



**Colac Otway Shire
Municipal Emergency Management Plan
2014 - 2017**

Document Title

Colac Otway Shire Municipal Emergency Management Plan

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2.6	18/02/2015	Page numbers	Manager Environment & Community Safety
2.7	05/04/2016	Appendix 14	Municipal Emergency Management Coordinator

Foreword

The Colac Otway Shire Municipal Emergency Management Plan (MEMP) has been developed pursuant to *Section 20 (1)* of the *Emergency Management Act 1986 and the Emergency Management Act 2013*.

This Plan is one component of a broader framework that enables Colac Otway Shire Council to strengthen its capacity to identify hazards, determine risks, and prepare for emergencies and disasters to strengthen community safety.

Colac Otway Shire is one of the most diverse municipalities in Victoria, balancing the juxtaposition between the Volcanic Plains and Great Otway National Park and rural and urban areas. The Otway Ranges contain significant remnant native vegetation as do the grasslands of the Western Basalt Victorian Volcanic Plains and internationally listed Ramsar Wetlands. The Shire also takes in stunning sections of the Great Ocean Road on its south eastern and southern boundaries.

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

This MEMP is the result of the cooperative efforts of the agencies and organisations that comprise the Municipal Emergency Management Planning Committee (MEMPC).

This plan should be read in conjunction with the *Emergency Management Manual Victoria*, which can be found at <http://www.emv.vic.gov.au/policies/emmv>

Sue Wilkinson
Chief Executive Officer

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COMMUNITY EMERGENCY CONTACT LIST

EMERGENCY	24 HOUR CONTACT	WEBSITE
RESPONSE		
Ambulance	000	www.ambulance.vic.gov.au
Australian Red Cross	1800 232 969	www.redcross.vic.gov.au
Coast Guard (Geelong)	03 5278 8440	www.coastguard.com.au
Colac Otway Shire	03 5232 9400	inq@colacotway.vic.gov.au
Fire	000	www.cfa.vic.gov.au
Flood / Storm	13 25 00	www.ses.vic.gov.au
Life Saving Victoria	13 78 73	www.lifesavingvictoria.com.au
Police	000	www.police.vic.gov.au
SES	13 25 00	www.ses.vic.gov.au
Vic Roads	13 11 70	www.vicroads.vic.gov.au
Water Police	1800 135 729	www.police.vic.gov.au
HOSPITALS		
Colac Area Health	03 5232 5100	www.swarh2.com.au/cah
Apollo Bay Hospital (Otway Health & Community Services)	03 5237 8500	www.otwayhealth.com.au
ENVIRONMENTAL POLLUTION		
EPA Victoria	1300 372 842	www.epa.vic.gov.au
EPA Regional Emergency Response	0477 755 004	www.epa.vic.gov.au
UTILITIES		
Barwon Water	1300 656 007	www.barwonwater.vic.gov.au
Wannon Water	1300 926 666 1300 926 668 (AH)	www.wannonwater.com.au
Electricity – Powercor	13 24 12	www.powercor.com.au
Gas – SP AusNet	136707	www.sp-ausnet.com.au
Telecommunications - Telstra	13 22 03	www.telstra.com.au
OTHER		
Work Safe Victoria	13 23 60	www.worksafe.vic.gov.au
Parks Victoria	13 19 63	http://parkweb.vic.gov.au/

PART 1 – INTRODUCTION

1.1 Agency and Municipal Council Endorsement

This Municipal Emergency Management Plan (MEMP) has been produced by and with the authority of Colac Otway Shire Council pursuant to *Section 20 (1)* of the *Emergency Management Act 1986 and the Emergency Management Act 2013*.

The Colac Otway Shire understands and accepts its roles and responsibilities as described in *Part 4* of the *Emergency Management Act 1986 and the Emergency Management Act 2013*.

The Colac Otway Shire Council understands and supports the concept that mutual aid between municipalities may be required during and following emergencies.

This Plan was endorsed by the Colac Otway Shire Council on the 17th day of December 2014

Signed on behalf of the Colac Otway Shire Council)
By the Chief Executive Officer)
Pursuant to the instrument of delegation)
Dated 20 February 2015 in the presence of:)

Sue Wilkinson

Stewart Anderson
Manager Environment and Community Safety

Witness

1.2 Audit Report

The Colac Otway Shire Council, pursuant to Section 21A of the *Emergency Management Act 1986 and the Emergency Management Act 2013*, will submit the Municipal Emergency Management Plan to the Victoria State Emergency Service for audit.

The purpose of the audit is to assess this plan's compliance with the guidelines issued by Victoria's Coordinator-in-Chief. Council will respond to all requests resulting from the audit as required.

The Plan will be subject to audit every (3) years.

A copy of the most recent Audit Report can be found in Councils Records Management system.

A copy of the most recent Audit Certificate is provided over page.

The audit report indicates whether or not the plan complies with the guidelines and if there are opportunities to improve the plan or planning process. A plan that does not comply with the guidelines will be audited again in twelve months.

Note: Councils must provide a written response to the audit report to the Chief Officer Operations within three months of the receipt of the audit report.

Figure 1 - Certificate of Audit



1.3 Aim

The aim of the Colac Otway Shire Municipal Emergency Management Plan (MEMP) is to detail the agreed arrangements for the prevention of, preparedness for, response to, and the recovery from emergencies that could potentially occur in the Colac Otway Shire as identified in Part 4 of the *Emergency Management Act 1986 and the Emergency Management Act 2013* and the *Emergency Management Manual Victoria (EMMV)*, which can be found at <http://www.emv.vic.gov.au/policies/emmv>

1.4 Objectives

The objectives of the Colac Otway Shire MEMP are to:

- Identify, evaluate and treat potential risks that could impact on the Colac Otway Shire community.
- Implement measures to prevent or reduce the likelihood or consequences of 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 in emergencies.
- Manage support that may be provided to or from adjoining municipalities.
- Assist the affected community to recover following an emergency.
- Complement other local, regional and state government planning arrangements.

The Colac Otway Shire MEMP is consistent with the following objectives contained in the *Emergency Management Manual Victoria*, which aim to:

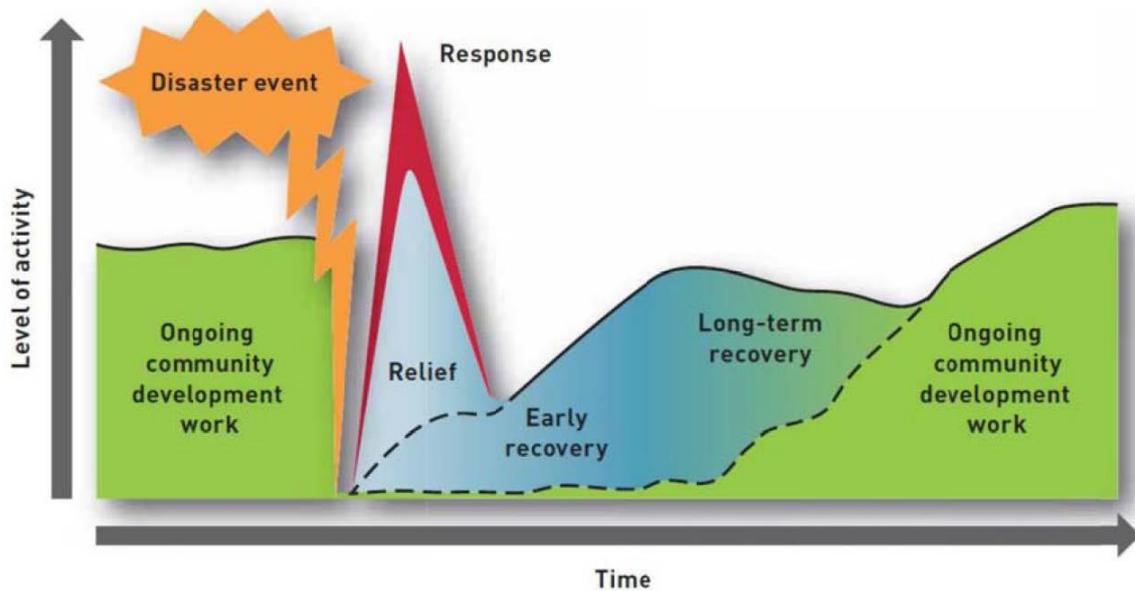
Deal with all hazards: While most attention is given to the obvious emergencies such as fire, flood and transport accidents, a wide range of hazards are dealt with using the emergency management arrangements and resources. This includes emergencies for which there has been little or no experience in Victoria, such as new animal diseases, 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. Prevention infrastructure includes, 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 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.

Figure 2 - Time Sequence of Emergency Management Activities



Source: Australian Emergency Management – Community Recovery - Handbook 2

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.

1.5 Purpose of the Plan

The purpose of this plan is to bring together, in an integrated organisational network, the resources to prevent or mitigate, respond to and recover from emergencies. It accepts that emergencies touch people’s life experiences in different ways and recognises that there is not and cannot be a single organisation, solely responsible for dealing with all aspects of emergencies.

In order to achieve this Colac Otway Shire Council acknowledges the linkages between this plan and the broader emergency, risk management and community safety context. This plan is to be read in consideration of the following plans and strategies:

Plans:

MEMP sub plans

- [Colac Otway Fire Management Plan](#)
- [Colac Otway Shire Relief and Recovery Plan](#)
- Birregurra Sub Flood Plan
- [Neighbourhood Safer Places Plan](#)
- Community Emergency Risk Assessment)

Municipal (Council plans and strategies):

- Influenza Pandemic Plan – DRAFT

- Colac Otway Municipal Public Health and Wellbeing Plan 2013-2017
- Colac Otway Shire Heatwave Plan
- Business Continuity Plan
- Risk Management Policy

Other relevant plans and strategies:

- Regional Coordination Plan - Blue Green Algae - Barwon Water
- [Road Safety Strategy \(VicRoads\)](#)
- [Heatwave Plan for Victoria \(Department of Health\)](#)
- [Victorian Human Influenza Pandemic Plan \(Department of Health\)](#)
- [Biosecurity Strategy for Victoria \(Department of Environment & Primary Industries\)](#)
- [Community Information Guides \(formerly township Protection Plans - CFA\)](#)
- [Barwon South West Regional Strategic Fire Management Plan \(IFMP\)](#)
- Barwon South West Regional Emergency Response Plan
- Regional Emergency Recovery Plan Barwon South West
- [Regional Strategic Fire Management Plan \(IFMP\)](#)
- [FloodSafe \(VICSES\)](#)
- [StormSafe \(VICSES\)](#)

Operational guidelines and documents

- Municipal Emergency Coordination Centre Operations Plan
- Safety and Environment Management Plan – Port of Apollo Bay

1.5.1 Updates (sub-plans, operational plans and strategies)

The maintenance responsibility of all Council related sub-plans, operations plans, strategies, and standard operating procedures that support the Municipal Emergency Management Plan rest with the relevant author.

1.5.2 Public access

An edited version of this plan, omitting all contact names, numbers and confidential information, is available on the Colac Otway Shire Council website www.colacotway.vic.gov.au, the Municipal Library and the State Library of Victoria.

1.5.3 Privacy

Recipients of the plan are advised that names and contact numbers contained within will be used only for essential emergency management purposes and will be managed in accordance with the *Information Privacy Act 2000*. This extends to other parts of the plan where names and contact numbers are provided. The public version shown on Council's website will have all names and contact numbers removed

PART 2 – BACKGROUND

2.1 Context

Colac Otway Shire is located in south-western of Victoria, approximately 150 kilometres from Melbourne. Colac Otway Shire is bounded by Golden Plains Shire in the north, Surf Coast Shire in the east, the Southern Ocean in the south and Corangamite Shire in the west.

The Shire encompasses a total land area of approximately 3,500 square kilometres, of which a large proportion is Crown Land (43%) including the Great Otway National Park.

Colac Otway Shire has a population of approximately 20,621 people.

Colac Otway Shire includes the townships and rural localities of Aire Valley, Alvie, Apollo Bay, Balintore, Barongarook, Barongarook West, Barramunga, Barwon Downs, Barunah Plains, Beac, Beech Forest, Birregurra, Bungador, Cape Otway, Carlisle River, Carpendeit, Chapple Vale, Colac, Colac East, Colac West, Coragulac, Cororooke, Corunnun, Cressy, Cundare, Cundare North, Dreeite, Dreeite South, Elliminyt, Eurack, Ferguson, Forrest, Gellibrand, Gellibrand Lower, Gerangamete, Glenaire, Grey River, Hordern Vale, Irrewarra, Irrewillipe, Irrewillipe East, Jancourt East, Johanna, Kawarren, Kennett River, Larpent, Lavers Hill, Marengo, Mount Sabine, Murroon, Nalangil, Ombersley, Ondit, Pennyroyal, Petticoat Creek, Pirron Yallock, Separation Creek, Skenes Creek, Skenes Creek North, Stonyford, Sugarloaf, Swan Marsh, Tanybryn, Warncoort, Warrion, Weeaprounah, Weering, Whoorel, Wingeel, Wongarra, Wool Wool, Wyelangta, Wye River, Yeo, Yeodene and Yuulong.

The Colac Otway Shire is one of the most picturesque municipalities in the State of Victoria. As the gateway to the Otways and Western Plains, containing National, State and Regional parks, part of an extensive inland lake system, the seaside attractions of Apollo Bay and the Great Ocean Road, the Colac Otway Shire is a rural, residential and resort area with a major tourist industry supporting these natural resources.

Much of the rural area is used for timber production and agriculture, with farming, cropping and dairying being the main agricultural pursuits. Agricultural activity is concentrated in the northern part of the Shire, whilst timber production and fishing are prevalent in the south.

Industry is supported by comprehensive infrastructure including rail, road, air and sea transport. The Municipality is serviced by three major roads, the Hamilton Highway, Princes Highway and Great Ocean Road, as well as rail passenger and freight facilities and a vast network of road transport operations.

2.2 Topography

Colac Otway Shire has many areas of unique beauty and character, the geography of the Shire varies from lush plains in the north to the rugged and beautiful Otway Ranges in the south with a spectacular coastline.

The Great Ocean Road includes huge cliffs, roaring seas, tranquil coves and safe swimming beaches. The Great Ocean road passes through a number of coastal towns including Kennett River, Wye River, Skenes Creek, and Apollo Bay. The Otway Ranges is a popular holiday destination for tourists from Australia and overseas.

2.2.1 Environmental Values

The Shire contains some of the most significant environmental assets found in Australia. The municipality has an extensive network of water bodies, some of which are Ramsar listed (i.e. of international significance). In addition, the Shire has over 300 km of very high conservation roadside reserves, as well as approximately 100 km of the internationally recognised Great Ocean Road. This

spectacular coastal environment includes not only the coastal dunes and estuaries but also the marine environment.

The majority of the vegetation in the Shire has been cleared since European settlement and although some areas of pristine vegetation remain in the Otways twenty nine of the fifty four vegetation communities in the region are listed as endangered or vulnerable and only nine are not of concern. The Plains Grasslands have been nationally listed under the Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act) because only very small areas remain intact, the majority of which are on private land.

The environmental assets found in the Shire can be categorised by the Bioregions in which they are found. Bioregions reflect natural boundaries and relationships between biodiversity assets and natural resource based activities. Four Bioregions are found in the Shire; Victorian Volcanic Plain (VVP), Warrnambool Plain, Otway Plain and the Otway Ranges.

Victorian Volcanic Plain (VVP) Bioregion

Colac Otway Shire covers in excess of 900 square kilometres of the VVP that once supported large tracts of the Ecological Vegetation Community (EVC) Plains Native Grassland and Plains Grassy Woodland vegetation. These are now restricted to tiny areas on roadsides, the margins of the region's brackish and saline lakes and scattered small remnants (usually highly degraded) on private land.

These Endangered EVC's have been almost totally lost throughout their Victorian range, with only 2.3% of the original Plains Grassy Woodlands remaining (and most of that highly degraded by grazing and weeds), while less than 1.3% of Plains Native Grasslands still exist (DSE 2002). The recent listing of this EVC under federal legislation as a protected plant community indicates that the flora and fauna of this bioregion are some of the most threatened in Australia (Tonkinson 2007). The VVP also hosts internationally protected Ramsar Lakes supporting several rare and threatened waterbirds.

Warrnambool Plain (WP) Bioregion

The Warrnambool Plain extends into a relatively small area of the Shire from the west and is often referred to as the Coastal Plain. The identifying features of the Warrnambool Plain are nutrient deficient soils over low calcareous dune formations. Much of the limestone has been overlain by more recent sediments, and between the limestone dunes, areas of swamplands are characterised by highly fertile peats and seasonal inundation.

Otway Plain (OP) Bioregion

Similar to the VVP, the Otway Plain covers over 900 square kilometres of the Shire. This bioregion includes coastal plains and dunes, foothills with river valleys and swamps in the lowlands. The upper terrain supports Lowland Forest and Heathy Woodland ecosystems, whereas the floodplains and swamps predominantly contain Grassy Woodland and Floodplain Riparian Woodland. Much of this vegetation remains intact on private land and protected in Crown land.

Otway Ranges (OR) Bioregion

The largest, and most protected, bioregion within the Shire is the Otway Ranges. Consisting of moderately steep slopes and moist gullies, this bioregion supports Shrubby Wet Forest and Cool Temperate Rainforest ecosystems on the higher slopes; and Shrubby Foothill Forest on the lower slopes. Large intact examples of these vegetation communities are found in the Shire and remain well protected as over 50% are found in the Great Otway National Park.

Environment Assets

Due to the large amount of clearing there are a number of listed threatened flora and fauna species in the region. Some of the threatened species are listed as threatened in Victoria and some of them are also listed as threatened at the national level due to a greater likelihood of extinction (e.g. Spiny Rice flower).

A large proportion of the Otway Ranges bioregion is protected by being in the Great Otway National Park. This ensures protection of many high value waterways that flow to the sea from the Otway

Ranges. However it is worth noting that the Ramsar Lakes located in the VVP bioregion are surrounded by farm land. Therefore these environmental assets face more significant threat of degradation than those located within the national park.

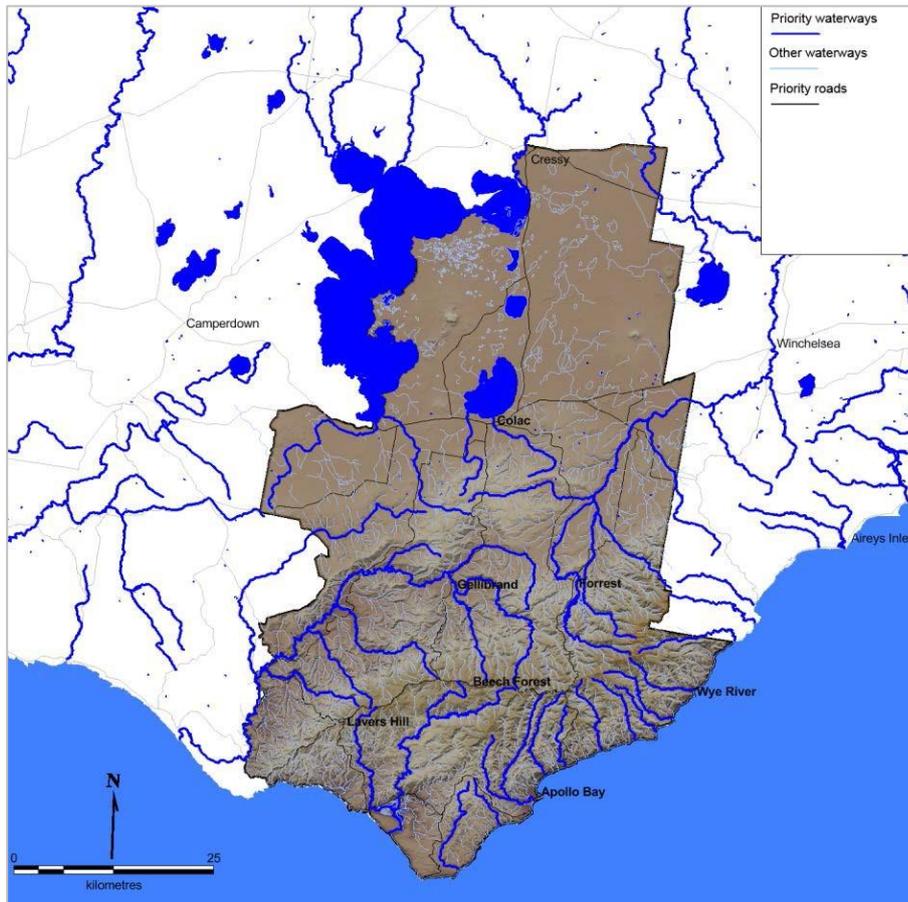
2.2.2 Major rivers, lakes, creeks and reservoirs

Colac Otway Shire has many rivers, lakes, creeks and reservoirs, key waterways are identified in the following table.

Figure 3 - Table of Waterways within Colac Otway Shire

Rivers	Creeks	Lakes	Reservoirs
Aire River	Arkins Creek	Lake Beeac	West Gellibrand Reservoir
Barham River	Barongarook Creek	Lake Colac	West Barwon Reservoir
Barwon River East Branch		Lake Cundare	Olangolah Reservoir
Barwon River West Branch		Lake Elizabeth	Arkins Creek Weir
Carlisle River			
Gellibrand River			

Figure 4 - Map of Waterways within Colac Otway Shire



To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for priority waterways within Colac Otway Shire. Click [HERE](#)

Source: PRIORITY_RIVERS- Department of Environment and Primary Industries – 29/10/2013

2.3 Infrastructure

The Shire has excellent access to the Melbourne and Avalon Airports. This transport network provides the Shire and its industries excellent access to both domestic and international markets.

2.3.1 Major Roads

Major roads within Colac Otway Shire include:

- Princes Highway
- Great Ocean Road
- Hamilton Highway
- Colac-Ballarat Road
- Colac-Apollo Bay Road
- Colac-Lavers Hill Road
- Carlisle River Road
- Cobden Road

Figure 5 - Map of Road Network within Colac Otway Shire



To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for the road network within Colac Otway Shire. Click [HERE](#)

Source: TR_ROAD – Department of Environment and Primary Industries – 27/6/2014

2.3.2 Rail

The VLine passenger service from Melbourne to Warrnambool runs through the shire parallel to the Princes Highway stopping in Birregurra and Colac regularly throughout each day. Regular freight services also use this line.

2.4 Industry

The Shire provides diverse employment opportunities through a range of primary industries, tourism and commercial and community services. The region is well supplied with existing infrastructure in terms of power and water and is well placed to take advantage of future proposals to extend the natural gas grid.

Tourism is an important industry, especially in the southern section along the Great Ocean Road. The Shire has two main townships, with many small villages and localities. The only city is Colac, which

serves as an administrative, retail and commercial centre. The other major township is Apollo Bay, which serves as the major tourism centre.

The five major industry sectors are:

- Health Care and Social Assistance (1,133 persons or 13.7%)
- Manufacturing (1,048 persons or 12.7%)
- Agriculture, Forestry & Fishing (993 persons or 12.0%)
- Retail Trade (843 persons or 10.2%)
- Tourism (693 persons or 8.4%)

In combination, these five industries employ a total of 5,220 people or 63% of the employed resident population.

2.5 Demography

The Shire is a cool temperature zone with the temperature averaging 26°C in summer and 12°C in winter. The average annual rainfall is 722mm for Colac and 2000mm for Weeaprounah.

Colac Otway Shire has a population of approximately 20,621 people. The seasonal variation in population along the coast can be significant.

Figure 6 - Population Distribution throughout Colac Otway Shire

Town	Population
Apollo Bay	1092
Marengo	222
Birregurra	486
Beeac	223
Beech Forest/Carlisle River	479
Colac/Elliminyt	11918
Cressy	433
Cororooke	383
Forrest	237
Gellibrand	383
Skenes Creek	426
Wye River/Kennett River	236
Other Regional Areas	4103
Total Population	20621

Source: Australian Bureau of Statistics. Census of Population and Housing 2011.

Colac Otway Shire's population increases considerably during the summer and school holiday periods. For the year ended December 2013 the Shire received 372,000 overnight visitors. Holiday or leisure was the largest purpose for the visits (>85%), followed by friend and family visits and business visits.

Domestic day trip travel to the Shire during the same period was 301,000 visitors. The Great Ocean Road seaside locations (Apollo Bay, Skenes Creek, Wye River / Separation Creek and Kennett River) along with the forests of the Otway National Park are traditionally the main areas of visitation. (Source: Data Insights Visitation Report, Dec 2013)

The resident population in Colac Otway Shire is forecast to grow to 25,120 by 2031 with the lower third of the Shire (Great Ocean Road and Otways) expected to increase by 35% during this time.

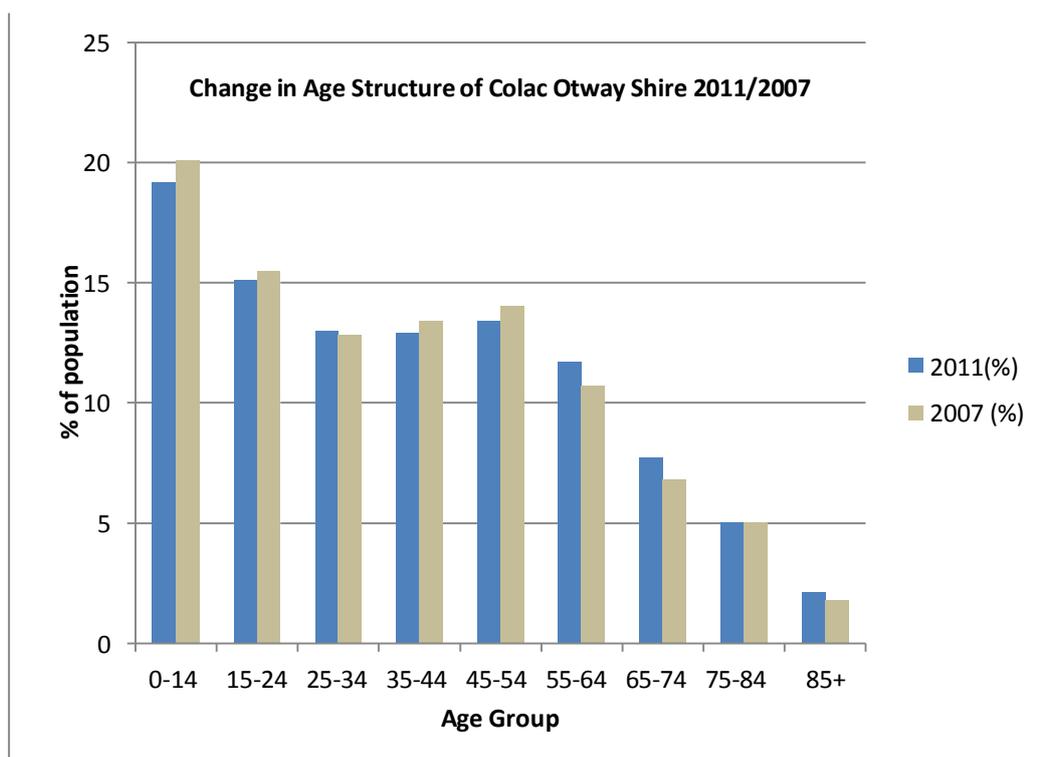
The following table and graph show the change in age structure of people in Colac Otway Shire between 2007 and 2011. It also shows that the median age of people in Colac Otway Shire in 2011 was 42 years, children aged 0-14 years made up 18.9% of the population and people aged 65 years and over made up 18.7% of the population a much higher figure than the Australian average of 14%.

Figure 7 - Age Structure for Colac Otway Shire 2011

Age	Colac-Otway (S)	%	Victoria	%	Australia	%
<i>People</i>						
0-4 years	1,239	6.1	344,733	6.4	1,421,050	6.6
5-9 years	1,276	6.3	326,121	6.1	1,351,921	6.3
10-14 years	1,340	6.6	327,939	6.1	1,371,054	6.4
15-19 years	1,348	6.6	345,339	6.5	1,405,798	6.5
20-24 years	1,031	5.1	375,108	7.0	1,460,673	6.8
25-29 years	1,003	4.9	388,669	7.3	1,513,236	7.0
30-34 years	983	4.8	372,214	7.0	1,453,775	6.8
35-39 years	1,193	5.9	383,415	7.2	1,520,138	7.1
40-44 years	1,335	6.6	391,197	7.3	1,542,879	7.2
45-49 years	1,421	7.0	372,367	7.0	1,504,142	7.0
50-54 years	1,462	7.2	354,110	6.6	1,447,404	6.7
55-59 years	1,497	7.4	317,438	5.9	1,297,244	6.0
60-64 years	1,424	7.0	293,812	5.5	1,206,116	5.6
65-69 years	1,104	5.4	224,911	4.2	919,319	4.3
70-74 years	870	4.3	177,316	3.3	708,090	3.3
75-79 years	685	3.4	140,338	2.6	545,263	2.5
80-84 years	593	2.9	114,020	2.1	436,936	2.0
85 years and over	544	2.7	104,995	2.0	402,681	1.9
Median age	42	--	37	--	37	--

Source: Australian Bureau of Statistics. Census of Population and Housing 2011.

Figure 8 - Change in Age Structure Colac Otway Shire 2011/2017



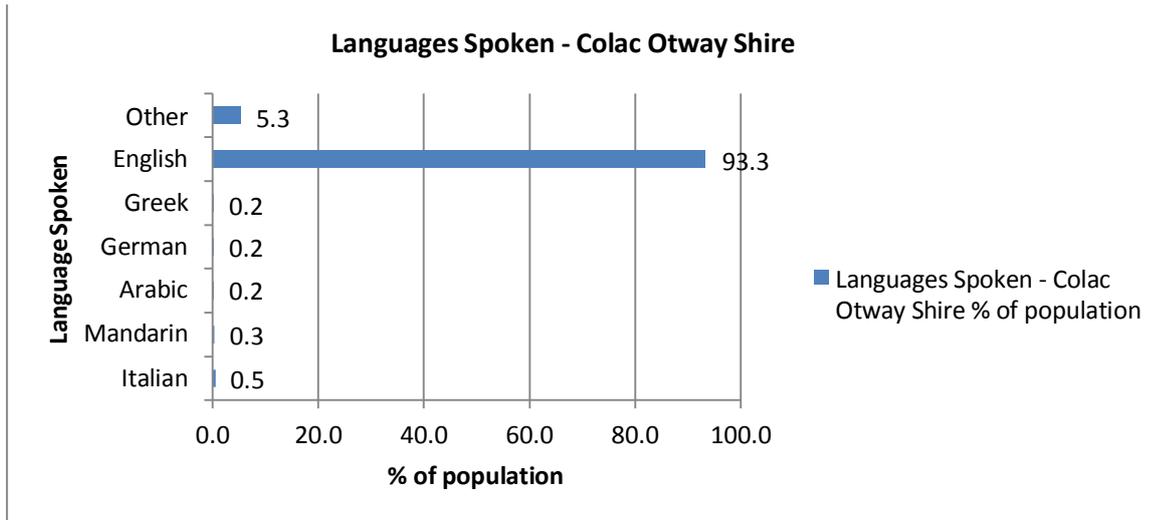
Source: Australian Bureau of Statistics. Census of Population and Housing 2011.

Figure 9 - Languages Spoken by Colac Otway Shire Residents

Language, top responses (other than English)	Colac-Otway (S)	%	Victoria	%	Australia	%
Italian	94	0.5	124,856	2.3	299,834	1.4
Mandarin	55	0.3	103,743	1.9	336,410	1.6
Arabic	44	0.2	68,437	1.3	287,174	1.3
German	40	0.2	20,083	0.4	80,371	0.4
Greek	35	0.2	116,802	2.2	252,217	1.2
English only spoken at home	18,983	93.3	3,874,861	72.4	16,509,291	76.8
Households where two or more languages are spoken	310	3.9	500,123	25.7	1,579,949	20.4

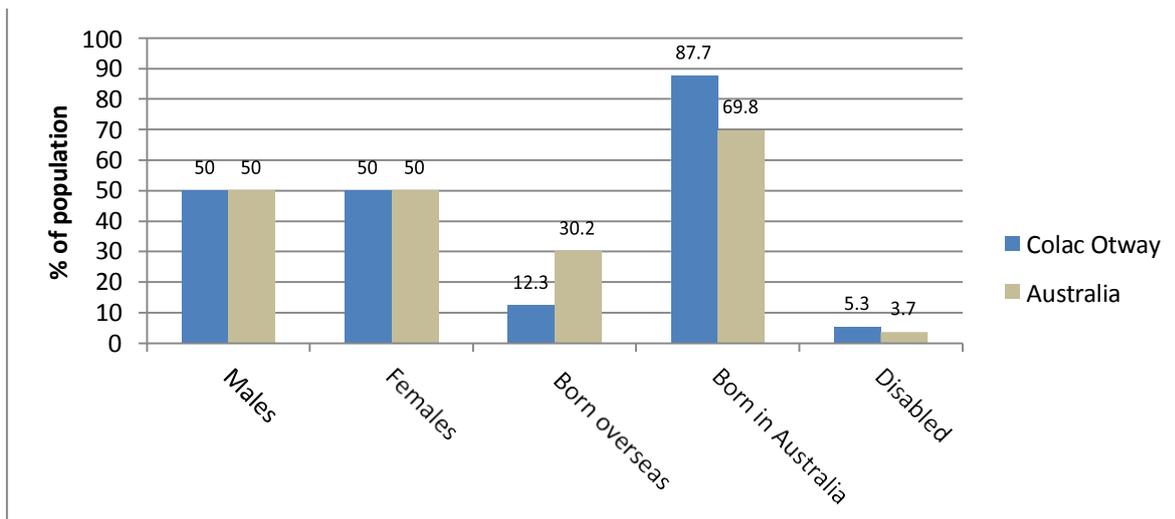
Source: Australian Bureau of Statistics. Census of Population and Housing 2011.

Figure 10 - Languages Spoken in Colac Otway Shire - % Population



Source: Australian Bureau of Statistics. Census of Population and Housing 2011

Figure 11 - Population breakdown comparison Colac Otway Shire/Australia



Source: Australian Bureau of Statistics. Census of Population and Housing 2011

2.5.1 Special Needs Groups

Community groups such as Senior Citizens, Adult Day Care Services, kindergarten, primary and secondary schools, Mobile Child Care Services, Residential Services including Aged Care, home based special medical needs, Intellectual and physical disability facilities all require special consideration during emergencies. These services are located throughout the Shire.

2.6 Vulnerable Persons

During an emergency or imminent threat of an emergency, special consideration must be given to the evacuation of vulnerable people in the community.

A vulnerable person is an individual who is socially isolated and without any other supports. Other factors that may be considered when assessing an individual's vulnerability include:

- Lives alone and has additional needs and/or lives with an individual with similar or greater level of additional needs.
- Physical dependence.
- Inability to make an independent decision due to cognitive or other impairment.
- Geographic isolation.

It is likely that more time, resources, support and assistance will be required to safely evacuate vulnerable people in the community and in facilities, such as hospitals, aged care facilities and educational facilities.

These facilities should have existing evacuation plans in place to undertake an evacuation if necessary. However, such plans must not rely on the availability of emergency service personnel to undertake the evacuation.

Some people living in the community may be unable to activate their own evacuation plan without support and a small number who do not have a personal support network will require assistance to safely evacuate.

The Departments of Health and Human Services, in conjunction with municipal councils, and other support agencies will provide tailored advice to vulnerable people. This advice will include the need to develop personal safety plans with an emphasis on leaving early and identification of appropriate support to do so.

The *Vulnerable Persons in Emergency Policy* (Nov 2012) has been jointly developed by the Department of Human Services and the Department of Health, to address key elements of *Recommendation 3 of Victorian Bushfires Royal Commission Final Report* relating to vulnerable people, and associated recommendations.

2.6.1 Vulnerable Persons Register

Colac Otway Shire Council coordinates a local Vulnerable Persons Register as per Department of Human Services (DHS) guidelines. Council has identified vulnerable individuals across the municipality through Health and Community Care (HACC) services. A database of these individuals is maintained through the municipal council administered CrisisWorks (formerly MECC Central) emergency management system.

Funded agencies are responsible for entering and maintaining information for any of their clients who have been identified as vulnerable. The *Vulnerable Persons Registers* is accessible to authorised Victoria Police representatives, for consideration in planning and exercising, and for responding to emergencies.

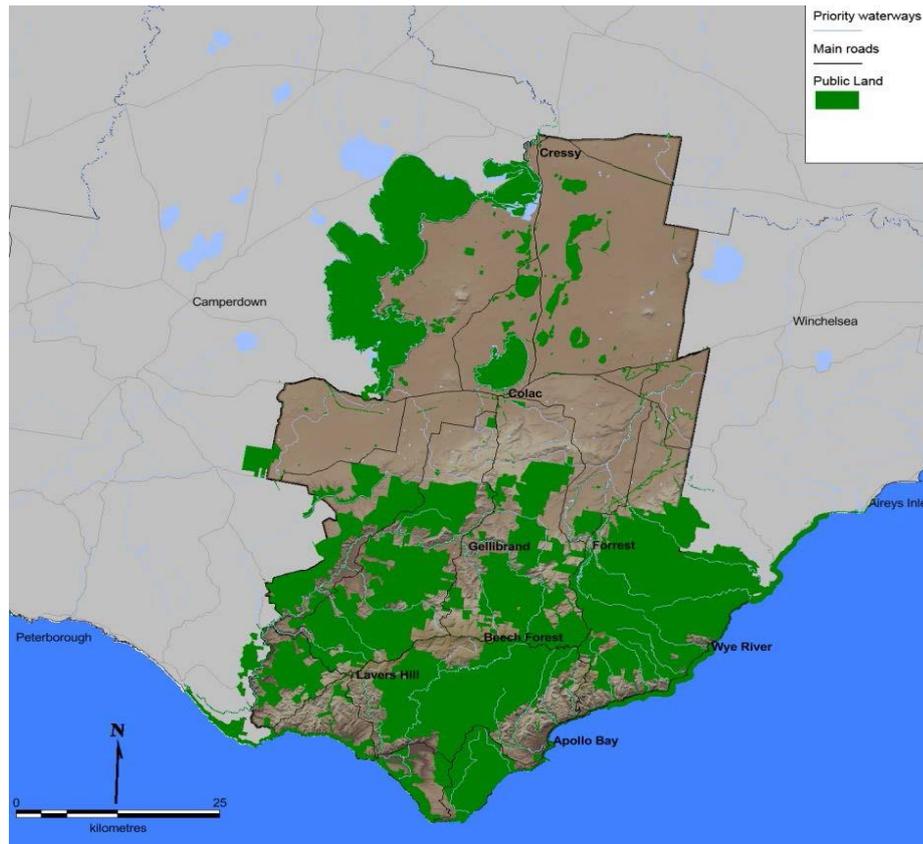
2.6.2 Facilities Register - Vulnerable People

Council maintains a register of facilities, where vulnerable people are likely to be found, for example, aged care facilities, hospitals, schools and childcare centres. This list is provided in [Appendix 5 – Register of Facilities – Vulnerable People](#).

2.7 Maps

A set of maps detailing the area covered by this plan can be found at <http://www.ubspatial.com.au/cos/> alternatively refer to Spatial Visions VICMAP Book South West Region for a complete coverage of Colac Otway Shire.

Figure 12 - Map Showing Public Land within Colac Otway Shire



To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for public land within Colac Otway Shire. Click [HERE](#)

Source: PLMGEN - Department of Environment and Primary Industries – 16/1/2014

2.7.1 Access to GIS Mapping

Colac Otway shire uses a variety of GIS Mapping systems

- i) MapInfo Pro and MapInfo Exponent for internal use
- ii) Colac Otway Shire Interoperable WebGIS portal for internal and public use

Emergency management staff have received training and have full access to a combination of these systems. CrisisWorks, a WebGIS portal used by many other local government organisations, is the main mapping tool to be used in the Municipal Emergency Coordination Centre. An additional WebGIS product developed by DEPI and the CFA, eMAP will also be available for use in the Municipal Emergency Coordination Centre. Contact details for Councils GIS Coordinator are included in Appendix 2.

Figure 13 - Map of Geographic Area Covered by Colac Otway Shire



Source: TBD - Colac Otway Shire - Chris Cook 2004

2.8 History of Emergencies

History shows that the Shire is prone to fires both in the grasslands in the north and the forested areas throughout the south. From early in the century the Shire has suffered significant losses of life, property and livestock in the significant fires of 1919, 1939, 1944, 1977 and the Ash Wednesday Fire of 1983.

Bass Strait, which forms the southern boundary of the Shire, has a history of maritime disasters dating back to the settlement of Victoria. With improvements in maritime technology and navigation, the risk of shipwreck has somewhat diminished although the potential for emergencies including oil spills at sea is ever present.

The extensive road network within the Shire includes the Hamilton Highway, Princes Highway and Great Ocean Road and many other roads that have increasing amount of tourist traffic. The risk of road accidents is ever present and occurs regularly.

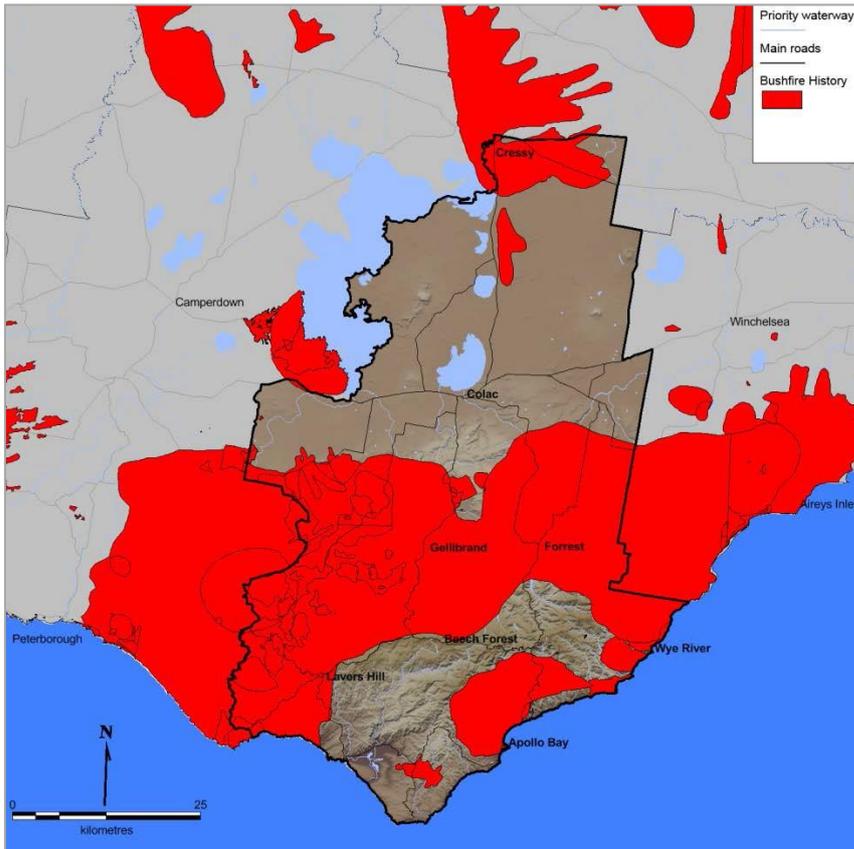
2.8.1 Major Fires in Colac Otway Shire

Figure 14 - Major Fire History for Colac Otway Shire

Date	Event
6 February 1851	Black Thursday: fires covered a quarter of Victoria, including country between Geelong and Ballarat.
4-5 January 1886	Major fires in the Otway Ranges, Colac and Heytesbury regions.
1914	Major fires in the Otway Ranges, Beech Forest and areas south of Colac.
1 February – 1 March 1919	Major fires in the Otway Ranges: three fatalities, many homes destroyed and large areas of forest burnt.
24 November 1919	Fires destroy 120,000 ha in the Otway Ranges and Grampians.
January-February 1932	Widespread fires including Beech Forest, Cape Otway & Benwerrin
13 January 1939	Black Friday: major fires recorded in the Otway Ranges and many other parts of Victoria.
14 January – 14 February 1944	Major fires across Western District: 15-20 fatalities.
16 January 1962	Fires in Otway Ranges: 2,024 ha. destroyed.
21 February 1965	Fires in Otway Ranges: 12,000 ha. destroyed.
23 November 1966	Fires in the Otway Ranges, Modewarre, Wurdale and Anglesea -15,000 ha. destroyed.
11 Jan 1968	Fire in South Colac - 810 ha. destroyed.
6 Feb 1968	Fire on north side of Lorne: 1215 ha. destroyed.
12 February 1977	Grass fires in Cressy destroy 42,000 ha. Three fatalities recorded, 10 homes lost and other buildings destroyed. Grass fires in Werneth destroyed the State School, tennis centre and a large number of outbuildings. Beeac fire destroyed 1500 ha.
16 February 1983	Ash Wednesday: Major fires originating at Deans Marsh result in 3 fatalities, the loss of approximately 41000 ha (mainly forest) and the destruction of 729 dwellings.
2 February 2001	Wingeel Plains Fires destroyed 2000 ha.
15 September 2002	Chapple Vale fire destroyed 786 ha.

Source: Colac Otway Fire Management Plan Version 9

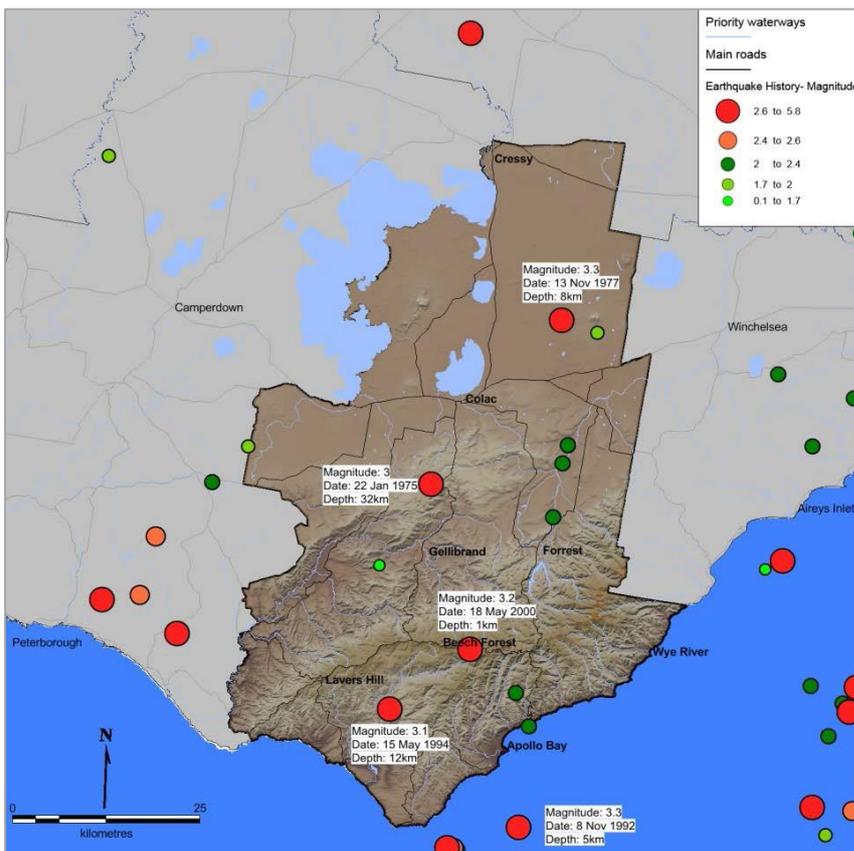
Figure 15 - Map Showing Bushfire History for Colac Otway Shire



To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for bushfire history within Colac Otway Shire. Click [HERE](#)

Source: FIRE_HISTORY – Department of Environment and Primary Industries – 27/12/2013

Figure 16 - Map Showing Earthquake History for Colac Otway Shire



To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for earthquake history within Colac Otway Shire. Click [HERE](#)

Source: Earthquake History – Geoscience Australia – 09/01/2013

PART 3 – PLANNING ARRANGEMENTS

3.1 Introduction

This section details the planning arrangements for the management of emergencies within the Colac Otway Shire. It identifies specific emergency management roles and responsibilities and the emergency management planning committee structure that oversees emergency management arrangements.

Many of the following arrangements are requirements under the *Emergency Management Act 1986 and the Emergency Management Act 2013*; however the primary purpose of the arrangements are to meet the needs of emergency affected communities.

3.2 Municipal Emergency Management Functions

The *Emergency Management Act 1986, the Emergency Management Act 2013* and the *Local Government Act 1989*, identifies that councils play 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 the municipality.

People will naturally seek help from their local council and emergency management agencies during emergencies and the recovery process.

The Colac Otway Shire Council is responsible for the management of municipal resources and the coordination of community support to counter the effects of an emergency during both the response to and recovery from emergencies. Emergency management responsibilities of Council include:

- The provision of emergency relief to combatants and affected persons 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.
- Recovery activities within the municipality, in consultation with the Department of Human Services.

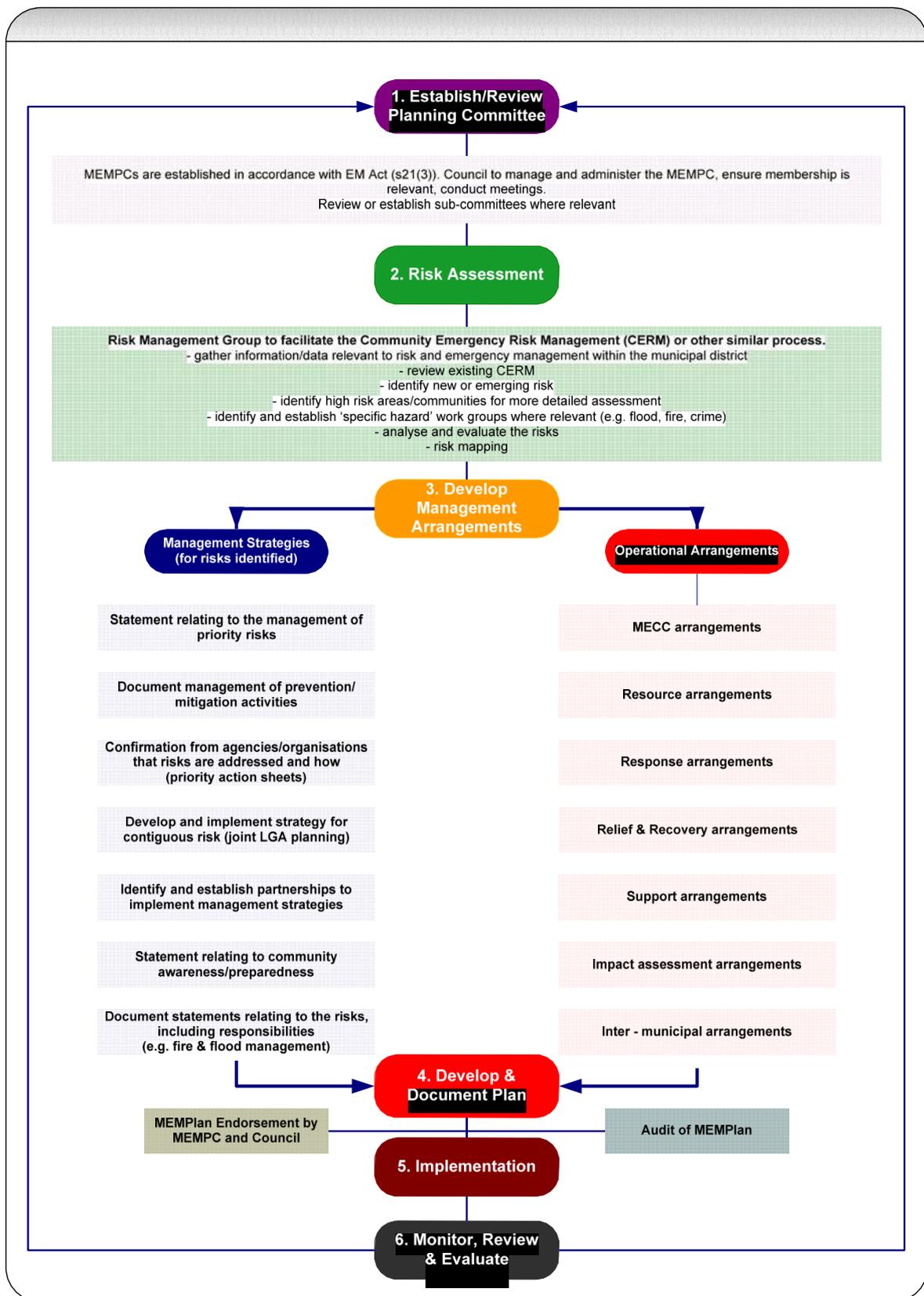
3.3 Victorian Arrangements

In Victoria, emergency management planning is conducted at three levels, state, regional and municipal. The state emergency management and planning committee structure is currently being updated in line with Victoria's Emergency Management Reform.

3.4 Emergency Management Planning Process

The emergency management planning process can be seen as a series of steps that results in the development, maintenance and refinement of an emergency management plan. The following diagram illustrates the continuous nature of the planning process in detail

Figure 17 – Detailed Municipal Emergency Management Planning Process



Source: Part 6 EMMV

3.5 Municipal Emergency Management Planning Committee

The Colac Otway Shire MEMPC has been established pursuant to *Sections 21(3) of the Emergency Management Act 1986 and the Emergency Management Act 2013*.

The MEMPC is one component of a broader structure that enables appropriate planning, response and recovery activities and arrangements at local and regional levels, with sub-committees and working groups who are responsible for planning for fire management, flood management, and relief and recovery.

Figure 18 shows the MEMPC committee structure and the vertical and horizontal links to other committees.

3.5.1 Role of the Municipal Emergency Management Planning Committee

It is not the MEMPC's role to manage emergencies. This is the responsibility of agencies and personnel identified under the Victorian State Response and Recovery Arrangements.

The MEMPC is required to prepare the Municipal Emergency Management Plan as per the Emergency Management Act 1986 and the Emergency Management Act 2013. The ongoing role of the committee is to:

- Develop and maintain the MEMP for consideration by Council.
- Review and update the MEMP annually, including review of risks and the Community Emergency Risk Assessment (CERA) as required.
- Arrange regular tests/exercises of MEMP.
- Assess and review hazards and risks facing the community.
- Call an out of session meeting following an emergency incident or change to the plan.
- When necessary, form specialist sub-committees or working groups of the MEMPC
- Prepare risk specific response and recovery sub-plans for the municipal district.

The MEMPC does not have a direct role in the management of emergencies. The MEMPC is chaired by the Municipal Emergency Manager and the Executive Officer role is undertaken by Councils Municipal Emergency Management Coordinator.

3.5.2 MEMPC Terms of Reference

Terms of reference for the committee have been developed and are provided at [Appendix 6 – MEMPC Terms of Reference](#)

3.5.3 MEMPC Membership

The membership of the MEMPC consists of representatives of the following organisations:

- Victoria Police (VICPOL) – Municipal Emergency Response Coordinator (MERC) and Regional Emergency Management Inspector (REMI).
- Victoria State Emergency Service (VICSES) – South West Region.
- Country Fire Authority (CFA) – District 6.
- Department of Human Services (DHS).
- Colac Otway Shire – MEM, MERO, MRM, MFPO and nominated Councillors.
- Ambulance Victoria (AV).
- Department of Environment and Primary Industries (DEPI).
- Powercor.
- Barwon Water.
- VicRoads – South West Region.
- Parks Victoria.

Representatives of other organisations may be co-opted to the MEMPC as required:

- Wannon Water.
- Colac Area Health.
- Red Cross.
- Telstra.
- Department of Transport.
- V/Line.
- Gas Authorities.
- Environment Protection Authority.

The MEMPC contact list is updated quarterly post MEMPC meetings by the Executive Officer of the MEMPC. Contact details are included in [Appendix 3 – Municipal Emergency Planning Committee Members](#)

Figure 18 - Colac Otway Shire Emergency Management Committee Structure



3.5.4 Frequency of Municipal Emergency Management Planning Committee Meetings

The MEMPC has determined that the committee shall meet at least four times each year. The meetings are held on the third Thursday in February, May, August and November of each year at Colac Otway Performing Arts Cultural Centre (COPACC), Rae Street, Colac.

Extraordinary meetings may be called by the MERO as required following a major emergency event, exercises, identification of a significant new risk, organisational change or legislative changes, EMMV reviews and or updates. A record of MEMPC meetings is provided at [Appendix 7 – Meeting and Training Log](#)

3.6 MEMPC Specialist Sub-Committees

The MEMPC Committee has four specialist sub-committees currently undertaking specific work.

1. Municipal Fire Management Planning Committee (MFMP).
 - a. Responsible for development and review of the Municipal Fire Management Plan (MFMP).

2. Cross Council Relief and Recovery Sub-committee.
 - a. Responsible for the development of Relief and Recovery Plans that address:
 - i. Roles and responsibilities of three councils.
 - ii. Planning and preparedness.
 - iii. Activation processes.
 - iv. Support arrangements.
3. Events Sub-Committee.
 - a. Responsible for reviewing the CFA/DEPI Event Management and Wildfire Trial Guidelines.
 - b. Overseeing broader emergency management for events.
4. Community Emergency Risk Assessment (CERA) Working Group
 - a. Responsible for the development and review of the CERA.

3.7 Emergency Management Group (EMG)

Colac Otway Shire convenes an internal Emergency Management Group (EMG) to manage day to day emergency management duties and promote emergency management within the organisation. This group meets fortnightly during the Declared Fire Danger Period and monthly throughout the rest of the year.

The EMG comprises:

- Municipal Emergency Manager (MEM).
- Municipal Emergency Resource Officers (MERO).
- Municipal Recovery Manager (MRM).
- Deputy MRM.
- Municipal Fire Prevention Officer (MFPO).
- Manager Information Services.

Other Council officers can be co-opted to the group as required. The EMG is chaired by the MEM.

3.8 Environment and Community Safety Unit

Council's Environment and Community Safety (E&CS) Unit has the role of ensuring appropriate prevention and preparedness mechanisms and processes are in place for emergency response, relief and recovery.

The E&CS Unit is integral to Council's capacity to establish a coordinated approach in identifying and mitigating risks, preventing, planning for, responding to, and recovering from emergencies.

The E&CS Unit sits within Council's Sustainable Planning and Development Unit and includes staff whose primary role is emergency management and community safety. These include the Manager for E&CS, the Municipal Emergency Management Coordinator, Municipal Fire Prevention Officer (MFPO) and Assistant MFPOs.

The E&CS Unit works closely with the Municipal Emergency Resource Officer (MERO), Municipal Recovery Manager (MRM), Municipal Emergency Response Coordinator (MERC), and key stakeholders to develop plans and prepare for emergency events.

3.9 Audit Requirements for the Plan

3.9.1 Purpose of the Audit

The audit process is designed to stimulate quality municipal emergency management planning in a positive, non-punitive way. It advises and supports Councils in their efforts to serve their communities.

3.9.2 Audit of the Plan

The plan is audited pursuant to *Section 21A of the Emergency Management Act 1986* by the Chief Officer, Victoria State Emergency Service every three years.

The MEMPC is responsible for ensuring the plan complies with the guidelines. The Act also requires that the auditor obtain comments on each municipal plan from the Regional Emergency Response Planning Committee and the Regional Recovery Committee.

3.9.3 Response to Audit

Under *Section 21A (3) of the Emergency Management Act*, each municipal council must respond in writing to an audit report within three months of receiving it. If the audit is qualified, Councils should indicate in their response how they intend to remedy any deficiencies.

3.10 Maintenance Review and Testing of the Plan

3.10.1 Authority

This Plan was developed by the Colac Otway Shire MEMPC, formed under the authority of the Colac Otway Shire Council, pursuant to *Part 4, Section 20 of the Emergency Management Act 1986 and the Emergency Management Act 2013*.

Council endorses this Plan on the basis of advice provided by the MEMPC. This plan is administered by the Municipal Emergency Management Coordinator. All enquiries can be directed to:

Municipal Emergency Management Coordinator
Colac Otway Shire Council
PO Box 283
Colac VIC 3250

3.10.2 Review of the Plan

This plan will be reviewed annually or after an emergency or exercise where the plan has been utilised.

Organisations and departments delegated with responsibilities in the plan are required to notify the Municipal Emergency Resources Officer (MERO) of any required changes.

Council will check all contact numbers and names contained within the various parts of the plan biannually (every six months). The MERO and the Municipal Recovery Manager (MRM) will ensure that these bi-annual checks/updates are completed. The MEMPC contact list will be updated quarterly after each MEMPC meeting.

A major review will be undertaken by a working group made up of members of the MEMPC prior to the regulated audit of the plan (every three years). A major Community Emergency Risk Assessment review will coincide with the major plan review. This process is instrumental in identifying emergency risks that could impact on the Colac Otway Shire.

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

The Municipal Emergency Management Coordinator will support the MEM in the role of MEMPC caretaker. Any amendments will be produced and distributed by the Colac Otway Shire Council as required. Agencies as identified on the distribution list are required to acknowledge receipt of the amendments.

Amendments will be distributed via hardcopy or CD in the mail either as inserts into sections or as a complete document depending on the nature and number of the amendments undertaken.

Amendment distributions to those organisations listed in the distribution list, as provided in [Appendix 8 – MEMP Distribution List](#) will be accompanied by a confirmation letter to be signed and returned by the recipient confirming that the amendment has been received and administered into their copy of the Plan.

A copy of this Plan will be lodged with the State Library of Victoria, as required under the *Victorian Libraries Act 1988*.

3.10.3 Testing and Exercising of the Plan

The MEMPC in conjunction with the Municipal Emergency Response Coordinator (MERC) is responsible for planning, implementing and conducting debriefs for test exercises. A record of training exercises is provided at [Appendix 7 – Meeting and Training Log](#).

Training will be specific and tailored to the functions being undertaken. It is the responsibility of the Colac Otway Shire to coordinate the training of Council staff with emergency management roles.

Arrangements pertaining to this Plan are tested a minimum of once per annum, under the auspices of the Colac Otway Shire MEMPC. Any procedural anomalies or shortfalls encountered during the exercises, tests or assessments will be addressed and rectified at the earliest opportunity.

3.11 Planning Across Boundaries

Planning for both response and recovery at the regional level is required because many emergencies traverse municipal boundaries, and because many services provided by State government agencies are administered and delivered at a regional level.

At a local level, communication of identified risks across municipal boundaries takes place through provision of MEMP plans to municipalities that border Colac Otway Shire. Every opportunity is taken to include neighbouring councils in fire management planning and relief and recovery training and exercising. Contact is also made if new risks are identified that may impact them.

Neighbouring Councils

Surf Coast Shire	5236 0600	www.surfcoast.vic.gov.au
Corangamite Shire	5593 7100	www.corangamite.vic.gov.au
Golden Plains Shire	5220 7111	www.goldenplains.vic.gov.au

PART 4 – PREVENTION/MITIGATION ARRANGEMENTS

4.1 Introduction

Emergency Risk Management is a process which aims to reduce risks within a community. This can be done by identifying the risks that a community faces, assessing the vulnerability of the community to those risks and providing options to reduce or eliminate the risks.

Emergencies of some kind or another occur every day within a municipality. The aim of emergency risk management is to promote public safety and reduce the impact of these emergencies.

The Colac Otway Shire MEMPC developed the Community Emergency Risk Management Workbook in 2000 and maintained this in accordance with the EMMV Part 6. A hazard analysis and risk assessment of perceived threats to the municipality was conducted. The process resulted in a risk register, which identifies risks, has an analysis and evaluation of the risks, and shows risk treatments. The community was involved via a process of communication and consultation.

As at May 2014 the Community Emergency Risk Assessment (CERA) process has commenced and will be completed with guidance from Victoria Emergency Service (VicSES).

4.2 Community Emergency Risk Assessment

4.2.1 Introduction

A key element of Councils role in emergency prevention and mitigation relates to the identification of potential 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 developed by VicSES, provides the MEMPC with a framework for considering and improving the safety and resilience of the community from hazards and emergencies.

The CERA approach aims to understand the likely impacts of a range of emergency scenarios upon community assets, values and functions. As such, CERA provides an opportunity for multiple community impacts and consequences to be considered enabling collaborative risk treatment plans and emergency preparedness measures to be described.

The outputs of the assessment process can be used to inform emergency management planning, introduce risk action plans and ensure that communities are aware of and better informed about hazards and the associated emergency risks that may affect them.

4.2.2 Aim

The CERA process is designed to systematically identify hazards, determine risks and prioritise actions to reduce the likelihood and effects of an emergency.

4.2.3 Background

The CERA process has evolved from the Community Emergency Risk Management (CERM) process. The CERM process has been used in the development of previous iterations of the Colac Otway Municipal Emergency Management Plan. CERA is consistent with *ISO 3100:2009 Risk Management Principles and Guidelines*. It has been developed to align to the *National Emergency Risk Assessment Guidelines* (NERAG). Further information can be found at <http://ses.vic.gov.au/>

The Colac Otway Shire MEMPC is currently in a transition phase from the CERM to the CERA and this section of the MEMP and Appendix 7 – Community Emergency Risk Assessment Plan will be updated accordingly once the transition is complete.

4.2.4 Development of Colac Otway Shire CERA

The CERA process comprises a five step framework which includes Risk Assessment and Risk Treatment and has replaced the CERM Plan.

The CERA process underpins the MEMP by providing a mechanism for the identification of hazards, the determination of risk associated with those hazards and how those risks are to be managed. The CERA process aims to reduce the incidence and impact of risks within the Colac Otway Shire community by identifying the risks that the community may face, assessing the vulnerability of those at risk and providing options, treatments and/or elimination of the risks.

It is acknowledged that some risks will span municipal boundaries. In these instances treatments will be developed in collaboration with adjoining municipalities.

Step 1 – Establish the Content

- Establish the objectives of the CERA process.
- Define how CERA will benefit and respond to the needs of community, regional and state level stakeholders.
- Define the approach and identify key participants.
- Define the risk assessment criteria that will be used.
- Develop a municipal profile.

Step 2 – Identify Emergency Risks

- Through primary and secondary sources, identify and review the universe of potential emergency risks.
- Based upon historical data, loss events and other relevant analysis (VFRR, etc) select a short list of risks for further assessment relative to the municipality.

Step 3 – Analyse Emergency Risks

- Estimate ratings of consequence, likelihood and mitigation/preparedness for each risk.
- For each risk – determine high-level changes required, if any, in collaborations with other municipalities and state-level agencies.
- For each relevant share attribute group, facility and/or location – estimate the level of action, if any, relative to emergency risks.

Step 4 – Evaluate Emergency Risks

- Review the preliminary analysis to determine the extent of actions to be taken relative to risks and/or shared attribute groups.
- Determine if further, in depth analysis is required for certain risks and/or shared attribute groups.
- Determine best approach, resources and participants required to develop specific actions relative to each risk.

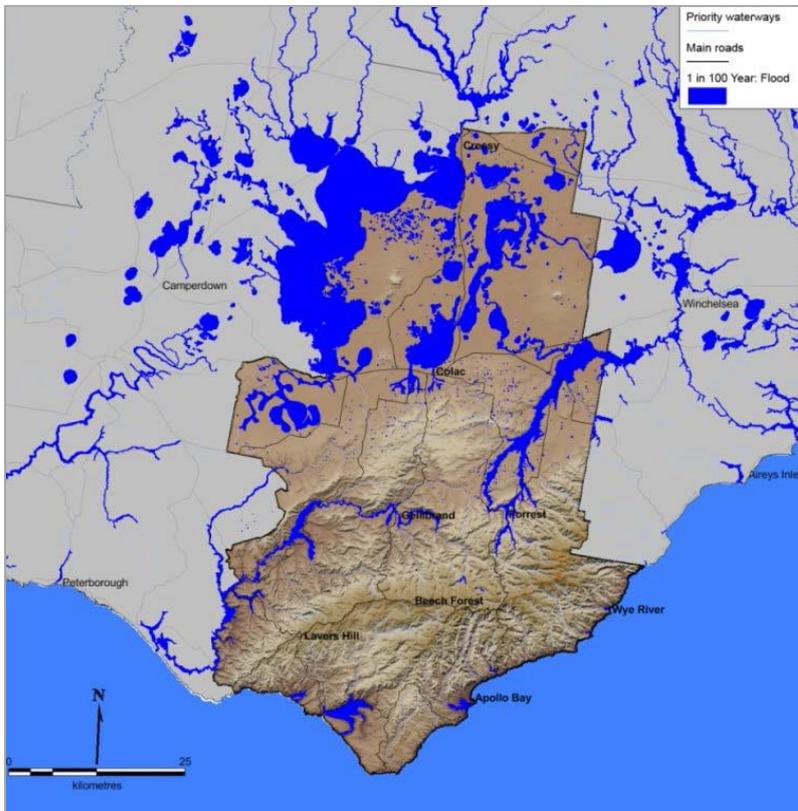
Step 5 – Treat Emergency Risks

- Determine specific actions for improving controls and preparedness, generally.
- Define specific actions to enhance collaboration with other communities and/or state level agencies.
- Determine specific actions to better control/mitigate the risk and related impacts, particularly across shared attribute groups.
- Leverage the results of the CERA to inform your MEM Plan and other related documents/processes.

Given the combination of the municipality's geomorphology, history of natural disasters and the socio-demographic trends in its communities, the Colac Otway Shire potentially faces significant

issues in the event of a natural or man-made disaster. The following maps provide a pictorial view of some of the risks faced by Colac Otway Shire.

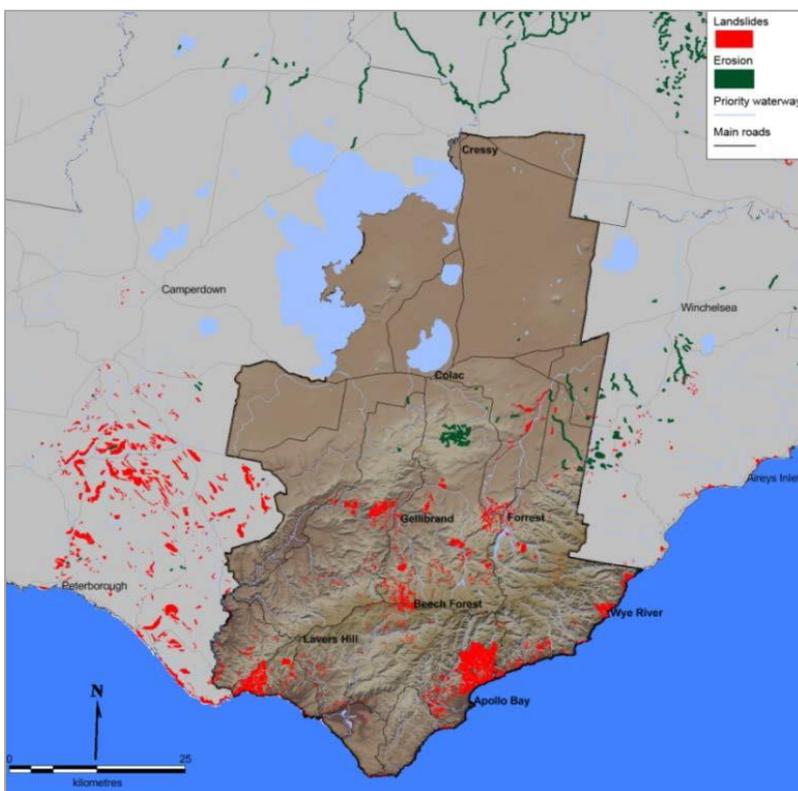
Figure 19 – Priority Waterways and 1 in 100 Year Flood Mapping



Source: EXTENT_200Y_ARI – Department of Environment and Primary Industries – 18/10/2013

To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for 1 in 100 year flooding within Colac Otway Shire. Click [HERE](#)

Figure 20 – Identified Landslide and Erosion Potential



Source: Erosion; Landslides – COS/ Fed University (previously Ballarat University) - 2008

To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for erosion and landslide history within Colac Otway Shire. Click [HERE](#)

Residual risk ratings for identified hazards are listed in the table below:

Figure 21 - CERA hazard residual risk rating table

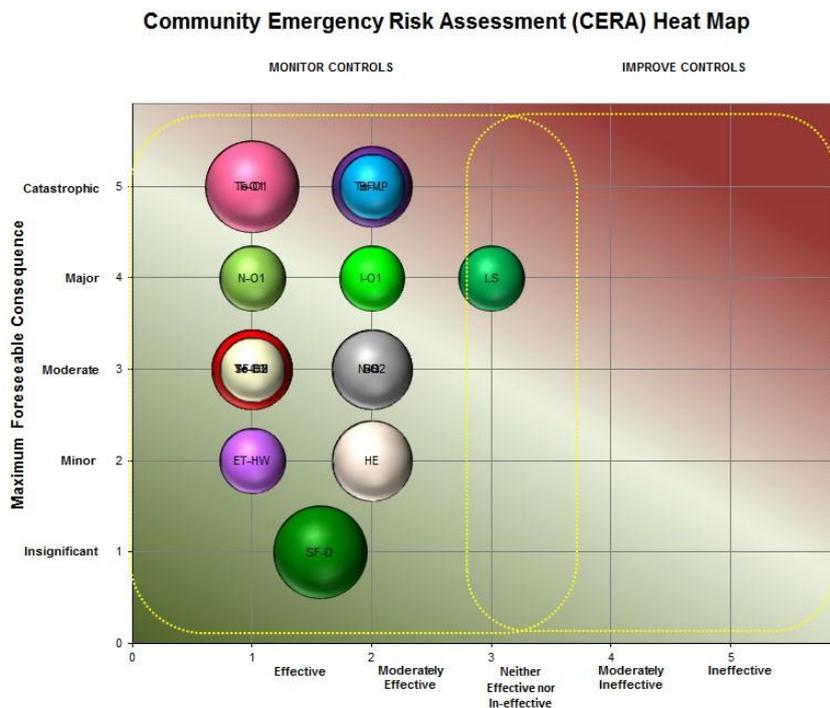
Colac-Otway Shire Council			
0 January 1900			
Code	Risk	ratings Confidenc	Residual Risk Rating
BF-L	Bushfire - large, regional	Select	High
Te-O1	Fire - (Residential / Industrial)	Select	High
Te-MF	Marine Pollution	Select	Medium
LS	Landslip	Select	Medium
N-O1	Severe Weather	Select	Medium
N-O3	Drought	Select	High
SF-BL	Structural Failure - Building	Select	High
Te-O3	Hazourdous Materials (spill / Leak)	Select	Medium
N-O2	Flooding	Select	Medium
SS	Storm Surge	Select	Medium
Te-O2	Air Pollution	Select	Medium
EQ	Earthquake	Select	High
BO	Bombing / Explosion	Select	High
T-O1	Transport Accident	Select	High
ET-HV	Extreme Temperatures - Heatway	Select	Medium
I-O1	Infrastructure Failure	Select	Medium
SF-D	Structural Failure - Dam	Select	Medium
HE	Human Epidemic / Pandemic	Select	High
		Select	
		Select	

Source: CERA Assessment for Colac Otway Shire

A risk treatment schedule and plan is contained in the Community Emergency Risk Assessment. This schedule and plan is provided in [Appendix 9 – Community Emergency Risk Assessment-](#)

The progress of implemented treatment options is monitored by the MEMPC through reports provided by the MERO and responsible agencies at MEMPC meetings.

Figure 22 – CERA heat map



Note: Size of bubble reflects level of residual likelihood

Source: CERA Assessment for Colac Otway Shire

4.2.5 Monitoring and Review

The emergency risk management process is subject to minor reviews lead by VicSES annually in June and will undergo a major review at least once every three years, between audits. The progress of implemented treatment options is monitored by the MEMPC through reports provided by the MERO and responsible agencies at MEMPC meetings and through the annual risk assessment process.

The cyclic review of the risk management process will result in a report provided to the MEMPC at its August meeting, identifying any adjustments required and will also be used by the committee to identify if any amendments or updates are required to the MEMP.

This process will be administered by the Executive Officer and if required, an updated draft plan will be presented to the MEMPC at the November meeting for endorsement.

Once the CERA is complete the MEMPC will make the output of the CERA process available on the Colac Otway Shire website for feedback and review from the community.

4.3 Hazard, Exposure, Vulnerability and Resilience

4.3.1 Hazard

A hazard can be defined as a dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

The hazards of concern to disaster risk reduction are of natural origin and related environmental and technological hazards and risks. Such hazards arise from a variety of geological, meteorological, hydrological, oceanic, biological, and technological sources, sometimes acting in combination. In technical settings, hazards are described quantitatively by the likely frequency of occurrence of different intensities for different areas, as determined from historical data or scientific analysis.

This MEMP, informed by the Community Emergency Risk Assessment, includes identified hazards which would lead to sources of risks in the Colac Otway Shire. Risk statements are generated to establish a credible relationship between a source of risk and an element of risk. An overview of this information is provided in [Appendix 9 – Community Emergency Risk Assessment](#) and detailed information is included in the CERA document held by the MEMPC Executive Officer.

4.3.2 Exposure

Exposure refers to people, property, systems, or other elements present in hazard zones that are thereby subject to potential losses.

While the literature and common usage often mistakenly combine exposure and vulnerability, they are distinct. Exposure is a necessary, but not sufficient, determinant of risk. It is possible to be exposed but not vulnerable (for example by living in a floodplain but having sufficient means to modify building structure and behaviour to mitigate potential loss). However, to be vulnerable to an extreme event, it is necessary to also be exposed.

4.3.3 Vulnerability

Vulnerability refers to the characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard.

There are many aspects of vulnerability, arising from various physical, social, economic, and environmental factors. Examples may include poor design and construction of buildings, inadequate protection of assets, lack of public information and awareness, limited official

recognition of risks and preparedness measures, and disregard for wise environmental management. Vulnerability varies significantly within a community and over time.

4.3.4 Resilience

Resilience can be defined as the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions

4.4 Prevention

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 to hazard mitigation and risk reduction.

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

Colac Otway Shire and key agencies develop and implement a range of plans and initiatives that ensure appropriate prevention/mitigation activities are conducted regularly. The following list are examples of plans and activities developed and implemented by Council and other agencies:

- Municipal Fire Prevention Plan.
- Municipal Fire Management Plan.
- Annual Fire Prevention Program.
- Public Health and Wellbeing Plan.
- Department of Environment and Primary Industries Fire Operations Plan.

4.5 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 everyday business and activities of Council and agencies, community preparedness is an important component.

Colac Otway Shire, and key agencies develop and implement a range of plans and initiatives that ensure they, and the community are appropriately prepared for emergencies. The following are examples of plans and activities developed and implemented by Council and other agencies:

- Exercises and training.
- Community Information Guides.
- Municipal Relief and Recovery Plan.
- Municipal Neighbourhood Safer Places Plan (MNSPP).

4.6 Community Education

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

Colac Otway Shire together with emergency management services/agencies actively engage the community through a range of mechanisms including community programs and projects, media releases, advertisements, Councils website and service networks.

The Colac Otway Shire Council website and social media tools will play a critical role in communicating with the broader community. In the event of an emergency, the council website www.colacotway.vic.gov.au and Facebook page could be used to communicate information on the following:

- Council services.
- Emergency management planning.
- Current event information.
- Neighbourhood Safer Places.
- Public health.
- Municipal Emergency Management Plan.
- Community Emergency Risk Assessment.
- Fire prevention.
- Business continuity.
- Recovery activities
- Planned meetings and activities.

The Colac Otway Shire has developed a Community Engagement Policy which will provide direction for engagement with the community pre, during and post emergency events.

PART 5 – RESPONSE ARRANGEMENTS

5.1 Introduction

The *Emergency Management Manual Victoria (EMMV)* defines Emergency Response as responding to emergencies and their effects by using resources effectively and providing immediate rescue and relief services.

The State Emergency Response Plan (included in the EMMV) details the response management arrangements for Victoria. Those arrangements are applicable at all levels, State, Regional and Municipal. Included in the arrangements are definitions of Command, Control and Coordination, the identification of Control and Support Agencies for specific emergencies and the role of local government.

Responses to an emergency situation generally follow accepted procedures and involve a number of activation phases. This section details Colac Otway Shire's arrangements for response to an emergency.

5.2 Control Command and Coordination

Victoria bases its emergency response arrangement on the management functions of control, command and coordination, broadly described as follows:

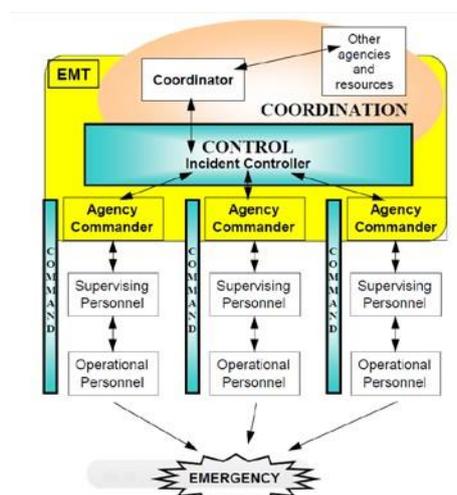
- Control - the overall direction of response activities in an emergency, operating horizontally across agencies.
- Command - the internal direction of personnel and resources of an agency, operating vertically within the agency.
- Coordination - the bringing together of agencies and resources to ensure effective response to and recovery from emergencies.

The control function is responsible for emergency response activities and the command and coordination functions provide support to those performing the control function. These functions are illustrated in the following figure.

Additionally, in order to meet the objectives of emergency management in Victoria, those performing the control, command and coordination functions need to ensure:

- The consequences of the emergency are managed; and
- There is communication that meets the information needs of communities, government, agencies and business.

Figure 23 – Emergency Response Management Arrangements at an Incident.



Source: Part 3 EMMV

5.3 Emergency Management Commissioner (EMC)

5.3.1 Primary functions of the EMC

Section 32 of the EM Act 2013 lists the primary functions of the Emergency Management Commissioner (EMC).

The EMC functions include accountability for ensuring the response to emergencies in Victoria is systematic and coordinated.

Section 33 of the EM Act 2013 gives the EMC the power to do all things that are necessary or convenient to be done for or in connection with, the performance of the functions of the EMC.

5.3.2 The emergency response function of the EMC

The EMC will lead the response to major emergencies in Victoria, ensuring that the control, command, coordination, consequence management, communication and recovery functions are integrated and effective. Further information on the role and functions of the EMC can be found in Part 23 of the EMMV.

5.4 Control and the Principals of 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 emergency situations/incidents and operates horizontally across agencies. The principles of control include the following:

- Depending on the scale of the emergency, a controller may be appointed for each tier of emergency response, i.e. incident, regional and state.
- For each incident there is one incident controller, regardless of the number of agencies involved.
- The process for appointing controllers varies according to the type and scale of the emergency, as detailed in the EM Act 2013.
- A controller appointed to a tier of emergency response exercises the control function at that tier.
- A controller acts in accordance with any directions from the controller at the higher tier in accordance with the control structure.
- At their respective tier, controllers are responsible for providing direction to all agencies deployed in an emergency response.
- During the course of the emergency response the controller may change depending upon the circumstances handover of control must be formal in nature and the details of the transfer recorded.

5.4.1 Incident Controller

The Incident Controller's responsibilities are to:

- Carry out the directions of the Regional Controller.
- Take charge and provide leadership for the resolution of the incident, including directing support agency commanders.
- Establish a control structure to suit the circumstances.
- Ensure timely issue of warnings and information to the community.
- Identify current and emerging risks, or threats, and implement proactive response strategies.
- Lead multi agency planning and develop and implement an incident action plan (including objectives and strategies to manage the incident).
- Establish and manage the Incident Management Team, if required.

- Establish the Emergency Management Team, if required.
- Oversee the operational functioning of the Incident Control Centre, if operating.
- Ensure the timely flow of information to the:
 - Regional Controller
 - control and support agencies
 - Municipal Emergency Response Coordinator
 - Municipal Recovery Manager/Regional Recovery Coordinator
 - other stakeholder agencies.
- Continually assess the performance of the emergency response against the Incident Action Plan.
- Request appropriate resources for subordinates to achieve tasks, or adapt tasks according to available resources.
- Initiate Initial Impact Assessment and activate relief arrangements where necessary.
- Apply the EMC operational standards and incident management procedures.

5.4.2 Incident Emergency Management Team (IEMT)

If two or more agencies respond to an incident, the Incident Controller should form and chair an Incident Emergency Management Team (IEMT).

If the Incident Controller is unable to attend or there are several disparate emergencies within the municipality, the MERC (or representative) should form and chair the IEMT.

The IEMT usually comprises:

- Controller.
- Support agency commanders (or their representatives).
- Health commander (functional commander of supporting health agencies).
- Recovery manager.
- Emergency response coordinator (or representative).
- Other specialist persons as required.
- Local government.

The IEMT considers the efficacy of potential control strategies. The Incident Controller will task support agency or functional commanders to implement a strategy or to provide resources in support of these strategies. Support agency commanders then implement the allocated strategy through their respective command structures, and report back to the Incident Controller as to the success or otherwise of the strategy.

The Incident Controller includes the strategies and the actions of all agencies in the Incident Action Plan. The effective operation of an IEMT relies heavily upon communication between agencies. The importance of an effective IEMT to the successful management of an emergency cannot be overstated.

5.4.3 Control and Support Agencies

The Control and Support Agencies, and their roles and functions, for the Colac Otway Shire are in accordance with the arrangements within Part 7 of the EMMV. A summary of these are provided at [Appendix 10 - Control Agencies for Response](#) and [Appendix 11 – Support Agencies for Response](#)

5.5 Coordination

Emergency response coordination involves the bringing together of agencies and resources to ensure an effective response to emergencies.

The main functions of emergency response coordination are to:

- Ensure effective control has been established and maintained in response to an emergency.

- Ensure effective information sharing.
- Systematically acquire and allocate resources in accordance with the requirements imposed by emergencies.

Emergency response coordination operates throughout the management of response, including during provision of immediate relief, and during the transition to recovery activities.

5.6 Colac Otway Shire Coordination Committees

5.6.1 Municipal Emergency Management Coordination Group

The Municipal Emergency Management Coordination Group (EMCG), is the municipal decision making group with responsibility for the overall coordination of municipal resources for use in an emergency. This group consists of the MERC, MERO and MRM. The EMCG will be activated by the MERC if the scale of the emergency event is sufficient.

5.6.2 Senior Municipal Emergency Management Team

The Senior Municipal Emergency Management Team (SMENT), will convene when the scale of an emergency calls for a significant effort in organising municipal functions or resources detailed in this Plan. The team will be convened by the EMCG and may consist of the following:

- MERO
- MRM
- MERC
- MEM
- MEMC
- Planning Officer
- Media and Public Relations Officer
- Logistics Officer
- MECC Facility Manager
- Control Agency Representative
- Emergency Operations Officers
- Others co-opted as required.

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

5.7 Municipal Emergency Coordination Roles

This section summarises the roles carried out by key municipal emergency personnel. A number of Council staff have emergency management responsibilities stipulated in their Position Description and have associated delegations to fulfil these particular roles. Role Statements have been developed for following key municipal emergency roles and connected to individual officers.

5.7.1 Municipal Emergency Manager

Colac Otway Shire acknowledges that support, endorsement and involvement from senior management are essential to implement effective emergency management strategies. Subsequently the Shire has appointed a member of the Executive as the MEM to oversee community safety generally and the MEMC in particular.

The MEM is responsible to the Chief Executive Officer for the effective management of Council's emergency management activities.

Council has identified the General Manager, Sustainable Planning and Development to the position of MEM. There is no appointed Deputy. MEMPC members will be notified of any change in the appointment of the MEM.

MEM roles and responsibilities include:

- Ensure the MEMP is effective and current.
- Ensure the municipal resources are utilised effectively in a community emergency for response and recovery activities.
- Coordinate the emergency activities of, and liaise closely with the MERO, MRM and MFPO.
- Ensure that the MECC can be activated at short notice in the event of an emergency.
- Arrange meetings of the MEMPC or the EMG as appropriate in an emergency.
- Maintain effective liaison with all Regional, State or Federal 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 contractual arrangements with contractors to provide response or recovery support during an emergency are agreed to and documented in advance of such events.
- Ensure 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 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 eligible for assistance from State resources are submitted to appropriate agencies.
- Ensure that debriefing sessions are held for any response and recovery operation after an emergency to examine the effectiveness of the MEMP and review it as necessary.
- 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.

5.7.2 Municipal Emergency Resource Officer

The MERO is responsible for the activation, deployment and coordination of municipal resources in response to emergency situations.

Council has appointed the Municipal Emergency Management Coordinator, Manager Cosworks and the Business Coordinator Cosworks to the position of MERO. This role is a statutory appointment under the *Emergency Management Act 1986 and the Emergency Management Act 2013*. MEMPC members will be notified of any change in the appointment of the MERO.

MERO roles and responsibilities include:

- Coordinate municipal resources in emergency response.
- Provide municipal resources when requested by emergency services or police during response activities.
- Maintain effective liaison with emergency agencies within or servicing the municipal district.
- Maintain an effective contact base so municipal resources can be accessed on a 24 hour basis.
- Keep the MECC prepared to ensure prompt activation if needed.
- Liaise with the MEM and MRM on the best use of municipal resources.
- Organise a response debrief if requested by the MERC.
- Ensure procedures and systems are in place to monitor and record expenditure by the Council in relation to emergencies.

- Perform other duties as determined.

5.7.3 Municipal Recovery Manager

The MRM is primarily responsible for the coordination of municipal and community resources during relief and recovery operations. The MRM works closely with the MERO and other agencies to integrate relief and recovery efforts.

Council has appointed the Manager Health and Community Services to the position of MRM and the Manager Environment and Community Safety as the deputy. MEMPC members will be notified of any change in the appointment of the MRM.

MRM roles and responsibilities include:

- Coordinate municipal and community resources for relief and recovery.
- Assist with collating and evaluating information gathered during 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 a Relief Centre as directed by the MERC or MERO.
- Establish a Recovery Centre at a location 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 the Department of Human Services.
- Maintain vulnerable persons/locations/facilities list.
- Undertake specific relief and recovery activities as determined.

5.7.4 Deputy MERC, MERO and MRM

In the event of the MERC, MERO and MRM being required to undertake other functions such as planning, attending meetings or briefing sessions, Deputy MERCs, MEROs and MRMs will be required to undertake the roles of MERC, MERO and MRM within the MECC. Deputy MEROs and/or MRMs may also be required to fulfil other functions, for example, attend community information sessions, assist operational officers or undertake inspections of ERCs.

5.7.5 Municipal Fire Prevention Officer

This role is a statutory appointment under the *Country Fire Authority Act 1958, Section 96A*. Council has appointed a MFPO and assistants. The primary role of the MFPO is to ensure Council's obligations under the *Country Fire Authority Act 1958* are met.

The MFPO roles and responsibilities include:

- Manage the Municipal Fire Management Planning Committee (MFMPCC).
- Review Council's fire prevention planning and plans together with the MFMPCC.
- 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.
- 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*).

5.7.6 MECC Facility Manager

The MECC Facility Manager has responsibility for ensuring all systems relating to the running of the MECC are operating in a manner that is conducive to supporting emergency response, relief and recovery efforts.

5.8 Other Emergency Response Coordination Roles

Victoria Police has the responsibility under the *Emergency Management Act 1986 and the Emergency Management Act 2013* for emergency response coordination at municipal, regional and state levels for most emergencies. Emergency response coordinators are responsible for ensuring the coordination of the activities of agencies having roles and responsibility in response to emergencies, with the exception of emergencies involving defence force vessels and aircraft.

5.8.1 Regional Emergency Response Coordinator

The member of Victoria Police appointed as an emergency response coordinator for each Victorian Government region is known as a Regional Emergency Response Coordinator (RERC). The RERC may from time to time appoint deputies.

The RERC or his/her representative may chair the Regional Emergency Response Planning Committee. Details of this committee are set out in Part 5 of the EMMV. The RERC will communicate with the EMC through the Senior Police Liaison Officer.

The role of the RERC is to:

- Coordinate resources or services within the emergency response region, having regard to the provisions of section 56(2) of the EM Act 2013.
- Monitor control arrangements for emergencies across the region to ensure they are effective.
- Where necessary, ensure the Regional Controller has formed and is chairing the Regional Emergency Management Team (REMT) or, where there are multiple disparate emergencies in the Region, form and chair the REMT.
- Source resources and services requested by the Municipal Emergency Response Coordinators and escalate requests unable to be fulfilled by the region to the EMC through the Senior Police Liaison Officer.
- In the event of uncertainty, determine which agency is to perform its statutory response role within a region, where more than one agency is empowered to perform that role.
- Ensure the Regional Controller is developing a regional strategic plan for the management of the emergencies within the region.
- Ensure the Regional Recovery Coordinator has been notified of the emergency.
- Monitor the provision of warnings and information to affected communities.
- Consider registration of persons evacuated or otherwise affected across the region.
- Monitor the provision of relief across the region.
- Monitor the need to declare an emergency area.
- Provide the Senior Police Liaison Officer with information or advice on issues relating the control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

5.8.2 Municipal Emergency Response Coordinator

The member of Victoria Police appointed as an emergency response coordinator for each municipal district is known as a Municipal Emergency Response Coordinator (MERC).

The MERC sits on the Municipal Emergency Management Planning Committee.

The MERC will communicate with the EMC through the RERC (and subsequently the Senior Police Liaison Officer). The role of the MERC is to:

- Ensure that the appropriate control and support agencies are in attendance - or have been notified by the controller and are responding to an emergency.
- In the event of uncertainty, determine which agency is to perform its statutory response role, where more than one agency is empowered to perform that role.
- Ensure the Incident Controller has formed and is chairing an Incident Emergency Management Team (IEMT) or, if the Incident Controller is unable to attend or there are several disparate emergencies within the municipality, form and chair an IEMT.
- Arrange for the provision of resources requested by control and support agencies and escalate unfulfilled requests to the RERC.
- Advise the RERC of emergencies that have the potential to require supplementary resources from outside the municipal district. ensure timely warnings and information are provided to the community and support agencies by the control agency.
- Ensure the Incident Controller has developed and issued an incident action plan (including objectives and strategies for managing the incident).
- Ensure the Municipal Emergency Resource Officer is advised of the emergency, is available to provide access to municipal resources if required and is receiving information as appropriate.
- Attend, or arrange delegate to attend the Municipal Emergency Coordination Centre, if activated consider registration of persons evacuated or otherwise affected across the municipality.
- Consider the provision of relief to evacuees and agency personnel where necessary and advise the Municipal Recovery Manager of requirements.
- Consider the need for declaration of an emergency area.
- Ensure the municipal recovery manager has been notified by the incident controller of the emergency.
- Provide the RERC with information or advice on issues relating the control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.
- The appointed MERC in Colac Otway Shire is the Officer in Charge of the Colac Police Station.

5.9 Municipal Emergency Response Arrangements

Municipal emergency response is coordinated from the Municipal Emergency Coordination Centre (MECC) and is supported by Emergency Relief Centres (ERC), with relevant Colac Otway Shire Council personnel and support agency representatives in attendance. The primary role of these facilities is to provide a coordinated approach to the provision of resources and emergency relief and recovery activities during an emergency event.

5.9.1 Municipal Emergency Coordination Centre (MECC)

Provision of the MECC functions may in the first instance be conducted remotely. In the event of an emergency the MERC may request activation of the MECC.

The primary role of the MECC is to 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 recording, planning and debrief purposes. The MECC may also become operational during support operations to a neighbouring Municipality.

Administrative staff for the MECC will be drawn from Municipal employees, and in the event that the scale of an emergency requires the MECC to be open for a protracted period of time,

staff from other municipalities will be utilised via the Municipal Association Victoria's (**MAV**) Inter Council Resource Sharing Protocols and MOUs with neighbouring municipalities. The MECC can only be activated at the request of the MERC in consultation with the MERO and /or MRM.

A MECC Operations Plan has been developed. The plan provides detailed instructions in relation to the establishment and operation of the MECC, including MECC schematic, MECC structure chart and SOPs. Hard copies are held by the MEM, MERO, MRM and Deputy MRM and a locked electronic version is contained within Councils TRIM system. The TRIM reference number can be found in [Appendix 1 – MEMP Sub Plans, Related Procedures and Operating Guidelines](#).

Colac Otway Shire's primary MECC is located at the Colac Otway Performing Arts and Culture Centre:

Meeting Rooms 1 and 2
Colac Otway Performing Arts and Cultural Centre
Corner of Gellibrand and Rae Streets
Colac VIC 3250

5.9.2 Agency attendance and staffing at the MECC

It is the responsibility of the MERC in conjunction with the Control Agency to determine which agencies are to attend the MECC. Once determined, the MERC/District Emergency Response Coordinator shall notify these agencies and request that Emergency Management Liaison Officers attend the MECC.

It is the responsibility of Colac Otway Shire Council's MERO to ensure that the MECC is setup and adequately staffed with administrative support. The MECC (Facility) Manager or their nominee shall coordinate administrative support for the MECC.

5.9.3 Emergency Management Liaison Officer (EMLO) responsibilities

The primary role of an agency EMLO is to provide communication between the MECC and their own agency/organisation. Once an EMLO has been notified by the MERC that their attendance is required at the MECC, it is recommended that the EMLO:

- Attend the MECC as soon as possible.
- Notify their own organisation that their attendance has been requested.
- Have the necessary seniority/delegated authority and ability to make commitments on behalf of their agency/organisation.
- Relay tasks allocated to their organisation from the MECC and/or relay requests from their organisation/Operations Centre into the MECC.
- Have a sound understanding of the principles of emergency management.
- Have a sound understanding of the organisation/agency they are representing in the MECC.
- Come to the MECC adequately prepared.
- Be able to provide advice to the MECC on resources.
- Maintain regular contact with their own organisation.
- Preferably, be familiar with the operation of a MECC and the systems/procedures used within the MECC.

5.10 Scale of Emergency Coordination

The following levels of emergency coordination illustrate the components that **might be** activated in the event of small, medium or large scale emergencies. They also aim to create a more appropriate response determined by the scale of the emergency.

The activation of each level is dependent upon the scale of the emergency and is determined by the Emergency Management Coordination Group (MERC, MERO and MRM).

These levels 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.

5.10.1 Small Scale Emergency (less than 24 hour impact)

A small scale emergency is considered to be one that can be resolved through the use of local or initial response resources. The MECC might not necessarily be activated with the MERC and MERO in close communication at all times. Consequently the MERC and MERO will undertake the planning and logistics functions concurrently. They will also monitor the emergency and its impact on the area, and the community, also other elements and variables that might lead to a higher level of activation.

5.10.2 Medium Scale Emergency (more than 24 hours)

A medium scale emergency is considered more complex in size, resources and/or risk. The MECC will be activated with the function being the deployment of resources beyond initial response and a multi-agency representation in the MECC and ERC(s). The emergency may potentially require forward planning to address response issues, and for recovery during the response phase.

5.10.3 Large Scale Emergency (multiple days' impact)

A large scale emergency is an incident characterised by the level of complexity that requires the activation and establishment of the MECC plus ERC(s) and possibly an Emergency Call Centre. This level of emergency will require forward planning as the emergency continues and will specifically require recovery planning during the early stages of the response phase of the emergency.

5.11 Phases of Activation

Response arrangements should be implemented at the earliest possible opportunity if the effects of emergencies are to be minimised and for this reason several phases of activation have been accepted.

5.11.1 Alert

Upon receipt of warning or information that an emergency may occur or affect the relevant area of responsibility, the organisation must be alerted to ensure its readiness to act if called upon. Some of the activities that should be considered in this phase are:

- Warnings for key personnel.
- Testing of communications arrangements.
- Establishing flow of information between municipality and Control/Support Agencies.

5.11.2 Standby

As the threat, or the effect of the emergency, becomes imminent, members of the relevant organisation or sections are placed on standby, thus being ready to move immediately they are required. Some of the activities that should be considered in this phase are:

- Staffing of respective emergency centres.
- Preparing equipment and personnel for immediate action.
- Identifying assembly areas.

5.11.3 Action

This is the operational phase of the emergency when combating and support agencies are committed to contain or control the emergency. Some operations may necessitate moving to the “Action phase” immediately without the “Alert” and “Standby” phases being implemented. For this reason, it is mandatory that all organisations having a role in this Plan be in a state of preparedness at all times. Some of the activities that should be considered in this phase are:

- Mobilisation of personnel/equipment as requested.
- Production of records on a regular basis for higher authorities.
- Deployment of additional resources as required.
- Registration of volunteer workers.

5.11.4 Stand Down

Once "Alert", "Standby" and/or "Action" have been implemented and objectives met, the MERC must declare a "Stand Down". After consultation with the Control Agency and any other relevant agency, and when the MERO is satisfied that the response to the emergency has been completed, the MERC will advise all participating agencies of 'Stand Down'.

5.12 Phases of Activation for a Bushfire

The following phases of response activation for the Colac Otway Shire are in alignment with the Fire Danger Rating Scale and Warning Index. These phases of activation aim to minimise the impact of bushfires by ensuring that appropriate resources are ready for activation in a timely manner in the event of a bushfire.

Figure 24 - Phases of Activation for a Bushfire

FIRE DANGER RATING	Fire Danger Index	Phase of Activation	Colac Otway Shire Staff – Availability
Code Red	100+	Action	MECC is setup MERO & MRM, ERC Staff and support staff, resources in readiness and operating in the MECC within 20 minutes
Extreme	75 to 100	Standby	MERO on duty and able to set up MECC within 1 hour
Severe	50 to 75	Alert	MERO able to set up MECC within 2 hours
Very High	25 to 50	Normal	MERO able to set up MECC within 2 hours when FDI is forecast over 35
High	12 to 25	Normal	Normal Preparedness arrangements
Low-Moderate	0 to 12	Normal	Normal Preparedness arrangements

Source: Colac Otway Shire

5.13 Briefings

All briefings conducted at the MECC and ERCs will use the ‘Situation Mission Execution Administration Communications Safety’ (SMEACS) briefing template. This will provide consistency with emergency services and 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.

5.13.1 Post Emergency Debriefing Arrangements

A debrief is undertaken as soon as is practical after an emergency. It is the responsibility of the MERC to convene the meeting and all Council personnel and agencies who participated should

be represented with a view to assessing the adequacy of the MEMP and to recommend changes. The meetings to assess the adequacy of the MEMP should be chaired by the Emergency Management Planning Committee (MEMPC) Chairperson. All debrief information will be disseminated by the MEMPC Executive Officer to all present at the debrief and also all personnel on the MEMPC contact list.

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.

5.14 Communications

Victoria Police has the delegated responsibility for communications. This is in accordance with the EMMV which identifies the Victoria Police as the primary support agency for communications.

All agencies having a role in these arrangements are responsible for the provision of their own communications systems during emergencies. Any agency requiring communications will put their request to the MERC.

During an emergency effective communication between the MECC, emergency services and emergency relief centres (if required) is vital. For detailed arrangements refer to the Emergency Relief Centre Standard Operation Guidelines. The TRIM reference number can be found in [Appendix 1 – MEMP Sub Plans, Related Procedures and Operating Guidelines](#)

In most instances Council will be the first point of contact. The demand for information will dictate what level of resourcing is required. If deemed appropriate, a community call centre will be established to facilitate the delivery of accurate and important information, reducing the demand on Council's normal customer services and relieving pressure on the MECC.

5.14.1 Telephone Communications

Telecommunication network providers will be the initial and primary means of communication in the event of an emergency and should be utilised to capacity where possible. When identifying locations for use as Emergency Coordination Centres, Assembly Areas and Emergency Relief Centres, consideration should be given to the communications facilities already in place at that location.

Additional telephones can be provided by Telstra, upon request to the MERC, who will, in turn, submit such requests to the Regional Emergency Response Coordinator for action. All costs, related to such installations, are the responsibility of the requesting organisation. The DISPLAN and internal telephone systems will be the primary means of communications for the MECC. Mobile phones and/or handheld radios may be used by field staff.

5.14.2 Additional Communication Resources

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

- Telstra.
- Department of Environment and Primary Industries.
- Victoria Police.
- CFA.

Council operates a two way radio system. This consists of a base station at the Colac depot and vehicle mounted radios.

5:14.3 Supplementary Support

The Wireless Institute of Australia Civil Engineering Network (WICEN) is an organisation consisting mainly of Amateur Radio enthusiasts who provide communications to emergency response agencies in times of need.

WICEN is a non-government volunteer-based organisation. It operates under the respective State Disaster Plans within each of Australia's States and Territories. In Victoria, WICEN is listed as an emergency response unit under the emergency response plan and may be able to provide additional emergency communications facilities. Activation is through the Regional Emergency Response Coordinator. For further information refer to <http://www.vic.wicen.org.au/>.

5.15 Community Awareness Information and Warnings

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 also for the protection of property and the environment.

The Control Agency has the responsibility to issue warnings to potentially affected communities and other agencies. Warnings and the release of other public information should be authorised by the Incident Controller prior to dissemination. Where an extreme or imminent threat to life exists, and authorisation from the Incident Controller is not practical in the circumstances, warnings may be issued by any response agency personnel.

Any information released by Colac Otway Shire Council during the response phase is the responsibility of the Control Agency in conjunction with the MERC. Any information released by Council must be approved by the MERO (General Information) or the Chief Executive Officer / Senior Management (Policy/Financial/Political matters). Assistance for preparing and disseminating information will be provided by Council's Media & Public Relations Officer in the MECC.

Council's website and social media tools will play a critical role in communicating with the broader community. In the event of an emergency, the Council website, www.colacotway.vic.gov.au and Facebook page may be used to communicate information on the following Council services:

- Current Event Information.
- Public Health.
- Emergency Management Planning.
- Neighbourhood Safer Places Plan.
- Fire Prevention.

5.15.1 Community Information

The provision of information to the broader community, including those attending an ERC, is vitally important to help them understand what is happening, and to assist them to make informed decisions during the crisis.

Typically, the type of information provided relates to identifying the signs of and coping with, stress, health matters, where and how to access financial assistance, where to access general emotional/psychosocial support and other information relating to the specifics of the emergency.

5.15.2 Emergency Warning Systems

Emergency warning systems aim to warn individuals and communities in the event of a major emergency. However, individuals and communities need to be mindful that they should still prepare themselves in case of an emergency.

The Control Agency has the responsibility for issuing warnings to potentially affected communities, and other agencies. Where this is not practical, the Incident Controller must notify the Emergency Response Coordinator, who in turn will facilitate the issue of warnings.

Once a decision has been made to issue an alert message, the emergency services organisations will determine which method to use (i.e. television, radio or internet) and determine whether a telephone alert needs to be issued.

5.15.3 Emergency Alert

Emergency Alert is the national telephone warning system. It is one of a number of alternative methods emergency service organisations such as police, fire and state emergency services, can use to warn a community of likely or actual emergencies.

Emergency Alert is not used in all circumstances. Whether an emergency services organisation decides to issue telephone warnings through Emergency Alert will depend on the nature of the incident. The warning system sends voice messages to landline telephones and text messages to mobile telephones within a specific area defined by the emergency service organisation issuing the warning message, about likely or actual emergencies such as fire, flood, or extreme weather events.

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.

5.15.4 Standard Emergency Warning Signal

The Standard Emergency Warning Signal (SEWS) is an electronic warning signal, to be used in assisting the delivery of public warnings and messages for major emergencies. It is designed 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.
- Alert the community at large, via a public address system, that an important official emergency announcement is about to be broadcast.

The use of SEWS must be authorised by the Incident Controller.

The guidelines for the use of the Standard Emergency Warning Signal are in Part 8 Appendix 14 of the EMMV.

5.15.5 Community Alert Sirens

Community alert sirens are fixed sirens, including community sirens and CFA sirens, used to alert a community of an emergency that may directly affect that community. All fixed CFA sirens have two purposes, each indicated by the duration of the siren sounding:

- Alerting fire brigade members to attend emergency calls (duration no longer than 90 seconds); and
- Alerting communities to seek information about a threat (duration at least five minutes).

The community alert siren 'message' is for community members to seek information from other sources about the threat. The guidelines for the use of community alert sirens are detailed in Policy and Guidelines, Use of Sirens for Brigade and Community Alerting – referenced in Part 8 Appendix 10 of the EMMV. Additional information about community Alert Sirens can be found at [Emergency Management Victoria](#)

A list of all established community alert sirens is provided in [Appendix 15 – Community Alert Sirens](#)

5.15.6 Information Resources

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

- Council’s Media & Public Relations Officer in the MECC; and
- Police Media Liaison.

If an emergency requires concurrent media response through radio, television and newspaper outlets, the Police Media Liaison Section may be contacted through the MERC.

5.15.7 CALD communities

Special consideration needs to be given to warning disabled and non-English speaking groups. In the case where information and/or communication is required with persons unable to speak English, an interpreter service such as the Telephone Interpreter Service may be able to assist.

5.16 Evacuation

Evacuation is a strategy to remove people from the threat of the impact of an emergency. It involves the planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return.

Primary responsibilities for evacuation are held 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 the return of them at an appropriate time. 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. (Further information on evacuation can be found in Part 3 of the EMMV).

5.16.1 Evacuation of Vulnerable People

During an emergency or imminent threat of an emergency, special consideration must be given to evacuation of vulnerable people in the community.

In particular, it is likely that more time, resources, support and assistance will be required to safely evacuate vulnerable people from facilities, such as hospitals, aged care facilities and educational facilities.

These facilities should have existing evacuation plans in place to appropriately plan for and undertake an evacuation. However, such plans cannot rely on the availability of emergency service personnel to undertake the evacuation. Further information on considerations for vulnerable people can be found in the *Evacuation Guidelines*, Part 8 Appendix 9 of the EMMV.

5.17 Shelter Options

The State’s revised Bushfire Safety Policy refers to ‘shelter in place’ within its eleven principles to “guide the development and implementation of strategies and initiatives to enhance the safety of people from bushfires”. The Policy states: “Bushfire safety involves effective planning and preparation prior to a fire, making informed decisions during the event, and having access to a range of safety options, in particular places to shelter from the effects of the fire.”

With the review of the Bushfire Safety Policy Framework, attention has been given to formalising and integrating a range of options in the development of a bushfire survival options triptych (leave early, well prepared, last resort) and the development of a Shelter Options Hierarchy.

The hierarchy rates options from low to higher risk options:

- Leaving Early;
- Private Bushfire Shelters (bunkers);
- Community Fire Refuges;
- Defending a well prepared property;
- Neighbourhood Safer Places – Places of Last Resort (NSP-PLR),
- Gathering at informal places;
- Defending an ill prepared property; and
- Leaving late.

Extensive education campaigns and programs have been conducted for many years on bushfire planning and preparation, however 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.

5.17.1 Community Fire Refuges – (Bushfire only)

A community fire refuge is a designated building open to the public that can provide short-term shelter from the immediate life-threatening effects of a bushfire event. Community fire refuges are one of a number of contingency shelter options contained in Victoria’s Bushfire Safety Policy Framework which places paramount importance on the protection of life and the safety of the individual.

Community fire refuges should be considered in the context of all of the survival options available to a community in a high bushfire risk area. Leaving early on high-risk days is always the safest option.

There are currently no Community Fire Refuges in Colac Otway Shire.

5.17.2 Neighbourhood Safer Places - Places of Last Resort

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. Furthermore, there may be serious risks to safety 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.

Neighbourhood Safer Places (NSP) are identified in the Colac Otway Fire Management Plan and meet guidelines issued by the Country Fire Authority and the criteria in the Colac Otway Shire Neighbourhood Safer Places Plan.

Locations are clearly identifiable with agreed signage and information. NSPs within the Colac Otway Shire have been identified and assessed by the CFA. A list of designated NSPs is provided in [Appendix 14 – Designated Neighbourhood Safer Places](#)

All processes, relating to Neighbourhood Safer Places, including maintenance, audit and informing the community of the location of NSP-PLRs are detailed in the Colac Otway Shire [Neighbourhood Safer Places Plan](#).

5.18 Resource Sharing

Colac Otway Shire Council is a signatory to the Inter-Council Emergency Management Resource Sharing Protocol. 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 during

an emergency. This protocol details the process for initiating requests for resources from another council and identifies associated operational and administrative requirements.

This protocol applies to requests for human resources, equipment and/or facilities in relation to response or recovery activities associated with an emergency. Duties undertaken by Council staff seconded to another council for assisting with response and recovery operations should be within the scope of Councils' emergency management responsibilities as set out in Part 6 of the EMMV.

Resources can be requested at any time during an emergency including the recovery stages. Requests for assistance may be initiated by the CEO (or person acting in this role) or by any person nominated by the CEO at the receiving council. Requests should be directed to the CEO, or any person nominated by the CEO, at the assisting council. It is noted that in many cases the person nominated by the CEO will be the MERO at both the assisting and receiving council. Such requests may be verbal or in writing, however verbal requests must be confirmed in writing as soon as is practicable and in most cases will be logged at the Municipal Emergency Coordination Centre.

Requests for assistance should include the following information:

- A description of the emergency for which assistance is needed.
- The number and type of personnel, equipment and/or facilities (resources) required.
- An estimate of time as to how long the resources will be required.
- The location and time for the staging of the resources and a point of contact at that location.

The Municipal Emergency Response Coordinator or Regional Emergency Response Coordinator should be contacted before the resources are moved. Requests for resources should be logged in the Municipal Emergency Coordination Centre. It is anticipated that a requesting council will initially seek assistance from surrounding councils. This will reduce travel times and expenses for assisting councils to respond and return.

5.18.1 Local Resource Sharing Arrangements

Colac Otway Shire and stakeholder agencies have existing planning relationships across the following adjoining municipalities:

- Corangamite Shire.
- Surf Coast Shire.
- Golden Plains Shire.

Colac Otway Shire has joined Corangamite Shire and Surf Coast Shire to establish a collaboration known as the Otway District Relief and Recovery Collaboration.

A Memorandum of Understanding (MoU) exists between the three councils, the prime purpose being to enhance the capability and capacity of the signatory councils to request extra resources for emergency relief and recovery services from each other, to the maximum extent practicable, in the event of an emergency.

5.19 Financial Arrangements and Responsibilities

The use of municipal resources in emergencies must be authorised by the MERO or the MRM, and be in accordance with the normal financial arrangements of Colac Otway Shire Council. An account number for emergencies has been allocated and a work order number will be created for each emergency.

In all instances, the requesting agency should make appropriate arrangements for delivery and will be responsible for all costs incurred.

5.19.1 Municipal Councils

Councils are expected to use their own labour and equipment in an emergency situation within the municipal district. Where equipment and/or personnel are sourced from contractors, the municipal council is responsible for paying contractors.

Extraordinary expenditure incurred, (e.g. for overtime, or equipment hire used in emergency protection works, or restoration of publicly owned assets) may qualify for reimbursement by the Department of Treasury and Finance (according to a sharing formula), from the Natural Disaster Relief Trust Account. (Refer EMMV Part 8 Appendix 1).

Refer Municipal Association of Victoria's *A Council Guide to Financial Management in Emergencies*.

5.19.2 Other Agencies

Control Agencies are responsible for all costs involved in responding to an emergency. State agencies involved in emergency response and recovery activities, as part of their normal activities will initially fund them from within their budgets, including supplies (e.g. catering) purchased from contractors or volunteer agencies. For major emergencies some funding supplementation may be required.

5.19.3 Financial donations

Colac Otway Shire 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.

5.19.4 Private Organisations

Private organisations meet their own expenses incurred in emergency activities.

5.19.5 Financial reimbursement

In accordance with the Commonwealth Natural Disaster Relief and Recovery Arrangements and in line with the Victorian guidelines, the Department of Treasury and Finance provide financial assistance to relevant Government agencies and to municipal councils for specified types of eligible natural disaster expenditure including, emergency protection works and restoration of municipal assets. Depending on the magnitude of the emergency, some government financial assistance may be available for prevention, response and recovery activities.

Further information and claim form can be found via the [Department of Treasury and Finance website](#)

5.19.6 Voluntary Agencies

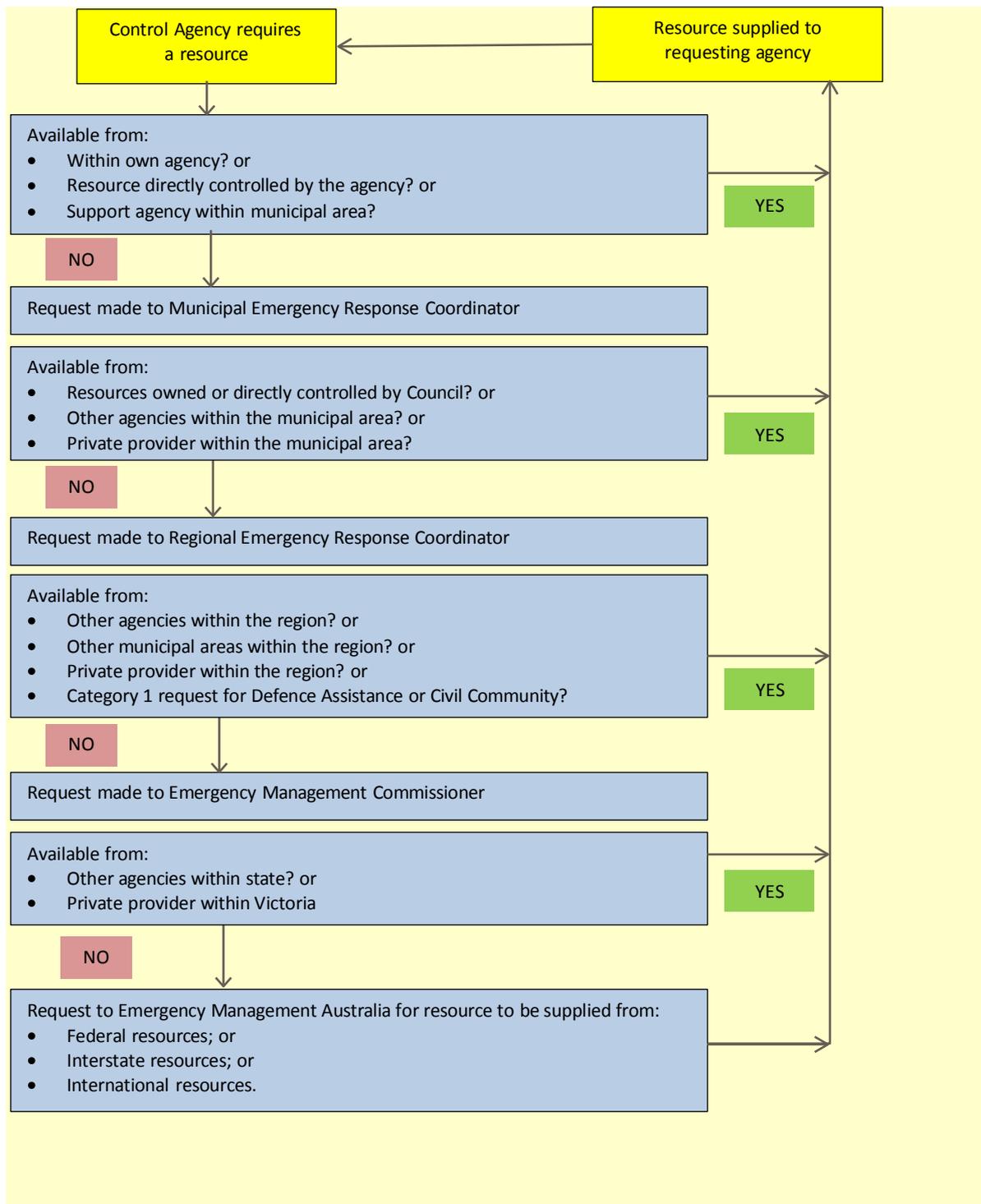
Agencies may be called upon to provide resources within the limit of their means.

5.20 Supplementary Supply

Supplementary supply at the municipal level occurs when functional services, or control authorities exhaust their own avenues of supply and there is a requirement for continued supply.

Requests for municipal resources should be made by the Incident Controller (or delegate) to the MERC. In partnership with the MERO, the MERC will endeavour to obtain those resources (council owned or sub-contracted) through existing municipal arrangements. If unsuccessful, the request will be passed from the MERC to the RERC, as per the following diagram.

Figure 25 - Flow chart for resource supplementation



Source: EMMV Part 3

A list of municipal resources is provided in [Appendix 12 – Municipal Resources - Heavy Equipment](#),

5.21 Business Continuity

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

The Executive Management Team consists of:

- Chief Executive Officer.
- General Manager Sustainable Planning and Development.
- General Manager Infrastructure.
- General Manager Corporate and Community Services Team.
- Others co-opted as required.

Council has developed a Corporate Business Continuity Plan.

5.22 Impact Assessments

A framework has been developed that identifies three phases of information collection (initial, secondary and post) which are tailored to meet the needs of agencies and organisations. The intention of the framework is to provide information in its rawest form to the Control Agency in order for that agency to set priorities relating to threat, resource allocation, provision of public information and to facilitate informed decision making.

5.22.1 Initial Impact Assessment

An Initial Impact Assessment is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency or disaster. This assessment is carried out by the controlling agency, dependent upon the type of emergency event. The information is provided to the Planning Officer in the MECC who then liaises with the MERC, MERO and MRM to plan for current and future response and recovery activities.

5.22.2 Secondary Assessment

The secondary assessment builds on the Initial Impact Assessment baseline information, to describe the scale and characteristics of the impact on the four key measurable environments that have been most affected (i.e. the social, built, economic and natural environments).

A secondary assessment provides more detailed information about the type, amount and priority of assistance needed by affected communities, their population and organisations. It considers resources available within an affected community and identifies those needs that can be met with outside assistance and informs the overall response and recovery process.

5.22.3 Post Impact (Loss) Assessment

Post Impact Assessments estimate the cost of destroyed assets across the area of:

- Social health and community.
- Built environment.
- Natural environment.
- Economic environment.

To facilitate this process the Colac Otway Shire, through the Emergency Management Group, shall as early as practicable perform the following tasks:

- Survey the extent of damage indicating evaluation of financial and material aid needed;
- 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 needed or made available in the restoration period.

The Emergency Management Group may co-opt persons within the community with the appropriate expertise to assist with the above tasks. Should the emergency extend beyond the

boundaries of the Colac Otway Shire Council, the post impact assessment may be merged with that of the other affected municipality(s).

This assessment phase also estimates the changes in the 'flow' of an affected economy caused by the destruction of assets and any changes in the performance of an affected economy. Such assessments inform the medium to longer-term process.

These assessments provide the State Government with a foundation for determining whether Federal Government assistance may be required.

5.23 Termination of Response Activities

It is essential to ensure a smooth transition from the response phase to the recovery phase of an emergency at the municipal level. 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.

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 with, and agree upon, the timing and process of the response stand down.

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

- The emergency response has or will soon be concluded.
- The immediate needs of the affected persons are being managed.
- The relevant agencies are ready to start, or continue, providing and/or managing recovery services.
- The Incident Controller has supplied a current handover document.
- Sufficient damage/impact information has been passed to the Municipal Emergency Coordination Centre (MECC) to enable detailed planning for recovery activities.

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

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

5.24 Response to Recovery Transition

The Department of Human Services coordinate this process by requiring relevant agencies to complete and endorse *An Agreement for Transition of Coordination Arrangements from Response to Recovery*. The purpose of this document is to assist emergency management agencies involved in response and recovery to achieve a seamless transition of information, resources, management and coordination of activities.

The scope of the transition agreement arrangements includes:

- Authorisation arrangements.
- Coordination and management arrangements.
- Transition activities and tasks to ensure continuity of essential community support.

- Information and communication arrangements.

5.25 Handover of Goods and Facilities

In some circumstances, it may be appropriate for certain facilities and goods obtained during emergency response arrangements to be utilised in recovery activities. In these situations there would be an actual handover to the MRM of such facilities and goods. This handover will occur only after agreements have 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. That agency is responsible for their return or disposal.

Payment for goods and services used in the recovery process are the responsibility of the MRM through the MEMP arrangements.

5.26 Post Emergency Debriefing Arrangements

5.26.1 Council Debrief

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

All Colac Otway Shire Council debriefs (response and recovery) shall be chaired by the MEM or MERO. Debriefs are to take place prior to the multi-agency debrief so as to ensure that an accurate picture can be portrayed at the latter debrief. Relevant council response and recovery staff will be invited to this debrief session.

5.26.2 Multi-agency Debrief

A debrief should take place as soon as practicable after an emergency. The MERC will convene the meeting and all agencies who participated should be represented with a view to assessing the adequacy of the MEMP and to recommend changes. These meetings should be chaired by a VicPolice officer not involved in the incident.

An additional debrief may be conducted for the Recovery Team to cover specific recovery issues. This will be additional to the debrief conducted by the MEMP Committee. This will be convened and chaired by the MRM and the Department of Human Services.

PART 6 – RELIEF & RECOVERY ARRANGEMENTS

6.1 Introduction

Emergencies of various scales frequently occur in Victoria. These emergencies vary greatly in terms of the size of the event, the geographic area affected, the nature of the hazard that causes the emergency, and the impacts on the community.

These recovery arrangements have been developed in accordance with the directions of the Emergency Management Act (1986) and form part of the MEMP. They have been developed to ensure adequate arrangements are in place to assist those individuals and communities who are affected by emergencies in the Colac Otway Shire area. These arrangements are part of a broader framework and should be read in conjunction with the other parts of the MEMP.

The Department of Human Services is the coordinating agency for emergency relief and recovery at the state and regional level, working in collaboration with municipal councils who have that responsibility at a local level.

This section details Colac Otway Shire’s relief and recovery arrangements, more detail can be found in the [Municipal Relief and Recovery Plan](#).

6.2 Emergency Relief Definition

Emergency relief is defined as “the provision of essential needs to individuals, families and communities in the immediate aftermath of an emergency”.

Emergency relief includes:

- Immediate provision of emergency relief at the site of the emergency.
- Provision of relief services elsewhere, including:
 - Emergency relief centres
 - Places of gathering (such as community centres, parks and ovals, schools and shopping centres).
 - Airports, ports, train/bus stations and other transit sites.
 - To those remaining in homes, workplaces and schools or other areas rather than evacuating or relocating.

The provision of life support and essential needs to people affected by an emergency is the first stage of emergency recovery. In this respect, emergency relief functions are well integrated within early recovery activities.

6.3 Recovery Definition

The Emergency Management Act (1986) states that recovery is “the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning” (Sec. 4A).

Recovery from emergencies is a developmental process of assisting individuals and communities to manage the re-establishment of those elements of society necessary for their wellbeing.

The process involves cooperation between all levels of government, non-government organisations, community agencies and the private sector in consideration of:

- The emotional, social, spiritual, financial and physical wellbeing of individuals and communities.
- The restoration of essential and community infrastructure.
- The rehabilitation of the environment.

- The revitalisation of the economy of the community to ensure as far as possible that the wellbeing of a community is increased.

During recovery, governments and communities work together to assist affected individuals and communities to move towards a healthy, safe and functioning environment.

6.4 Overview

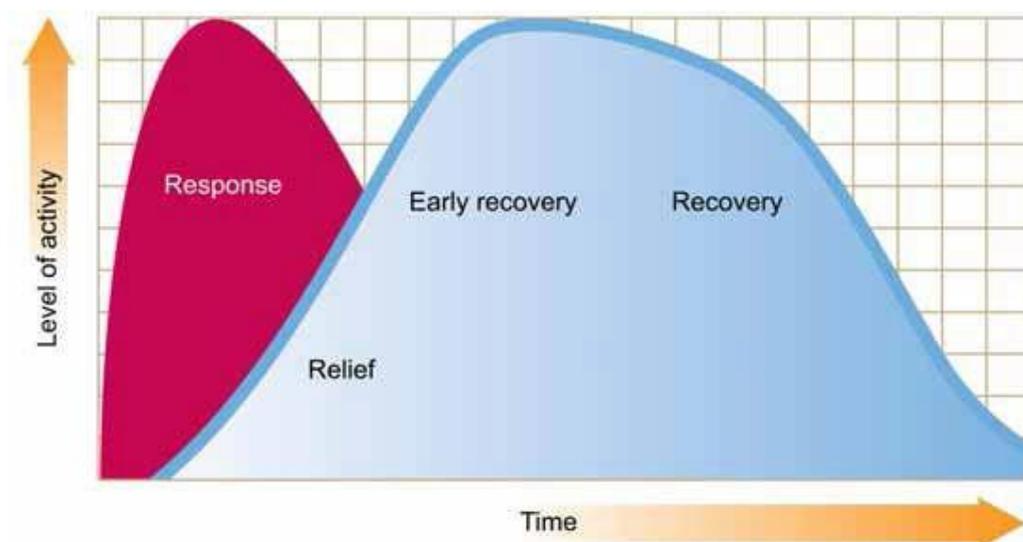
Section 4A of the Emergency Management Act 1986 states that “recovery is the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning.”

The aim of emergency relief and recovery is to achieve a collaborative approach that is jointly owned by all levels of government, together with the individuals and communities affected, as well as other agencies and organisations that support them.

6.5 Transition of an Emergency to Relief and Recovery Phases

It is important to understand the continuum that extends from response, immediate relief, relief, early recovery to recovery and how this affects the overarching services (and the necessary coordination between services) to achieve the best outcomes for impacted communities. As soon as response to an emergency has commenced the relief and recovery phases need to be considered and/or mobilised.

Figure 26 - Emergency Relief and Recovery Activities Over Time



Source: Part 4 EMMV

6.6 Principles Underpinning Recovery

Management of recovery will occur in the context of clear and agreed arrangements and involve processes of consultation and cooperation through established communication channels. In reading these arrangements, it is essential to have an appreciation of the assumptions and accepted understandings that underpin them.

These assumptions and accepted understandings are:

- **Resilience of individuals and communities is respected**
Recovery services and programs must acknowledge the inherent resilience individuals and communities display. Individuals, when given appropriate information are able to

make informed choices about their recovery. Communities, when supported with information and resources, are able to support and manage their own recovery.

- **Recovery is part of emergency management**

Recovery is an integral component of supporting emergency management in Colac Otway Shire. These arrangements are documented in other places within the MEMP document.

- **Levels of recovery operations**

Recovery operates at multiple levels. In order to ensure the success of the arrangements, it is vital that all agencies and organisations involved in management, coordination or service delivery undertake these activities in a cooperative and collaborative manner, within the agreed framework.

- **Multi-agency cooperation**

Coordination and communication both at and between the various levels of operation will assist in ensuring the success of recovery activities for the affected community.

- **Roles of organisations and agencies**

Recovery is not the exclusive domain of any single agency. All agencies and organisations willing to participate have an important role to play. This recognises that recovery must be a whole-of-government and a whole-of-community process.

- **Affected community involvement**

Recovery requires the active involvement of the affected community. It is an accepted principle of recovery that the active involvement of the affected community is essential for recovery success.

All recovery agencies should seek to engage with the affected community during the development of plans, and must involve the community in the development of recovery activities following an emergency.

- **Operational plans that support arrangements**

All agencies and organisations with agreed roles and responsibilities under the arrangements must develop internal operational plans that detail the capacity of the agency and strategies that will be employed by the agency to undertake the agreed roles and responsibilities.

Colac Otway Shire has developed a [Municipal Relief and Recovery Plan](#).

- **Response/Recovery interface**

Recovery should begin as soon as possible, if not simultaneously with response when an emergency occurs. It is therefore essential to ensure high levels of understanding and cooperation between response coordinators and recovery coordinators at each of the levels of operation.

Council's MERO will keep the MRM informed as to the status of the unfolding event. During the 'response phase' of the event, Council's Municipal Recovery Manager will be proactive in being kept informed of the progress and its impact and when necessary, be the officer that activates the Recovery Team.

6.6.1 Key Concepts of Emergency Recovery Management

The responsibility for overall coordination rests with DHS as the coordination agency for recovery. Local Government will have the local knowledge and networks to assist in recovery at a local level.

This section describes some of the key concepts of the recovery arrangements so that a common understanding is achieved among participating agencies.

- **Recovery Planning/Preparedness**
Recovery planning is the cornerstone of the recovery arrangements in Victoria. It is a collaborative process involving consultation with all stakeholders. It is imperative that agencies and organisations involved in the recovery arrangements develop operation plans to ensure that they are able to fulfil the roles and responsibilities they have agreed to carry out.
- **Response and Recovery Interface**
Response and recovery are usually concurrent activities in the early stages of an emergency event. Recovery activities should begin as soon as practicable when an emergency occurs.
- **Education and Training**
- The Department of Human Services has an ongoing commitment to recovery training and education.
- **Media Issues**
During recovery operations requests for information from the media about coordination and management of recovery activities should be directed to the responsible recovery coordinator at the time.

6.7 Recovery Management Structure

Management of recovery occurs in the context of clear and agreed arrangements, and involves processes of consultation and cooperation through established communication channels. Whenever possible, short and longer term recovery activities will become part of core business to ensure they remain responsive to the needs of the affected community.

6.7.1 Levels of Emergency Relief and Recovery

The levels of recovery management are:

- Local (municipal).
- Regional.
- State.

6.7.2 Consequence Management and Tiered Approach to Emergency Relief and Recovery

Consequence management drives the tiered approach to emergency relief and recovery coordination. The tiered approach indicates the level at which coordination for emergency relief and recovery will be escalated at a particular point in time. It is also an indicator of the possible resource levels required.

The figure below outlines the emergency relief and recovery coordination levels depending on the tier of incident.

Figure 27 - Emergency Relief and Recovery Coordination Levels

	Tier 0	Tier 1	Tier 2	Tier 3	Tier 3+
Likely incidence	frequent	occasional	rare	very rare	extremely rare
Complexity	low-medium	medium	medium-high	high	extreme
Consequence	low-medium	medium	medium-high	high	extreme
Population effects	no significant disruptions	minor localised disruptions	moderate short-term disruptions	major medium-term disruptions	most or all usual activity disrupted
Activation	normal business procedures	MEMPlans	regional plans	state plans	state plans (possible Commonwealth involvement)
Coordination level	local	local	regional	state	state
Coordination point	None	Municipal Emergency Coordination Centre	Regional Emergency Operations Centre	Health & Human Services State Emergency Management Centre	Health & Human Services State Emergency Management Centre
Illustrative examples	house fire car accident	gas leak in a block of flats fire in an aged care facility	widespread hail storm significant bus crash	major bushfire prolonged flood situation	terrorist attack significant earthquake

Source: Part 4 EMMV

6.8 Functional Areas of Recovery

There are four key functional areas that require the application of coordination arrangements as a part of the recovery process. These areas focus on the various needs of the community within:

- Social, health and community environment;
- Economic environment;
- Natural environment; and
- Built environment.

The following table identifies the services and elements relevant to each functional area of recovery:

Figure 28 - Services and Elements Relevant to Each Functional Area of Recovery

Community Recovery			
Natural	People, Social Health and Community	Built	Economic
Water	Safety	Residential	Employment
Air Quality	Wellbeing	Community	Industry
Flora	Interim accommodation	Infrastructure	Commerce
Fauna	Financial aid	Essential services	Small business
Agriculture	Health	Water	Tourism
Parks	Psychological support	Waste	Government
Public land	Individualised support	Electricity	
Marine environment	Outreach	Gas	
	Case management	Telecommunications	
	Community support	Roads	
		Fencing	
		Transport	

Source: Colac Otway Shire

6.9 Municipal Coordination and Management Arrangements

The needs of individuals and communities after an emergency will vary in scale and complexity. However, these needs can usually be met by existing services, supplemented by additional resources where there are capacity issues.

Recovery planning and management should initially be on the basis of linking affected individuals into existing services provided by existing agencies.

The recovery activities will depend on:

- Type of event.
- The area affected.
- Numbers of people affected.

6.9.1 Activation and Notification

Activation of the Colac Otway Shire Relief and Recovery Plan can be initiated in the following ways:

- The Municipal Emergency Resource Officer is contacted by the Department of Human Services (DHS) or responsible agency.
- The Municipal Recovery Manager (MRM) is contacted by the MERO to begin recovery.
- The responsible authority/lead agency or DHS contacts the Environmental Health Department or the MRM directly.

Contact numbers for municipal recovery contacts are provided in [Appendix 4 – Emergency Contact Directory](#).

6.9.2 Municipal Recovery Arrangements

The Colac Otway, Surf Coast and Corangamite Shires share similar risk environments from an emergency perspective. The three councils also share common responsibilities in relation to preparing for and responding to emergencies of varying scale. Although the three Councils are in varying stages of planning for Emergency Relief and Recovery, all three acknowledge that councils play a critical role in this area of emergency management. As such the Municipal Emergency Management Planning Committee for each of the three Shires have endorsed the need to form a combined Cross-Council Relief and Recovery Committee that covers the three municipalities.

The Cross Council Relief and Recovery Committee aims to ensure the provision of effective emergency relief and recovery services across the three municipalities. To do this the Committee will focus on the development of Relief and Recovery plans that address four major areas:

- Roles and responsibilities of the three councils.
- Planning and preparedness.
- Activation processes.
- Support arrangements.

The Cross Council Relief & Recovery Committee has developed a memorandum of understanding (MoU) to support the sharing of resources, known as the Otway District Relief and Recovery Collaboration MoU.

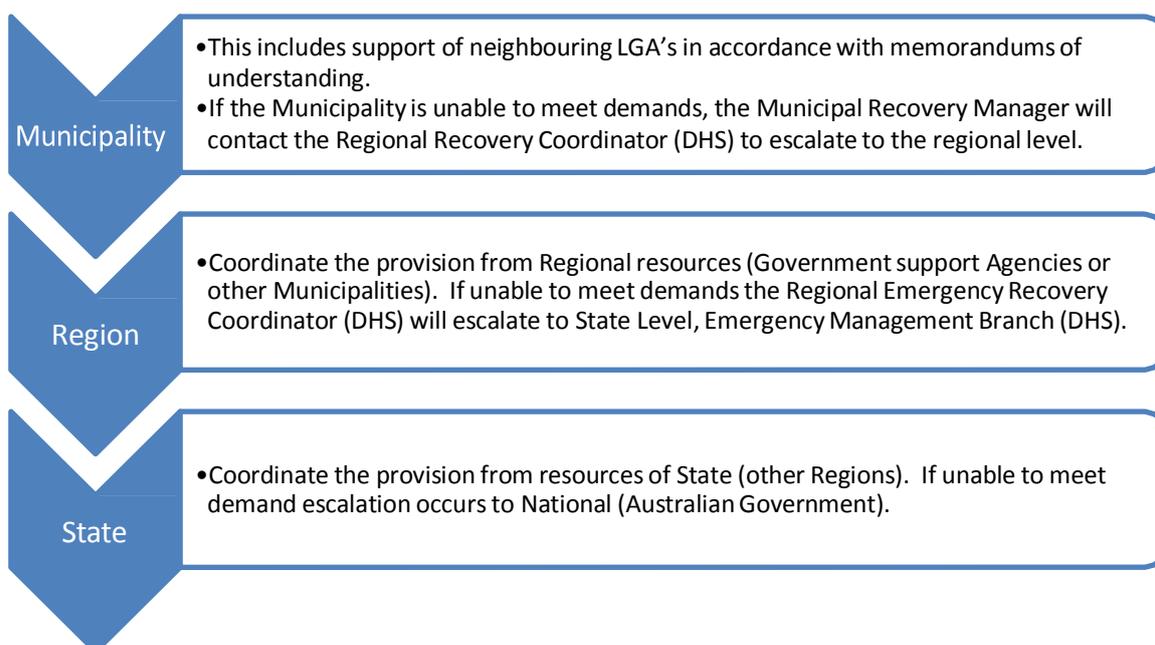
6.9.3 Levels of Recovery Activities

Recovery activities will be dependent on the type of emergency and its effect on the community. Levels relate to the extent of the impact and the resources required to respond to the emergency.

6.10 Recovery Escalation Criteria

As shown in the following figure, initial recovery management is undertaken at the municipal level. The impact of an event may lead to community needs that exceed the capacity of a municipal council. The Council may then seek to escalate the level of management to a regional level. This escalation provides an additional layer of management rather than a replacement layer. Further escalation to the state level of management may be necessary in respect of certain service needs in very large or complex events.

Figure 29 - Recovery Escalation Criteria



Source: Colac Otway Shire

6.11 Recovery Coordination

Recovery coordination refers to the arrangements that will be used in any situation where more than one department, agency or organisation is required to provide services to assist communities and individuals recover from the impact of an emergency.

Recovery coordination arrangements should provide for:

- Assessment of impacts.
- Input of affected community into decision making.
- Coordination of service provision.
- Communication strategies.
- The coordination of activities within and across the functional areas described below.

6.12 Relief and Recovery Services

Recovery from emergencies is a developmental process of assisting individuals and communities to manage the re-establishment of those elements of society necessary for their wellbeing.

In some cases, it may be necessary to:

- Evacuate.
- Establish a Relief Centre.
- Establish a Recovery Centre.

A decision to establish any of the above will be made in consultation between the MRM, Incident Controller and MERC, although it will depend on the type, location and extent of emergency.

6.12.1 Use of Community Networks

Recovery planners, coordinators and managers should always be aware of the value of existing community networks as a conduit for information delivery, needs identification and support of those affected.

Where possible and appropriate, recovery programs should work with and through these networks. Community networks that are functioning in an affected community should be actively engaged and supported in the recovery process.

In some instances networks may be present in the community but require additional support to enable them to function effectively as a recovery conduit to the community. Consideration will need to be given to the role of Social Media in any given event.

Examples of community networks may include:

- Volunteer emergency services.
- Church organisations.
- School committees.
- Service clubs.

6.12.2 Emergency Relief Centres

An Emergency Relief Centre is a building or 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.

The Colac Otway Shire MERC will consult with the MERO and MRM or that of another Municipality MERC and their MERO and MRM before deciding to activate an ERC. Emergency Relief can also be provided at the site of the emergency. Emergency Relief and Recovery Centres will be opened once the nature, extent and location of an emergency event are known. Potential ERC locations are provided in [Appendix 13 – Emergency Relief and Recovery Centres](#).

In deciding which Emergency Relief Centre(s) are to be activated, the following point will be considered:

- Location of centre in relation to the site of the emergency.
- Access to the centre.
- Size of ERC that is needed – based on anticipated numbers likely to attend.
- Duration that ERC is to remain operational.
- Facilities available at the ERC.
- Security.

A State level working party has developed Emergency Relief Centre Guidelines and these will be used by Council's Recovery Team.

6.12.3 Recovery Centres

A Recovery Centre is a building where affected communities are provided support to restore their emotional, social, economic and physical well-being. This support will include psychological (i.e. counselling), infrastructural (i.e. temporary accommodation), environmental (e.g. public health), and economic (e.g. financial assistance) services.

As a "One-Stop-Shop" the Recovery Centre will ensure that all agencies and stakeholders are properly integrated into the recovery process, at a single point of entry.

In large or prolonged emergencies, a relief centre may evolve into a recovery centre when the emergency response has concluded. This transition should be seamless, as the municipal council will continue to be responsible for the management of these centres. Coordination responsibility will pass from the Response Coordinator (Victoria Police) to the Recovery Coordinator (Local Government or Department of Human Services, depending on the scale of the recovery). This handover will occur only after agreement has been reached between the response and recovery coordinators, and after any necessary documentation has been completed to the mutual satisfaction of both coordinators.

With this possibility in mind, Councils should evaluate the appropriateness of potential sites for relief and/or recovery centres carefully, taking into account the possibility that the venue may be requested for recovery purposes for some considerable period after the response to the emergency has ended.

6.12.4 Assessment of community impact and needs

The Municipal Recovery Manager will appoint outreach teams to survey / assess the community in affected areas as indicated by the control agency. Impact assessments could be conducted by the LGA, Department of Environment and Primary Industries or other relevant agencies depending on the incident. A personal support practitioner should be included as part of the teams.

Prior to outreach teams being placed in the field, the area must be declared safe for this purpose by the control agency. This is to be arranged through the Municipal Emergency Coordination Centre (MECC).

The Municipal Recovery Manager or Deputy will brief outreach teams prior to deployment and will debrief teams at the completion of the allotted activity.

6.12.5 Communicating with the affected community

A vital component in empowering a community in its recovery process is the engagement and involvement of the affected community. The following communication options should be considered as part of the recovery process:

- Dedicated phone line.
- Advertisements within local newspapers.
- Newsletters.
- Media releases.
- Facebook

The use of these options should be coordinated through the Municipal Recovery Manager in consultation with other key recovery and response agencies

Involving the community in the planning process may be undertaken in a variety of ways depending on the scale of the event and community interest and ability. There are a range of mechanisms for providing information to the public.

These may include, but are not limited to the following examples.

- **Community briefings.** Community briefings may be conducted by response agencies as part of their role in keeping communities aware of the current emergency situation, before, during, and after incidents. Municipal recovery team members including a trained personal support practitioner should be part of the briefing team.

The role of community briefings in the recovery context is to:

- Provide clarification of the emergency event (control agency).
 - Provide advice on services available (recovery agencies).
 - Provide input into the development of management strategies (LGA).
 - Provide advice to affected individuals on how to manage their own recovery, including the provision of preventative health information (specialist advisers).
- **Community information sessions.** As soon as practicable after an emergency, the Municipal Recovery Manager should arrange community information sessions. The development of these sessions are the first practical step in the process of ensuring a community is actively involved in the recovery management process. These sessions can also be used to support the development of community recovery committees.

Where the emergency has a criminal component, the municipality will need to consult with the investigating authority the necessity to restrict the content of the briefings/information sessions. Local agreements with response agencies who have responsibility for community briefings will be developed as part of the Municipal Emergency Management Plan.

6.13 Community Recovery Committee

Communities recover best when they are supported to manage their own recovery. The primary method of ensuring and fostering community management of recovery after an event is through the establishment of community recovery committees.

Establishment:

The Municipal Recovery Manager has the responsibility to ensure the establishment of community recovery committees as soon as possible after the emergency; existing local community representative committees should be used where possible.

The community recovery committee is a sub-committee to the Municipal Emergency Management Planning Committee.

Membership:

Membership of community recovery committees will depend on the needs of the affected areas and should include:

- The Municipal Recovery Manager.
- Community development personnel.
- Councillors.
- Community groups.
- Affected persons.
- Business and Tourism Associations.
- Government agencies.
- Non-government agencies.

Where there is capacity to assist with recovery services, involvement should also come from local community agencies and private businesses.

Functions:

Community recovery committees help individuals and communities achieve an effective level of functioning. They can coordinate information, resources, and services in support of an affected community, establish priorities and provide information and advice to the affected community and recovery agencies.

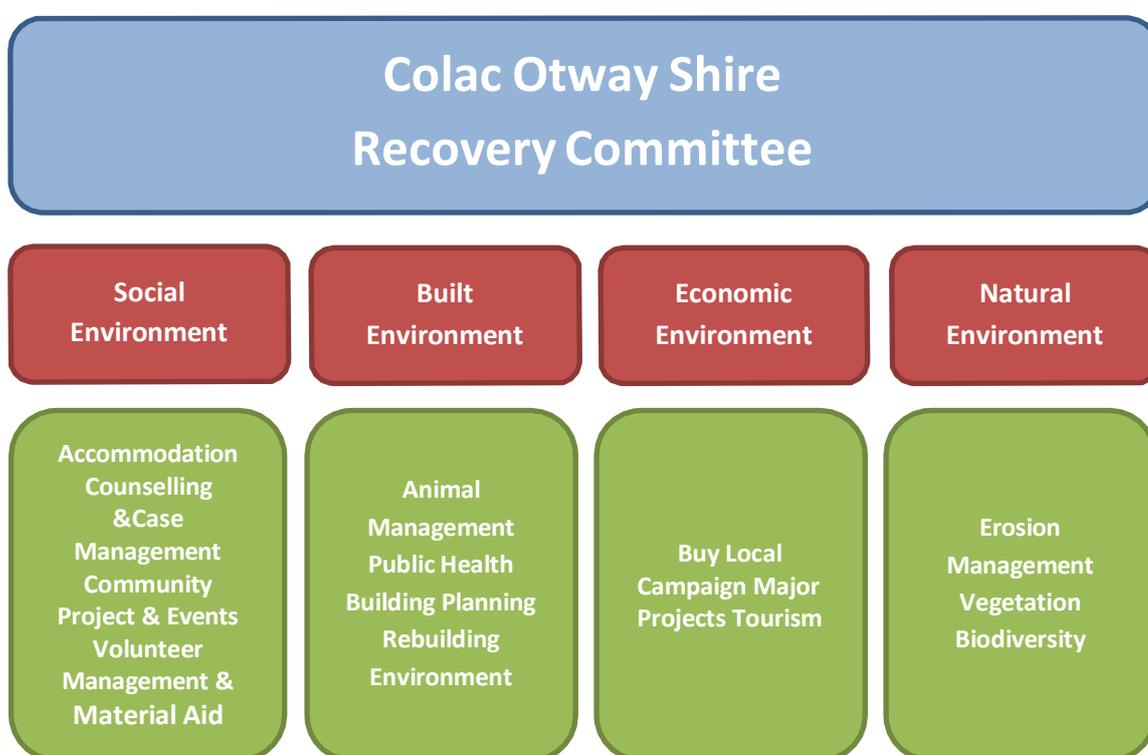
Role:

The role of the community recovery committee is to:

- Monitor the progress of the recovery process in the community.
- Identify community needs and resource requirements and make recommendations to recovery agencies, council and recovery managers.
- Liaise, consult and negotiate on behalf of the community with recovery agencies, government departments and the council.
- Liaise with the Department of Human Services as the recovery coordination agency through the designated regional director or delegate.
- Undertake specific recovery activities as required.

The following diagram is an **example** of a Recovery Committee Structure that **might be** utilised following a large scale emergency.

Figure 30 – Example of Recovery Committee Structure



6.14 Emergency Relief and Recovery Roles and Responsibilities

Emergency Relief and Recovery is not the exclusive domain of any single agency. All agencies and organisations willing to participate have an important role to play. This recognises that recovery must be a whole-of-government and a whole-of-community process.

The agreed roles and responsibilities of agencies under these arrangements are consistent with Part 7 of the Emergency Management Manual Victoria .

Municipal councils are required by the *Emergency Management Act* (1986) to prepare a Municipal Emergency Management Plan. This plan details the local arrangements for the management of recovery activities.

6.14.1 The Role of Colac Otway Shire

The Municipal Recovery Manager is responsible for the coordination of municipal resources in recovering from emergencies, and has full delegated powers to deploy and manage Council’s resources during emergencies.

The Colac Otway Shire has agreed to undertake the following functions during recovery, either by statutory obligation or voluntary actions for the wellbeing of the community:

- Restoration of services normally provided by the municipality.
- Restoration of municipal drains, road and bridges.
- Assessment of dwellings and buildings to ascertain level of safety for approved use.
- Monitor public health matters.
- Provide local knowledge to the other recovery agencies.
- In conjunction with the Department of Human Services and Community Agencies, provide services, information and facilities to assist the community in recovery from an event. This could involve the establishment of a coordination centre.

Some of these functions will have begun before recovery officially begins.

6.14.2 Relief and Recovery Personnel

There are a number of personnel provided by Council who are directly involved in the Relief and Recovery phases. Their positions are:

- Municipal Recovery Manager.
- Deputy Municipal Recovery Manager.
- Emergency Relief and Recovery Centre Managers.
- Emergency Relief and Recovery Centre staff.
- Environmental Health Officers; and.
- Human Services staff.

Council may co-opt additional staff if necessary in order to fulfil its relief and recovery responsibilities.

There are also personnel provided by other recovery agencies to assist Council. These include:

- Case Managers.
- Community Development Officers.
- Community Hub Captain.
- Community Hub Support staff.
- Outreach Personal Support staff.

Generally, Council is expected to have resources to cover these positions for a Tier 1 emergency. A Tier 2 emergency may require case management and other external support. In the event of a Tier 3 emergency the State Government will arrange for one or more of the following: case management, community hubs, community development officers, and State officer support.

6.15 Post Impact Assessment

A Post Impact Assessment draws upon information gathered from the Initial Impact Assessment and is 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 (as shown in the following figure; The Cross Sector Coordination Model for the Restoration of Essential Infrastructure and Services) the MRM supported by the Emergency Management Group will as early as practicable:

- Survey the extent of damage and evaluate financial and material aid 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.
- Create a clear, implementable, and timely Municipal Recovery Action Plan as required (large scale emergency).
- As required deploy Municipal Building Surveyor, Environmental Health Officer and any other relevant specialist staff to conduct assessments.
- Survey the emotional and social impact of the event for both individuals and the community.

Colac Otway Shire Council will record impact assessment data provided using CrisisWorks (formerly MECC Central) in the People and Properties function.

Figure 31 – The Cross Sector Coordination Model for the Restoration of Essential Infrastructure and Services



Source: Part 4 EMMV

6.16 Clean Up

Clean-up is critical to expediting the recovery of people and communities affected by emergencies. At the regional and state level the Department of Human Services, as the coordinating agency for emergency relief and recovery, will coordinate Clean-up together with key support agencies and other organisations with capacity to assist.

6.17 Individual Organisational Plans

Although not forming a Sub-Plan of the MEMP, individual agencies involved in Recovery Management are encouraged to develop internal organisational plans that detail how they respond to emergencies.

6.18 Registration

Victoria Police are responsible for the registration of emergency affected people in conjunction with Red Cross.

Register. Find. Reunite (formerly, National Registration and Inquiry System (NRIS) registration, which is conducted by Red Cross, ensures:

- The safety and re-connecting of people with family friends and community networks.
- Identification and welfare of people.

Register. Find. Reunite kits are located at local police stations.

6.19 Replacement of essential water taken during fire fighting

CFA and DEPI fire fighters are empowered under legislation to take water from any waterway or water source on public or private land for firefighting purposes. Where water is taken for firefighting, the water owner can request (via their municipality) water replacement under the Victorian Government Essential Water Replacement Scheme. A copy of the scheme and how water owners can request replacement water can be found on the Department of Environment and Primary Industries website at www.DEPI.vic.gov.au/fires-and-emergencies

6.20 Role of Department of Human Services

The Department of Human Services is responsible for the following Relief and Recovery activities:

- Coordinate recovery planning and management at state and regional levels;
- Coordinate all aspects of recovery, including state/commonwealth departments, local government, non-government organisations and agencies;
- The Department of Human Services coordinates the recovery activities across the social, economic, natural and built environments.
- Coordinate provision of personal support (psychological first aid) at incident sites and across the community.
- Provide community information and facilitate community redevelopment programs.
- Support Councils and community recovery committees in recovery planning and managing recovery activities.
- Provide advice, information and assistance to affected individuals, communities, funded agencies and municipal councils.

6.21 Sharing of Personal Information

As per info sheet 02.10 from the Office of the Victorian Privacy Commissioner

“Usually, an organisation should only use information for the purpose it is collected (IPP 2). However, if new personal information is collected in order to respond to an emergency, sharing that information where necessary with other organisations involved in the disaster response or recovery may be considered to be disclosure for the primary purpose of collection.”

6.22 Offers Material Assistance

Offers of material assistance will be discouraged.

6.23 Single Point of Contact

Helping people to help themselves is key to recovery and offering a single point of contact will help reduce confusion and create confidence that people are receiving the most up to date and correct information.

MEMP plans should contain arrangements for the promotion of a single point of contact for residents to obtain information about support, services and grants that may be available following an emergency.

All levels of government will be required to coordinate an appropriate single point of contact for recovery information. It is important that all levels of government and agencies involved promote the same single point of contact.

The agency responsible for the single point of contact will be determined by the nature, size and impact of the event.

Consideration will need to be given as to how to make this single point of contact as accessible as possible. Phone lines, recovery centres and online websites are all examples of how to deliver a single point of contact. Collecting and organising the information that needs to be made available through the single point of contact is critical.

Keeping records of the requests for information made at the single point of contact can be a valuable source of intelligence about the impact of the event and the recovery needs people have. The records should be regularly reviewed to ensure that local recovery plans are responsive to the needs arising.

6.24 Case Management

The implementation of an effective Emergency Case Management Service to support individuals and families affected by an emergency relies on significant collaboration between state government, municipalities and community service organisations.

Case management is strongly embedded into existing recovery structures established to manage and provide recovery services. These may include using existing municipal, regional and state recovery committees and the establishment of recovery centres where required.

Colac Otway Shire will liaise with Department of Human Services whether delivering the Emergency Case Management System directly or coordinating the delivery by a health or community service organisation. A request for funding to coordinate or deliver the service will be forwarded to the DHS Regional Recovery Coordinator. The funding submission will contain the following:

- Estimated number of households affected.
- Nature of the impacts of the emergency on individuals, households and the community.
- Details in relation to the capacity of local services to respond.

Where there is potential for primary producers to be affected by an emergency, the Shire will liaise with Department of Human Services and DEPI to determine the circumstances in which case management support may be delivered in a coordinated approach.

6.25 Financial Considerations

The emergency management arrangements are predicated on the assumption that agencies agree to meet reasonable costs associated with the provision of services. The general principal is that costs are within the “reasonable means” of an agency or organisation and will be met by that agency or organisation.

Municipal Recovery Managers are responsible for implementing processes to assist with the monitoring of costs associated with the recovery process.

6.26 Reporting Arrangements

Municipal council's should regularly monitor and report on the impacts of emergency incidents on affected communities, during and following the incident, to ensure recovery agencies can promptly respond and provide assistance where required.

The following information that should be included in the monitoring and reporting of recovery activities:

- Size and location affected areas.
- Number of premises which are:
 - Uninhabitable, inaccessible, destroyed or damaged
 - Dwelling type (if known) house, caravan, flat/unit or other.
- Number of persons affected:
 - Adults / children
 - Immediate needs
 - Accommodation, health and or personal needs.
- Relief/Recovery Centres locations and hours of operations.
- Community briefings/information sessions:
 - Date, location held and number of attendees (approx.)
 - Upcoming, date and location.

6.27 Testing and Review

Emergency recovery exercises may be conducted in a variety of formats and may test various parts of the Arrangements at different levels of recovery management.

There should also be testing of the links between the levels of recovery management. Emergency recovery exercises may be run in conjunction with other emergency management exercises. These are often called Desk Top Exercises.

6.28 Evaluation of Recovery Activities

Evaluation of recovery activities and recovery programs following emergency events is essential to maximise lessons learned and identify where improvements can be made. Evaluation may take the form of a formal debrief of operations, or may involve workshops, seminars or applied research into particular areas of activity.

The Municipal Recovery Manager (MRM) should conduct an evaluation of recovery operations following activation of the recovery arrangements in the Municipal Emergency Management Plan. The evaluation may be an informal or formal debrief depending on the scale of the activation, and must identify the strengths and weaknesses of the local operational response to the needs of the community.

The Municipal Recovery Manager must ensure that the Regional Recovery Coordinator (DHS) is made aware of the outcome of the evaluation.

6.29 Support and Ancillary Arrangements

6.29.1 Companion Animals, Livestock and Wildlife

Evacuations invariably involve companion animals, wildlife and livestock so emergency relief agencies will likely require provisions for:

- Extensive, secure and functional holding facilities.
- Catching, handling and confining animals.
- Feed and water, housing and accommodation.
- Veterinary treatment for injuries and illness.
- Identifying and contacting owners.
- Animals requiring specialist attention (such as horses and wildlife).

Council is working with the Department of Environment and Primary Industries to develop a Animal Welfare Plan.

6.29.2 Feed and Water for Animals

Department of Environment and Primary Industries and Victorian Farmers Federation are responsible for gathering and distributing emergency fodder supplies. Provision of fodder for animals after an emergency is an essential emergency relief function, as existing sources may have been destroyed in the incident.

Supplies of water may also be required for livestock after an emergency; The Department of Environment and Primary Industries will be able to provide advice to municipal councils about urgent needs for emergency water supplies.

6.30 Emergency Accommodation

Accommodation may be provided to households and individuals displaced by an emergency event in hotels, motels, caravan parks, houses and flats or similar. The timeframe usually ranges from days to weeks. In some case emergency accommodation may transition into interim accommodation.

Emergency accommodation is usually provided by community, business or government organisations, although people often find their own accommodation with family or friends.

6.30.1 Interim Accommodation

Interim accommodation is provided to households and individuals whose primary place of residence is destroyed or damaged by an emergency event. Interim accommodation can be in a house, flat, caravan or similar and can continue for extended periods of weeks, months or longer prior to permanent housing. In some cases interim accommodation may transition into permanent housing.

Interim accommodation is organised through the Department of Human Services Housing Emergency Management Policy and Procedures plan. Interim accommodation can also be provided by friends, family, community, business or government organisations.

6.30.2 Permanent Housing

Permanent housing includes the range of normal housing options available to individuals and households. These include owner-occupied homes, renting, public housing or equivalent. Options for specific households and individuals may differ to the pre-emergency state.

6.31 Health and Medical

The Environmental Health Coordinator has been delegated the responsibility for health and medical matters.

Municipal health and medical arrangements will be considered in conjunction with the Barwon-South Western Regional Health Emergency Management Plan and the Victoria State Public Health Emergency Management Plan (SHERP).

The aim of these arrangements is to identify the health and medical facilities available within Colac Otway Shire and identify the arrangements for activation. Due to the dual nature of these arrangements, it will be divided into two components; each being addressed accordingly.

6.31.1 Health

The Environmental Health Manager is responsible for all public health matters in the municipality, and will activate the Environmental Health Support Plan in consultation with the MRM. All actions must be in accordance with the Victoria State Public Health Emergency Management Plan.

The Public Health & Wellbeing Plan can be activated autonomously in line with the Victoria State Public Health Emergency Management Plan 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 well-being of members of the local or regional community. Incidents of this type include contaminated food, water, infectious disease etc.

The responsibilities of the Environmental Health Manager in emergencies include:

- Advice on water supply and sewerage disposal;
- Ensuring hygienic food handling - safe production, storage and distribution;
- Supply of sanitary and hygienic accommodation when required;
- Refuse removal;
- Pest control;
- Control of infectious diseases;
- Disposal of dead animals; and
- Ensuring the sanitary condition and standard of material relief is appropriate.

In the absence of the Environmental Health Manager, his/her deputy will take over the role.

6.31.2 Medical

Implementation of the medical arrangements will be automatic where people are injured or require medical assistance. This automatic response will be by Ambulance Victoria and hospitals within the municipality. All responses must comply with the arrangements in the Emergency Management Plan and the State Public Health Plan (SHERP).

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

6.31.3 Management of Medical Response

Medical response management at an emergency scene will be carried out by the most senior medical officer present. This could be any of the following:

- The senior Ambulance Officer present.
- A member of a medical team.
- The area Medical Coordinator.

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

- Arrange resources required.
- Provide triage, (prioritise patients for treatment).
- Co-ordinate transport of patients.
- Determine destination of patients.

The Colac Otway Shire has two hospitals; Colac Area Health in Colac and Otway Health & Community Services in Apollo Bay. These are the two main medical facilities able to cope with a

number of casualties. Larger numbers of casualties and more serious injuries will be transported by road or air to other hospitals.

6.32 Provision of Volunteer Assistance

Many community organisations will have resources that can be of used in an emergency. All offers of voluntary assistance will be referred to [Victoria's Volunteering Portal](#)

Volunteers in the area of Personal Support will be coordinated by the designated lead agency, who will manage their deployment and issues like appropriate training and checks, for example Police Checks, Working with Children Checks etc.

6.32.1 Volunteer Compensation Arrangements

The Act makes provision for compensation, under normal WorkCover arrangements, for volunteer emergency workers who suffer personal injury or death while engaging in, training for, standing by to perform, or travelling to or from, duties performed for agencies under the response plan or the recovery plan.

Volunteers covered are those who are members of voluntary organizations which do not have statutory compensation schemes, and cover also applies to those people who, on a casual basis, assist an agency under the response plan or the recovery plan to deal with an emergency. Compensation for loss of or damage to property is also provided for.

6.32.2 Offence of Obstruction, and Legal Immunity for Volunteers

The Act creates the offence of obstructing an emergency worker (s.36), and also gives volunteer emergency workers (the same group entitled to the compensation provisions) legal immunity in cases of loss or injury sustained by others, except in cases of their wilful default or negligence (s.37).

6.33 Transport and Engineering

All requests for transport and engineering should be directed to the MERC who will request them through the MERO. Municipal resources should be used in the first instance, prior to engaging private contractors.

PART 7 – SPECIAL PLANS AND ARRANGEMENTS

7.1 Colac Otway Fire Management Plan

The Municipal Fire Management Planning Committee produced the plan. The committee comprises representatives from Colac Otway Shire Council, the Country Fire Authority, the Department of Sustainability and Environment, Parks Victoria, Victoria Police and VicRoads.

The Plan is a sub-plan of the Shire's Municipal Emergency Management Plan and reflects the State Government's direction to increase integration of fire management planning between agencies and the Community. A copy of this plan can be viewed on Council's website via the following link – [Colac Otway Fire Management Plan](#)

7.2 Colac Otway Shire Neighbourhood Safer Places Plan

This Plan is a neighbourhood safer places plan for the purposes of the legislation, and contains guidelines, which have been developed by the Municipal Association of Victoria (MAV) to assist the Council in relation to:

- The identification, suitability and designation of places as neighbourhood safer places (NSPs);
- The inspection, maintenance and decommissioning of designated NSPs within its municipal district.

A copy of this plan can be viewed on Council's website via the following link – [Colac Otway Shire Neighbourhood Safer Places Plan](#)

7.3 Community Information Guides

Community Information Guides have been developed by CFA in consultation local CFA brigades, community representatives and the Colac Otway Municipal Emergency Management Planning Committee (MEMPC) and Municipal Fire Management Planning Committee (MFMP).

Community Information Guides (formerly known as Township Protection Plans) have been developed for the thirteen townships/localities within the Colac Otway Shire.

Each Community Information Guide provides valuable information in relation to a bushfire within, or in close proximity to the identified township that has the potential to impact on the local community.

Community Information Guides can be viewed on the CFA website at www.cfa.vic.gov.au

7.4 Municipal Relief and Recovery Plan

This Plan will be used as a guide to assist individuals and the community to manage the re-establishment of those elements of society necessary for their wellbeing.

The Municipal Recovery Manager is responsible for the development and review of the plan annually. A copy of this plan can be viewed on Council's website via the following link – [Colac Otway Shire Relief and Recovery Plan](#)

7.5 MECC Operations Plan

This Plan details the procedure for the opening, setting up and running of the Municipal Emergency Coordination Centre. Copies of this plan are held by the MEM, MERO, MRM and Deputies.

7.6 Safety and Environment Management Plan – Port of Apollo Bay

The SEMP is an integrated system for managing and improving environmental and safety performance at the Port of Apollo Bay and to promote best practice safety and environment risk management across all aspects of port activities.

The Manager Major Contracts is responsible for the maintenance and updating of this plan in consultation with Port Staff and Local Ports, Department of Transport Planning and Local Infrastructure (DTPLI). The plan is amended annually or as required. Copies are available on the Colac Otway Shire Web site and can be made available in hard copy through a request to the Manager Major Contracts.

Copies are held by the Team Leader Apollo Bay Harbour and the Manager Major Contracts.

7.7 Evacuation Plans

Special plans addressing the issues of evacuation have been developed for the following hospitals, schools and industrial sites within the municipality. Copies are held as detailed for each plan below.

7.7.1 Schools

School Principals are responsible for the maintenance and amendment of these plans. The plans are amended annually. Copies are held by:

- Schools
- Police Stations
- Department of Education and Training, Geelong

7.7.2 Hospitals

Chief Executive Officer of Colac Area Health and Otway Health & Community Services are responsible for the maintenance and amendment of these plans. The plans are amended annually. Copies are held by:

- Colac Area Health
- Police Station
- Fire Brigades

7.8 Other Special Plans

Other specific special plans have been developed to address those hazards which have been identified by the MEMPC. The details of these plans and copyholders are provided below.

7.8.1 School Bus Routes

School Bus Co-ordinator is responsible for the maintenance and amendment of these plans. The plans are amended annually.

Copies are held by:

- Schools
- Department of Education and Training, Geelong
- Victoria Police
- Transport Company

7.8.2 Regional Coordination Plan - Blue Green Algae - Barwon Water

Chief Executive Officer Barwon Water is responsible for the maintenance and amendment of this plan and copies are held by the Manager Health and Community Services, Colac Otway Shire.

Draft Lake Colac Blue Green Algae Plan: copies are held by the Manager, Health and Community Services and Environmental Health Officer, Colac Otway Shire

7.8.3 Colac Otway Municipal Public Health and Wellbeing Plan 2013-2017

The Manager Health & Community Services, Colac Otway Shire is responsible for the development and review of the plan annually. The plan is required to be renewed every three years.

7.8.4 Influenza Pandemic Plan

The Manager Health & Community Services, Colac Otway Shire is responsible for the development and review of the plan annually.

Copies are available from the Manager, Health & Community Services and the Environmental Health Officer, Colac Otway Shire

7.8.5 Colac Otway Shire Heatwave Plan

The Manager Health & Community Services, Colac Otway Shire is responsible for the development and review of the plan annually.

Copies are available from the Manager, Health & Community Services and the Environmental Health Officer, Colac Otway Shire.

Municipal Emergency Management Plan Colac Otway Shire

Appendices

Version 1 November 2014

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Appendix 1 – MEMP Sub Plans, Related Procedures and Operating Guidelines

Title	Location
MEMP Sub Plans	
Municipal Fire Management Plan	
Neighbourhood Safer Places Plan	
Colac Otway Shire Relief and Recovery Plan	
Birregurra Sub Flood Plan	
Community Emergency Risk Assessment	
Colac Otway Shire Heatwave Plan	
Influenza Pandemic Plan	
Colac Otway Shire Municipal Public Health and Wellbeing Plan	
Procedures and Operating Guidelines	
Municipal Emergency Coordination Centre Operations Plan	
Safety and Environment Management Plan – Port of Apollo Bay	
Business Continuity Plan – Colac Otway Shire	
Risk Management Policy	
MEMP Audit Report 2014	
MFMPCC Terms of Reference	
Events Sub-committee Terms of Reference	
Cross Council Relief and Recovery Committee Terms of Reference	
Memorandum of Understanding – Otway District Relief and Recovery Collaboration	
Protocol for Inter-Council Emergency Management Resource Sharing	
Emergency Relief Centre Standard Operating Guidelines	
Colac Otway Shire Community Engagement Policy	
List of Approved Contractors	
Corporate Business Continuity Plan	
Other Relevant Documents	
Regional Coordination Plan – Blue Green Algae – Barwon Water	
Barwon South West Regional Emergency Response Plan	

Appendix 2 – Key Council Emergency Contacts

Role	Name	Contact Details	
MERO	24 Hour contact		
MERO	Wendie Fox		
MERO	Greg Anderton		
MERO	Ray Leak		
Emergency Management Team			
Acting General Manager Sustainable Planning & Development	Doug McNeill		
Manager Environment & Community Safety	Stewart Anderson		
Municipal Emergency Management Coordinator	Wendie Fox		
Municipal Fire Prevention Officer	Doug Winckle		
MRM			
MRM	Greg Fletcher		
Deputy MRM	Stewart Anderson		
Deputy MRM	Peter Matchan		
MERC	24 Hour Contact		
MERC	Ken Slingsby		
Deputy MERC	David Hand		
MEM	Doug McNeill		
Council Services			
Municipal Building Surveyor	Adam McCosh		
Municipal Building Surveyor	Wayne Wilkie		
Acting Manager Building and Planning	Blaithin Butler		
Environmental Health Officer	Peter Matchan		
Environmental Health Officer	Leila Banihashemi		
Environmental Health Officer	Jonathan Brett		
GIS Coordination	Callum Fairnie		

Appendix 3 – Municipal Emergency Planning Committee Members

**Removed due to
privacy and confidentiality**

Appendix 4 – Emergency Contact Directory

**Removed due to
privacy and confidentiality**

Appendix 5 – Register of Facilities – Vulnerable People

**Removed due to privacy
and confidentiality**

Appendix 6 – MEMPC Terms of Reference

COMMITTEE TERMS OF REFERENCE



1. SUMMARY

This Committee is formed pursuant to Sections 20 of the Emergency Management Act, 1986. In particular, Sections 21(3), (4), & (6) refer specifically to the Municipal Emergency Management Planning Committee.

2. OBJECTIVES

This Committee is to formulate an emergency management plan for the Council's consideration in relation to the prevention of, response to and the recovery from emergencies within the Colac Otway Shire.

3. DEFINITIONS

- 'Emergency' is as defined in the Emergency Management Act, 1986;
- 'Emergency Management' means the organisation and management of resources for dealing with all aspects of emergencies;
- 'MEMPC' means Municipal Emergency Management Planning Committee;
- 'MEMPlan' means Municipal Emergency Management Plan;
- 'MEM' means the Municipal Emergency Manager;
- 'MERO' Municipal Emergency Resource Officer;
- 'VICSES' Victoria State Emergency Service; and
- 'Co-ordinator in Chief' means the Co-ordinator in Chief of Emergency Management for the State of Victoria.

4. TERMS OF REFERENCE

4.1. Expected / Definite life of the Committee

- Ongoing responsibilities.

4.2. Constituency of the Committee

- Colac Otway Shire
 - Municipal Emergency Manager (Chairperson)
 - Municipal Emergency Resource Officer, MERO (Deputy Chairperson)
 - Municipal Recovery Manager
 - Councillor(s)
 - Executive Officer (Administrative matters for the Committee)
 - Municipal Fire Prevention Officer

R:\MEMPC\MEMPC DRAFT Terms of Reference.doc

- **Municipal Emergency Response Co-ordinator (Victoria Police)**
- **VICSES (Regional Officer Emergency Management - SW Region)**
- **Fire Services**
 - CFA Operations Manager, District 6
 - DSE (Departmental Representative)
- **Parks Victoria**
- **Ambulance Victoria (Group Manager Ambulance Victoria South West)**
- **Department Of Primary Industries (Departmental Representative)**
- **Department of Human Services (Departmental Representative)**
- **Colac Area Health**
- **Barwon Water**
- **VicRoads**
- **Powercor**
- **Red Cross (Representative)**

4.3. Authority of the Committee

Section 21 (4) of the Emergency Management Act, 1986 states that the function of a municipal emergency management planning committee is to prepare a draft municipal emergency management plan for consideration by the municipal council. It shall:

- Assess and review hazards and risks facing the community;
- Produce the Municipal Emergency Management Plan for consideration by Council;
- Review and update the plan annually, including review of risks, with responsibility to see that this task is undertaken delegated to the Municipal Emergency Resources Officer (MERO);
- Arrange regular tests/exercises of plan, or parts of the plan, at least annually. This includes participation in other agency exercises.

4.4. Meeting Procedure

The MEMPC has determined that the committee shall meet at least four times each year. The meetings are held on the third Thursday in February, May, August and November of each year at Colac Otway Performing Arts Cultural Centre (COPACC), Rae Street, Colac, and following major emergencies involving the Municipality, or as required from time to time. All meetings will be minuted.

4.4.1 Committees & Working Parties

The Municipal Emergency Management Planning Committee (MEMPC) will determine the need to establish committees/working parties in order to investigate and report

back on specific issues that will assist the Municipal Emergency Management Planning Committee in meeting its obligations under the Emergency Management Act 1986.

The Municipal Emergency Management Planning Committee will determine the terms of reference and reporting timeframes for these committees and/or working parties. The membership of any committee/working party will consist of Agencies/Organisations represented on the Municipal Emergency Management Planning Committee and other representatives deemed necessary by the Municipal Emergency Management Planning Committee.

4.5. Reporting Requirements

Minutes will be forwarded to all representatives on the Committee, the Regional Emergency Response Co-ordinator and the Chief Executive Officer, Colac Otway Shire.

4.6. Secretariat

Executive Officer will provide secretarial services for the Committee.

4.7. Facilities & Resources

The Committee meets at COPACC which is also the Municipal Emergency Coordination Centre

5. QUALITY RECORDS

Quality Records shall be retained for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location
Minutes from meetings		Permanent	
Council minutes		Permanent	

6. ATTACHMENTS

- Nil

Appendix 8 – MEMP Distribution List

The MEMP will be circulated according to the table below. Updates to the MEMP will be distributed to the following organisations along with a process to acknowledge receipt.

**Removed due to privacy and
confidentiality**

Appendix 9 – Community Emergency Risk Assessment

The MEMPC are currently working with VicSES to develop this plan, the plan will be added once completed.

Appendix 10 – Control Agencies for Response

The purpose of the following table is to identify control agencies and key support agencies for response. It does not list all agencies that may be involved in any particular emergency, nor does it list all emergencies that may be encountered. The control agency may change as the emergency response progresses or is clarified.

EMERGENCY / THREAT	CONTROL AGENCY (may vary by location)	KEY SUPPORT AGENCIES
ACCIDENT/INCIDENT		
Aircraft	Victoria Police	AMSA, ARFF, ATSB
Biological materials	DH	CFA, MFESB
Gas leakage	CFA/MFESB	Gas distribution companies
Hazardous materials, high consequence dangerous goods or dangerous goods	CFA/MFESB/ARFF	EPA, AV, WorkSafe (workplace, storage facilities and transport)
Lifts, cranes or scaffolding and amusement structures	CFA/MFESB	WorkSafe
Marine (not including marine pollution)	Victoria Police	TSV, AMSA
Military aircraft and ships	Defence Force	AMSA, VicPol, Airservices Australia
Radioactive materials	DH	CFA, MFESB
Rail and tram	Victoria Police	PTV, DTPLI, V/Line, ARTC, MTM, Yarra Trams, CFA, MFESB, VICSES
Road	Victoria Police	CFA, MFESB, VICSES, VicRoads, Municipal Councils, CityLink, EastLink
AGRICULTURAL		
Chemical contamination of livestock or agricultural produce (agricultural or veterinary)	DEPI	DFSV, PrimeSafe
Exotic animal disease (includes bees & aquaculture)	DEPI	
Plant pest or disease	DEPI	
ENVIRONMENTAL		
Marine pollution oil spills in Victorian coastal waters up to three nautical miles	DTPLI (Emergency Risk and Resilience)/Port operator	DEPI, EPA, AMSA, PV, BOM, VRCA, MFESB, CFA
Oiled Wildlife	DEPI	PV, DTPLI, AMSA
Exotic marine pest incursion	DEPI	PV
Cetacean (whale) stranding or entanglement	DEPI	PV
Vertebrate pest/plagues	DEPI	PV
Pollution into inland waters	CFA/MFESB	EPA, PV
Pollution of inland waters	EPA	PV, Melbourne Water
ESSENTIAL SERVICE DISRUPTION		
Food supply, critical infrastructure	Victoria Police	DEPI

EMERGENCY / THREAT	CONTROL AGENCY (may vary by location)	KEY SUPPORT AGENCIES
damage or disruption		
Electricity	DSDBI (Energy Sector Development)	AEMO, Electricity distributors, Energy Safe Victoria, DEPI
Natural gas	DSDBI (Energy Sector Development)	AEMO, DSDBI (Earth Resources Regulation Victoria), Energy Safe Victoria, Gas distribution companies
Petroleum and liquid fuels	DSDBI (Energy Sector Development)	DSDBI (Earth Resources Regulation Victoria), WorkSafe, Oil companies
Public transport	PTV	DTPLI (Emergency Risk and Resilience)
Roads/bridges/tunnels	VicRoads	Municipal councils, CityLink, EastLink, DTPLI (Emergency Risk and Resilience)
Water and sewerage	DEPI	Water authorities, DHS, Municipal councils
FIRE AND/OR EXPLOSION		
Aircraft	ARFF/CFA/MFESB	
Boilers and pressure vessels	CFA/MFESB	WorkSafe
Explosion	CFA/MFESB	DSDBI, WorkSafe
Explosive device	Victoria Police	CFA, MFESB
Fire	CFA/MFESB/DEPI, Fire Services Commissioner (Major Fire)	PV, AVCG, WorkSafe, BOM
HUMAN DISEASE/ILLNESS		
Retail food contamination	DH	
Food/drinking water contamination	DH	DEPI, Municipal councils
Human disease	DH	
NATURAL EVENT		
Earthquake	VICSES	All
Flood	VICSES	DEPI, CMAs, Water authorities, Municipal Councils, CFA, MFESB, BOM, PV
Heatwave	Victoria Police	Municipal councils, DH, AV, DEPI, DTPLI, DSDBI
Storm	VICSES	BOM, DEPI, PV, CFA, MFESB, DSDBI
Tsunami	VICSES	BOM, All
RESCUE		
Building, structure	CFA/MFESB/VICSES	VBA, AV, VicPol, WorkSafe
Cave	Victoria Police	VICSES
Land	Victoria Police	VICSES
Lift, crane, scaffolding or amusement structure	CFA/MFESB	VicPol, VICSES, WorkSafe, DSDBI
Mine/quarry	Victoria Police	DSDBI, DEPI, CFA, VICSES, WorkSafe
Rail, aircraft and industrial	CFA/MFESB/VICSES	AMSA (aircraft only), WorkSafe (rail & industrial only)
Road	CFA/MFESB/VICSES	AV

EMERGENCY / THREAT	CONTROL AGENCY (may vary by location)	KEY SUPPORT AGENCIES
Trench or tunnel	CFA/MFESB	
Water	Victoria Police	VICSES, LSV
SEARCH		
Land and water	Victoria Police	VICSES – Others per VicPol Register
Overdue aircraft	AMSA	VicPol, VICSES, Airservices Australia
OTHER		
Aircraft – inflight emergency	Airservices Australia	ADF
Dam safety	DEPI	Water authorities, VICSES, Municipal councils
Marine casualty – non SAR – (commercial ship) in port waters	Port operator, VRCA	TSV, AMSA, CFA/MFESB, VicPol, AV, DTPLI
Marine casualty – non SAR – (commercial ship) in coastal waters	Transport Safety Victoria	VRCA/Local port operators, CFA, AMSA, VicPol, AV, DTPLI
Other threats against persons, property or environment	Victoria Police	

Appendix 11 – Support Agencies for Response

This table supports tasks indicates the functional services agency and relevant support agency(s). This list is neither exhaustive nor inclusive as many agencies, including control agencies may have a support role and a functional service role, dependant on the nature of the emergency.

SUPPORT SERVICE	PRIMARY AGENCY	SECONDARY AGENCIES
Animal Welfare	DEPI	PV, RSPCA
Catering	Red Cross	Salvation Army
Commonwealth resources	Victoria Police	EMA, ADF
Communications	Victoria Police	ESTA, Telstra, WICEN
Deceased persons: identification	Victoria Police	CCoV
Detection of Emergency Locator Transmitters	AMSA	Airservices Australia
Emergency call taking and dispatch	ESTA	Telstra
Emergency medical care and/or transport	AV	MFESB, ARFF, ESTA - Others as per SHERP (DHS)
Environmental impact assessment	EPA	DEPI, PV
Evacuation	Control agency, Victoria Police	VICSES, Municipal councils
First aid	AV	St John Ambulance, LSV, Red Cross - Others as per SHERP
Mapping services/information, including: digital and hard copy maps aerial photography acquisition satellite imagery acquisition GPS positioning and location	DEPI	Geoscience Australia
Media relations	Control agency	VicPol
Produce (food) contamination by Chemicals of security concern	DEPI	
Public warnings	Control agency, Victoria Police	BOM, Municipal councils, Telstra (Emergency Alert)
Relocation	Control agency	VicPol, VICSES, Municipal councils
Transport, engineering and services support	VicRoads	Others as per TESS Plan
Weather information and forecasting	BOM	
Work place / work related investigations and technical support	WorkSafe	

Appendix 12 – Municipal Resources - Heavy Equipment

**Removed due to privacy and
confidentiality**

Appendix 13 – Emergency Relief and Recovery Centres

**Removed due to
privacy and confidentiality**

Appendix 14 – Designated Neighbourhood Safer Places

Township	Structure Type	Telephone	Description	Map reference Easting Northing
Apollo Bay	Open Space	N/A	Apollo Bay Foreshore 1.883 hectares, Toilets, Foreshore area on Great Ocean Road	Easting: 732097 Northing: 5076635
Gellibrand	Open Space	N/A	Rex Norman Reserve 1600 m ² , Main Street Gellibrand	Easting: 721352 Nothing: 5733301
Birregurra	Open Space	N/A	Birregurra Park 3700m ² , Main Road Birregurra	Easting: 743523 Nothing: 5753044
Beeac	Open Space	N/A	Beeac Park 1000m ² , Corner Wallace and Colac Ballarat Road, Beeac	Easting: 731173 Nothing: 5769181

Appendix 15 – Community Alert Sirens

Township
Lavers Hill
Wye River

Appendix 16 - Fixed Wing Aircraft

The Colac and Apollo Bay airstrips are the only authorised landing strips in the Colac Otway Shire.

**Removed due to
privacy and confidentiality**

Appendix 17 – Acronyms and Abbreviations

AA	Airservices Australia
ADF	Australian Defence Force
AEMO	Australian Energy Market Operator
AFAC	Australian Fire and Emergency Services Authority Council
AGCDTF	Australian Government Counter Disaster Taskforce
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
AV	Ambulance Victoria
AVCG	Australian Volunteer Coast Guard
BC	Building Commission
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
CERA	Community Emergency Risk Assessment
CFA	Country Fire Authority
CGRC	Central Government Response Committee
CI	Critical Infrastructure
CMA	Catchment Management Authority
COAG	Council of Australian Governments
COMDISPLAN	Commonwealth Government Disaster Response Plan
CORC	Colac Otway Recovery Committee
CWA	Country Women's Association
DACC	Defence Assistance to the Civil Community
DEECD	Department of Education and Early Childhood Development
DEPI	Department of Environment and Primary Industries
DFACA	Defence Force Aid to the Civil Authority
DFSV	Dairy Food Safety Victoria
DGEMA	Director-General Emergency Management Australia
DH	Department of Health
DHS	Department of Human Services
DIIRD	Department of Innovation, Industry and Regional Development
DoT	Department of Transport
DoJ	Department of Justice
DPC	Department of Premier and Cabinet
DTF	Department of Treasury and Finance
DPCD	Department of Planning and Community Development
DVI	Disaster Victim Identification
EMA	Emergency Management Australia
EMAI	Emergency Management Australia Institute
EMLO	Emergency Management Liaison Officer
EmRePSS	Emergency Resource Providers Support Scheme
EMS	Emergency Medical Services
EMT	Emergency Management Team
EOC	Emergency Operations Centre
EPA	Environment Protection Authority
ERC	Emergency Response Coordinator
ERCC	Emergency Response Coordination Centre

ESTA	Emergency Services Telecommunications Authority
FERC	Field Emergency Response Coordinator
GIS	Geospatial Information System
ICA	Insurance Council of Australia
ICC	Incident Control Centre
IDRO	Insurance Disaster Response Organisation
IMF	Incident Management Facility
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
MCPEM-EM	Ministerial Council for Police and Emergency Management – Emergency Management
MECC	Municipal Emergency Coordination Centre
MEMEG	Municipal Emergency Management Enhancement Group
MEMPC	Municipal Emergency Management Planning Committee
MERC	Municipal Emergency Response Coordinator
MERO	Municipal Emergency Resource Officer
MEST	Major Emergency Strategy Team
MFB	Metropolitan Fire Brigade
MFESB	Metropolitan Fire and Emergency Services Board
MFPO	Municipal Fire Prevention Officer
MRM	Municipal Recover Manager
MSV	Marine Safety Victoria
NCTP	National Counter Terrorist Plan
NDRRA	Natural Disaster Relief and Recovery Arrangements
NEMC	National Emergency Management Committee
NEWS (EL)	National Emergency Warning System (Emergency Alter)
NPW	Nuclear Powered Warship
OESC	Office of the Emergency Services Commissioner
POC	Police Operations Centre (D24)
PV	Parks Victoria
Red Cross	Australian Red Cross
RERC	Regional Emergency Response Coordinator
RERCC	Regional Emergency Response Coordination Centre
RFCV	Rural Finance Corporation Victoria
RFR	Register. Find. Reunite.
RR	Road Rescue
RSPCA	Royal Society for Prevention of Cruelty to Animals
SBSC	Small Business Counselling Service
SCC	State Control Centre / State Crisis Centre
SCN	Security and Continuity Network
SECC	Security and Emergencies Committee of Cabinet
SEMC	State Emergency Mitigation Committee
SEMT	State Emergency Management Team
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	Victorian Emergency Management Council
VCG	Victorian Grants Commission
VicPol	Victoria Police
VICSES	Victoria State Emergency Service
VRCA	Victoria Regional Channels Authority
VWA	Victorian WorkCover Authority (WorkSafe)
WICEN	Wireless Institute Civil Emergency Network

Appendix 18 – Glossary

Term	Definition
Action	The executive command to mount an operation whereby all required personnel are called to their posts.
Affected Area	A geographic area affected by an emergency for the purpose of response and recovery arrangements.
Agency	A government agency or non-government agency.
Alert	The period when the Regional or Municipal Emergency Response Coordinator believes an emergency may occur and requires all, or designated functional services to increase their level of preparedness to cope.
Assembly Area	A designated location used for the assembly of emergency affected persons. The area may also incorporate an Emergency Relief Centre.
Chain of Command	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.
Command	The direction of human and material resources of an agency in the performance of an agency's roles and responsibilities.
Control	The direction of human and material resources of an agency in the performance of that agency's roles and tasks.
Control Agency	An agency nominated to control the response activities to a specific type of emergency.
Coordination	The bringing together of agencies and resources to ensure effective response to and recovery from emergencies, primarily concerned with the systematic acquisition and application of required resources.
Counselling	The provision of psychological support and advice to persons affected by an emergency.
Displan	The name given to the State Emergency Response Plan under Section 10(1) of the Emergency Management Act 1986. The word DISPLAN was originally the short title for the State Disaster Plan. In this manual the phrase "emergency response" is used when referring to this emergency response plan as a document or the emergency response arrangements, or to emergency response coordinators.
EMCG	Consists of the MERC, MERO and MRM – a Municipal decision-making group within the MECC.
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: <ul style="list-style-type: none"> 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 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.

Term	Definition
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.
Emergency Grant	The provision of financial assistance during emergency relief to emergency affected persons as determined by government policy.
Emergency Management	The organisation and management of resources for dealing with all aspects of emergencies. 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.
EMLO	Provided by Agencies and Councils to the Control Agency and are located in the Incident Control Centre or the controlling agency's Emergency Response Centre.
EMMV	The Manual that provides the structure for Municipalities to raise their Municipal Emergency Management Plans (MEMPV).
Emergency Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. It includes the establishment, management and provision of services to Emergency Relief Centres.
EMT	A team which assists the Controller in formulating a response strategy and in its execution by all agencies.
ERC	A building or place established to provide life support and essential needs to persons affected by or involved in the management of an emergency.
FERC	A senior member of the Police Force at the scene of an emergency.
Financial Assistance	See Emergency Grant.
Hot Start	The MECC and ERC functions are established and staffed.
Incident	Any unplanned event requiring emergency intervention.
Incident Controller	The Officer with overall responsibility for emergency response operations. A controller is a member of the control agency appointed to have overall responsibility for emergency response operations.
Incident Control Centre	The locations where the Incident Controller and various members of the Incident Management Team provide overall direction of response activities.
Lead Agency	The Agency designated to coordinate the provision of a functional area of emergency relief and supplementary supply.
Marshalling Point	An area/facility where resources are deployed and the occupational health and safety of Yarra Ranges Council personnel, contractors and other local government personnel who are conducting emergency response activities is monitored.
Material Needs	Clothing, bedding and other personal items provided to emergency affected persons.
MECC	A facility operating at the Municipal level to coordinate and organise emergency provisions of Municipal and community resources in support of response and recovery.
MECC Facility Manager	The function which coordinates the procedural and system requirements to ensure the smooth running of the facility.
MECC Logistics Officer	Responsible for obtaining and maintaining resources, facilities, services and materials to support emergency response.
MECC Planning Officer	Responsible for information management and planning to support emergency response.

Term	Definition
MEM	A Municipal employee responsible for overall emergency management functions across Council.
MEMPC	The Committee that is responsible for the formation and maintenance of the Municipal Emergency Management Plan (MEMPC) at the Municipal level.
MERC	A member of Victoria Police (Officer in Charge Lilydale Police Station) appointed at the Municipal level to coordinate the response to an emergency.
MERO	A Municipal appointee responsible to the Municipal Council for ensuring the coordination of Municipal resources to be used in emergency response.
MRM	A Municipal appointee responsible to the Municipal Council for ensuring the coordination of Municipal resources to be used in emergency recovery.
Municipality	The area within the defined boundaries for Local Government responsibility of a Council, Shire, Borough, Town or City.
NRIS	The Commonwealth/State arrangements for recording the details of persons relocating to an Emergency Relief Centre and for handling inquiries about the location of registered persons.
NSP	A place of last resort for people in bushfire prone areas to go to in the event of a bushfire.
Operations Officers	Responsible for managing all activities and resources specific to their role for emergency response.
Prevention	The elimination or reduction of the incidence or severity of emergencies and the mitigation of their effects.
Primary Support Agency	The Agency to be first considered by a Municipal Emergency Response Coordinator for support in an emergency role.
Recovery	The assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning.
Recovery Agency	An Agency with a role or responsibility under the State Emergency Recovery Plan or in the recovery arrangements.
Recovery Centre	A building in which a coordinated process of support to affected communities in the restoration of their emotional, social, economic and physical well being is provided.
Relief Stage	The immediate post impact stage of an emergency, preceding the recovery phase. For the purposes of this Plan, the end of relief will be when “stand down” is advised by the Municipal Emergency Response Coordinator.
Region	A geographic area comprising a number of Municipal districts and specific Victorian waters.
Relocation	The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return.
Resource Supplementation	The provision of resources in emergencies to response agencies by other than their internal resource acquisition systems.
Response	The combating of emergency and the provision of rescue and immediate relief services.
RERC	A commissioned officer of Victoria Police appointed for a State Government region as Regional Emergency Response Coordinator.
RIA	An initial appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency or disaster.

Term	Definition
Staging Area	A location designated and used during emergency response for the assembly of Control or Support Agency personnel prior to deployment.
SMEACS	The situation briefing used to communicate the emergency situation, issues and response mechanisms for personnel in the MECC and at an ERC.
SOP	Step-by-step instructions on how to implement and complete tasks that are integral to emergency response and recovery.
Span of Control	A concept that relates to the number of groups or individuals that can be supervised by one person.
Standby	That period normally following alert, when the RERC or MERC, or the Chief Officer of a control agency, believes that the occurrence or the affects of the emergency, are imminent. Members of the relevant agencies are placed “on standby”, thus being ready to respond immediately.
Stand Down	The order given by the Regional or Municipal Emergency Response Coordinator that allows personnel to cease operations reflecting the termination of the emergency.
State Emergency Response Coordinator	The Chief Commissioner of Police who is responsible for the coordination of activities of agencies having roles or responsibilities in relation to the response of emergencies.
State Recovery Coordinator	A senior office of DHS appointed by the Department to ensure the overall coordination of recovery in Victoria.
Supplementary Supply	Those resources requested under emergency supply unable to be obtained by Emergency Response Support Agencies.
Support Agency	An agency which provides services, personnel, or material to support or assist a control agency of affected persons.
Temporary Accommodation	Accommodation provided over an extended period of days, weeks or months for individual or families affected by an emergency. It is different from emergency shelter.
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.
Warm Start	The MECC and ERC functions are established with staff on Standby.