and express their opinions in relation to the recovery process. This will enable Council to ensure that processes allow for broad and diverse community input, rather than from limited sections of the community.

15.4 **Supporting Documentation**

This section contains hyperlinks to documents that support the information contained in this chapter of the Yarra Ranges MEMP.

- [Emergency Management Manual Victoria](#)
- [MAV Protocol for Inter-Council Emergency Management Resource Sharing](#)
- [Municipal Relief & Recovery Planning Team (sub committee) Terms of Reference](#)
- [Communicating in Recovery Toolkit – Australian Red Cross](#)
- [Yarra Ranges Municipal Relief & Recovery Sub Plan (link TBC)](#)
16 Support Services & Agencies

The purpose of the following information is to identify the primary and secondary agencies who will conduct emergency response and recovery services and activities in the municipality of Yarra Ranges.

Emergency management activities may also be supported by a range of local contractors and suppliers. Details are contained in the Emergency Management Contact Directory which can be found on Crisisworks.

<table>
<thead>
<tr>
<th>Support Service</th>
<th>Primary Agency</th>
<th>Secondary Agencies</th>
<th>Support Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation (emergency and temporary)</td>
<td>YR Council Operations Officer, Social and Economic (MRM)</td>
<td>Australian Red Cross (single incidents) DHHS Dandenong Ranges area – Harrison Uniting Care Urban areas and Yarra Valley – Anchor Community Care</td>
<td>SOP 21 – Single Incidents EMC EMP – MOUs Contact Directory MOU – Emergency Accommodation</td>
</tr>
<tr>
<td>Animal welfare</td>
<td>DELWP</td>
<td>Yarra Ranges Council (Local Laws) RSPCA Help for Wildlife Other Local Governments</td>
<td>Yarra Ranges Animal Welfare Emergency Management Plan</td>
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<tr>
<td>Building inspections</td>
<td>YR Council (Building)</td>
<td>Other Local Governments</td>
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<tr>
<td>Catering / Food</td>
<td>Red Cross</td>
<td>Salvation Army Local Suppliers</td>
<td>EMC EMP – MOUs Contact Directory</td>
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<tr>
<td>Emergency medical care and/or medical transport</td>
<td>Ambulance Victoria</td>
<td>Department of Health and Human Services (DHHS) Eastern Ranges GP Association</td>
<td>ERC Standard Operating Guidelines</td>
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<tr>
<td>ERC(s)</td>
<td>YR Council Operations Officer, Social and Economic (MRM)</td>
<td>Victoria Police Australian Red Cross DHHS The Salvation Army Victorian Council of Churches</td>
<td>MOUs ERC Standard Operating Guidelines</td>
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<td>Environment Protection Authority (EPA)</td>
<td>DELWP Parks Victoria (PV) Yarra Ranges Council (Environment)</td>
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<td>Salvation Army Australian Red Cross Centrelink</td>
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<td>Ambulance Victoria</td>
<td>St John Ambulance Australian Red Cross Eastern Ranges GP Association</td>
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<td>YR Council Operations Officer, Social and Economic (MRM)</td>
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<td>Family Support services</td>
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<td>Eastern Ranges GP Association</td>
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<td>Salvation Army</td>
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<td>Victorian Council of Churches</td>
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<td>Inspiro</td>
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<td>Public relations response</td>
<td>Control Agency</td>
<td>Yarra Ranges Council (Public Information)</td>
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<td>Victoria Police</td>
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<td>Yarra Ranges Council (Public Information)</td>
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<td>Initial Impact Assessment</td>
<td>EMV</td>
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<td>MFB</td>
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<td>Registration and inquiries</td>
<td>Victoria Police</td>
<td>Australian Red Cross</td>
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<td>Rural loss and damage (impact assessment)</td>
<td>DELWP</td>
<td>Yarra Ranges Council (Economic Development)</td>
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<td>Victoria Police</td>
<td>Telstra</td>
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<td>Volunteers</td>
<td>YR Council Operations Officer, Social and Economic (MRM)</td>
<td>Eastern Volunteer Resource Centre</td>
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