

# MUNICIPAL EMERGENCY MANAGEMENT PLAN

## MUNICIPAL DISTRICT OF MONASH

### 2023 - 2026



Families,  
Fairness  
and Housing



Monash  
Health



MONASH  
University




Australian Government  
Services Australia



## Plan Adoption Record

Version	Comment	Date Adopted
1.0	Draft Plan for initial comment from MEMPC	15/8/2022
1.1	Draft Plan revision and formatting to include relevant changes	20/10/2022
1.2	Plan Endorsed by MEMPC	17/11/2022
2.0	Final plan endorsed by MEMO	25/11/2022

Authorised	Name	Signature	Date
Chairperson Monash MEMPC	Jarrod Doake		25/11/2022

## Contents

1	Introduction .....	7
1.1	Acknowledgement of Country.....	7
1.2	Authority, Governance and Administration .....	7
1.3	Plan Assurance and Approval .....	8
1.3.1	Assurance .....	8
1.3.2	Approval .....	8
1.4	Plan Review .....	8
1.5	Victoria’s Emergency Management Planning Framework.....	9
1.6	Planning Context .....	10
1.7	Plan Aim and Objectives.....	11
2	Municipal District Location and Characteristics .....	12
2.1	Municipal District Location Map .....	12
2.2	Monash Profile .....	12
2.3	Demography.....	13
2.4	SOCIAL PROFILE .....	14
2.5	ECONOMIC PROFILE .....	15
2.5.1	Overview .....	15
2.5.2	Facilities Housing Vulnerable People Listing .....	15
3	Municipal Planning Arrangements .....	17
3.1	Victoria’s Emergency Management Planning Framework.....	17
3.2	The MEMPC, Sub-Committees and Working Groups .....	18
3.2.1	MEMPC responsibilities.....	18
3.2.2	MEMPC Membership .....	18
3.2.3	Special Sub Committees and Working Groups .....	19
3.3	Sub-Plans and Complementary Plans.....	19
3.3.1	Sub-plans.....	19
3.3.2	Complementary Plans .....	20
3.4	Plan Exercising.....	20
4	Mitigation Arrangements .....	21
4.1	Introduction .....	21
4.2	Hazard, Exposure, Vulnerability and Resilience.....	21
4.2.1	Hazard .....	21

4.2.2	Exposure.....	21
4.2.3	Vulnerability .....	22
4.2.4	Resilience .....	22
4.3	Risk Assessment Process and Results .....	23
4.3.1	Victorian Fire Risk Register (VFRR) .....	26
4.3.2	Urban Fire Risk Profile (V-BERAP).....	26
4.4	Hazard Tree Electric Line Clearance .....	27
4.5	Treatment Plans .....	27
4.6	Monitoring and review.....	27
5	Response .....	28
5.1	Introduction .....	28
5.1.1	Classification of Emergencies .....	29
5.2	Control, Command, Coordination, Consequences, Communication and Community Connection .....	30
5.3	Local Response Arrangements and Responsible Agencies .....	32
5.3.1	Level 1 – Small Scale Incidents .....	32
5.3.2	Level 2 – Medium scale incidents.....	33
5.3.3	Level 3 – Large scale incidents .....	33
5.3.4	Emergency Response - Control Agencies .....	33
5.4	Emergency Response Coordination Roles .....	35
5.4.1	Municipal Emergency Relief Centres (ERC) .....	36
5.4.2	Incident and Regional Control Centres.....	36
5.4.3	Municipal Emergency Coordination Centre(s) (MECC) .....	36
5.4.4	CrossWorks.....	37
5.4.5	Emergency Management Common Operating Picture (EM-COP).....	37
5.4.6	Operations Centres/Staging Areas/Marshalling Points .....	37
5.5	Financial Considerations.....	38
5.5.1	Costs incurred by Agencies .....	38
5.5.2	Donations from the public.....	38
5.6	Planning for Cross Boundary Events.....	38
5.6.1	Regional Emergency Management Planning Committee (REMPC).....	38
5.6.2	Eastern Metropolitan Councils Emergency Management Partnership (EMCEMP) .....	39
5.7	Resource Sharing Protocols.....	40

5.7.1	EMCEMP.....	40
5.7.2	Municipal Association of Victoria (MAV) Protocol for Inter-Council Emergency Resource Sharing .....	40
5.8	Response Escalation .....	40
5.9	All Agencies Debriefing Arrangements .....	40
5.10	Transition to Recovery .....	41
5.10.1	Handover of Resources .....	42
6	Relief and Recovery Arrangements .....	43
6.1	Introduction .....	43
6.2	Principles and Scope of Relief .....	44
6.3	Principles and Scope of Recovery .....	45
6.4	Impact Assessments and Consequence Management .....	45
6.5	Management Structure .....	46
6.5.1	Relief Management Structure .....	46
6.5.2	Recovery Management Structure .....	47
6.6	Government Assistance Measures .....	47
6.7	After Action Review .....	47
7	Roles and Responsibilities .....	49
7.1	Agency Roles and Responsibilities.....	49
7.2	Community and Business Organisation Roles and Responsibilities.....	51
8	Appendices.....	52
	Appendix A. Statement of Assurance .....	52
	Appendix B. Acronyms.....	53
	Appendix C. Document Distribution List .....	55
	Appendix D. Restricted Information .....	56
	Appendix E. Contact Directory .....	57
	Appendix F. Sub-Plans and Complementary Plans .....	58
	Appendix G. References.....	59
	Appendix H. MEMP and Sub-Plan Exercise Record .....	60
	Appendix I. Amendment History .....	61
	Appendix J. Maps.....	62

## Figures

Figure 1 – Victorian Emergency Management Planning Hierarchy .....	14
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Figure 2 - Municipal Location map .....	16
Figure 3 - MEMP Planning Process Flow .....	23
Figure 4 - Victorian Emergency Management Planning Hierarchy.....	24
Figure 5 - Monash MEMPC Committee Hierarchy .....	25
Figure 6 - CERA Risk Assessment Process .....	34
Figure 7 - Process Flows for RESPONSE .....	35
Figure 8 - The Emergency Escalation / De-Escalation and Handover Process.....	48
Figure 9 - Process Flows for RECOVERY .....	50
Figure 10 - Relationship between Preparation, Response, Relief and Recovery.....	51

## Tables

Table 1 - Important Demographic Statistics .....	13
Table 2 - Significant Languages other than English spoken in Monash .....	14
Table 3 - Key Economic Statistics for Monash .....	15
Table 4 – History of Significant Emergencies in Monash.....	22
Table 5 - Identified Municipal Level Risks.....	32
Table 6 - Classification of Emergencies .....	36
Table 7 - The Six Cs of Victorian Emergency Management Plan (SEMP) .....	37
Table 8 - Six Cs Roles and Responsibilities for Emergencies.....	38
Table 9 - Emergency Control and Support Agencies .....	41
Table 10 - Emergency Response Coordination Roles and Teams .....	42
Table 11 - Incident and Regional Control Centres .....	43
Table 12 - Designated Monash Municipal Emergency Coordination Centres .....	43
Table 13 - Designated Monash Municipal Emergency Relief Centres .....	44
Table 14 - Operations Centres, Staging Areas and Marshalling Points.....	45
Table 15 - Agency Roles and Responsibilities links to SEMP.....	57
Table 16 - Document Distribution List.....	61

# 1 Introduction

## 1.1 Acknowledgement of Country

The Municipal Emergency Management Planning Committee (**MEMPC**) acknowledges the Traditional Owners of the lands of the municipal district of Monash, the Wurundjeri Woi Wurrung and Bunurong People, and recognises their continuing connection to the land and waterways. The committee pays respect to the Elders past, present and emerging and is committed to working with Aboriginal and Torres Strait Islander communities to achieve a shared vision of safer and more resilient communities.

## 1.2 Authority, Governance and Administration

In 2018, the Emergency Management Legislation Amendment Act 2018 amended the Emergency Management Act 2013 to provide for new integrated arrangements for emergency management planning in Victoria at the State, regional and municipal levels. It creates an obligation for MEMPC to be established in each of the municipal districts of Victoria, including the alpine resorts which, for the purposes of the act, are taken to be a municipal district. Each MEMPC is a multi-agency collaboration group whose members bring organisation, industry or personal expertise to the task of emergency management planning for the municipal district.

This Municipal Emergency Management Plan (**MEMP**) has been prepared in accordance with and complies with the requirements of the Emergency Management Act 2013 including having regard to the guidelines issued under Section 77 - Guidelines for Preparing State, Regional and Municipal Emergency Management Plans. Refer to Appendix G for a full list of reference material used in formulating this MEMP.

This MEMP makes reference to several organisations, documents and people by acronym. For a full list of acronyms used in this plan, please refer to Appendix C.

This MEMP is based on the Eastern Metropolitan Region Municipal Emergency Management Plan Template which has been developed by the Eastern Metropolitan Region Municipalities of Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse, and Yarra Ranges. The template is administered and maintained by the Eastern Metropolitan Region Self Assurance and Governance Sub-Committee and will be reviewed:

- Via a standing item on the Self Assurance and Governance Sub-Committee meeting agenda but must be completely reviewed at least every three years in line with the statutory MEMP self-assurance process
- Following Action Reviews following a significant emergency or incident
- After an emergency management exercise where the exercise identifies an opportunity for improvement
- A change in relevant legislation or developments or changes in the relief and recovery sector
- Organisational change that may affect the template
- Changes to previously identified hazards or roles and responsibilities
- Changes to the Self Assurance and Governance Sub-Committee membership that may impact the template.

## 1.3 Plan Assurance and Approval

### 1.3.1 Assurance<sup>1</sup>

A Statement of Assurance (including a checklist and certificate) has been prepared and submitted by the MEMPC<sup>2</sup> to the Eastern Metropolitan Region Emergency Management Planning Committee (EMR-REMPC) in accordance with Emergency Management Act 2013 (s60AG). Items that require assurance are identified by footnotes. See Appendix A.

### 1.3.2 Approval

The MEMP has been prepared by the Monash MEMPC and is approved by the EMR-REMPC. Refer to the Plan Approval Record above. An approved copy of the MEMP is available for viewing on the City of Monash website, the Emergency Management Victoria website and EM-COP. A copy of the MEMP has been deposited with the State Library of Victoria under section 49 of the Libraries Act 1998.

## 1.4 Plan Review<sup>3</sup>

Regular reviews of the MEMP will be conducted to ensure it remains current, effective, integrated, coordinated and comprehensive in its approach to emergency management. The plan will be routinely reviewed.

- Via a standing item on the MEMPC meeting agenda but must be completely reviewed at least every three years in line with the statutory MEMP self-assurance process.
- After Action Reviews following a significant emergency or incident.
- After an emergency management exercise where the exercise identifies an opportunity for improvement.
- A change in relevant legislation or developments or changes in the relief and recovery sector.
- Organisational change.
- Changes to previously identified hazards.
- Changes to relevant MEMPC membership.
- At least every three years.

Amendments to the municipal information and re-issuing this MEMP is the responsibility of the MEMPC Chair after the endorsement of the MEMPC.

Amendments required to the regional template in relation to these regular reviews will be escalated for approval to a regional Working Group to maintain consistent content within the EMR prior to reindorsement by the MEMPC.


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<sup>1</sup> **Assurance General:** Plan has been prepared with regard to the following guidance in Ministerial guidelines issued under the Emergency Management Act 2013 s77 (Guidelines for Preparing State, Regional and Municipal Emergency Management Plans).

<sup>2</sup> **Assurance 12:** In the case of a MEMPC that has collaborated with other MEMPCs in preparing its own MEMP or sub-plan, the MEMPC has separately ensured that its own MEMP or sub-plan has been prepared in accordance with the Act and relevant guidelines issued under the Emergency Management Act 2013 s77(s60ADB).

<sup>3</sup> **Assurance 2:** In the case of an updated MEMP or sub-plan, the plan has been reviewed within three years or sooner as required (Emergency Management Act 2013 s60AN and s6.1)





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Urgent reviews and updates to this MEMP by the Municipal Emergency Management Group (**MEMG**) are permitted outside regular plan reviews if there is significant risk that life or property will be endangered if the plan is not updated (Emergency Management Act 2013 s60AM). Urgent updates come into effect when published on the municipal Council website and remain in force for a maximum period of three months at which time a review by the regional Working Group consisting of members of the MEMPC will be conducted.

The amended MEMP and Sub-Plans will be distributed via the following methods:

- Email.
- Council's website (public versions only).
- Emergency Management Common Operating Picture (**EM-COP**).
- Monash Emergency Management SharePoint site

Refer to Appendix C for a full document distribution list and Appendix D for a list of restricted information which is excised for versions of this plan for various audiences.

After each major update to the MEMP or associated Sub-Plans, the MEMPC will determine whether to undertake the MEMP assurance process and resubmit a statement of assurance to the REMPC:

This MEMP will be reviewed and updated, if necessary, not later than the date set out in the Statement of Assurance. See Appendix A.

This MEMP is current at the time of publication and remains in effect until modified, superseded or withdrawn. Please refer to this MEMP's amendment history located at Appendix I.

## 1.5 Victoria's Emergency Management Planning Framework

This plan supports holistic and coordinated emergency management arrangements within the municipality. It is consistent with and contextualises the State Emergency Management Plan (**SEMP**) and the Eastern Metropolitan Regional Emergency Management Plan (**REMP**). The REMPC is a subordinate plan to the SEMPC and this MEMP is a subordinate plan to the REMPC.

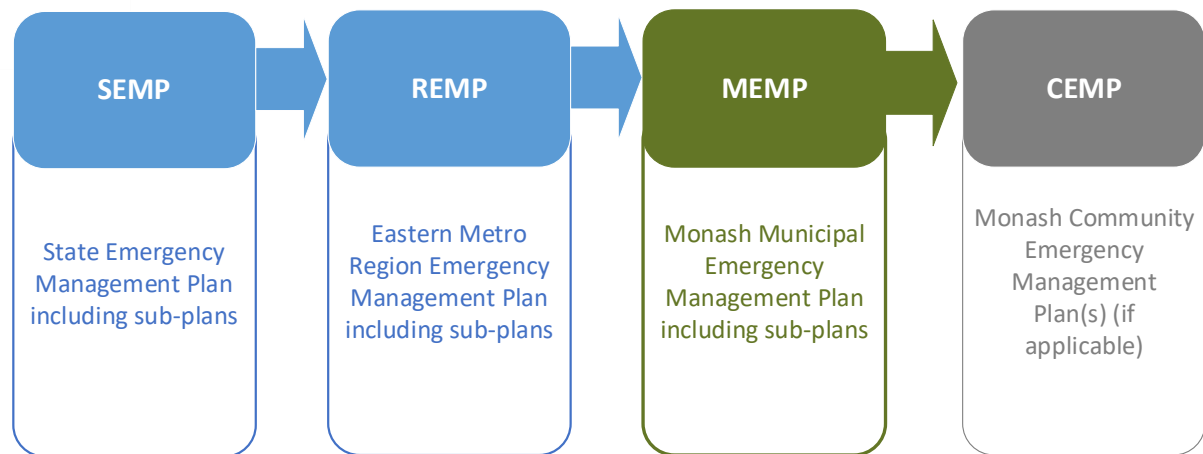
To the extent possible, this MEMP does not conflict with or duplicate other in-force emergency management plans<sup>4</sup>.

Figure 1 below outlines this MEMP's position in Victorian emergency planning hierarchy. This MEMP should be read in conjunction with the SEMPC and the REMPC<sup>5</sup>.

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<sup>4</sup> **Assurance 3:** To the extent possible, the MEMP or sub-plan does not conflict with or duplicate other plans in relation to emergency management that are currently in force within Australia in accordance with the Emergency Management Act 2013 Section 60AC(c), section 4)

<sup>5</sup> **Assurance 4:** The MEMP or sub-plan is consistent with the [State Emergency Management Plan](#) and the relevant [regional emergency management plan](#) (Emergency Management Act 2013 s59D(b))



*Figure 1 – Victorian Emergency Management Planning Hierarchy*

## 1.6 Planning Context

This MEMP, prepared by the MEMPC, reflects the shared responsibilities of government, emergency management agencies and communities for the actions they will take to prepare for, respond to, provide relief for and recovery from emergencies.

It is important for enhancing resilience that community, emergency services and relief and recovery agencies work together. This Plan is the overarching document for the integrated management of emergencies in the municipal area. It is supported by a range of hazard plans as determined by a risk identification process and a number of response-based plans to ensure smooth coordination of service delivery in emergencies.

This Plan is supported by a variety of information, including:

- Management arrangements that contain general information about emergency planning, response and recovery arrangements; and roles and responsibilities of people and organisations involved in emergency management.
- Sub-Plans, including hazard specific Sub-Plans and Standard Operating Procedures which are to be used during actual emergency events and are designed to be used as stand-alone operational documents.
- Appendices that contain ancillary information including a contact directory that lists contact details for all persons and organisations that have a role in this plan, administration details and lists of municipal resources.



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## 1.7 Plan Aim and Objectives<sup>6</sup>

The aim of this MEMP is to outline the agreed multi-agency and community arrangements for the prevention of, the response to, relief for and the recovery from emergencies that could occur in the municipality as identified in Emergency Management Act 2013 Part 6A.

The broad objectives of this MEMP are to:

- Implement measures to prevent or reduce the causes and/or effects of emergencies.
- Manage arrangements for requesting and using municipal resources in response to emergencies.
- Manage the process for resource supplementation when resources within the municipal are exhausted.
- Assist the affected communities to recover following an emergency.
- Compliment other Local, Regional and State planning arrangements.

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<sup>6</sup> **Assurance 6:** The MEMP or sub-plan is consistent with the principles underlying the contents of emergency management plans. Principles require that the plan:

- aims to reduce the likelihood of emergencies and the effect and consequences they have on communities;
- ensures a comprehensive and integrated approach to emergency management;
- promotes community resilience in relation to emergencies; and

promotes appropriate interoperability and integration of emergency management systems (Emergency Management Act 2013 s60AA(2), s60ADB(1), s3.6.3)

## 2 Municipal District Location and Characteristics

### 2.1 Municipal District Location Map

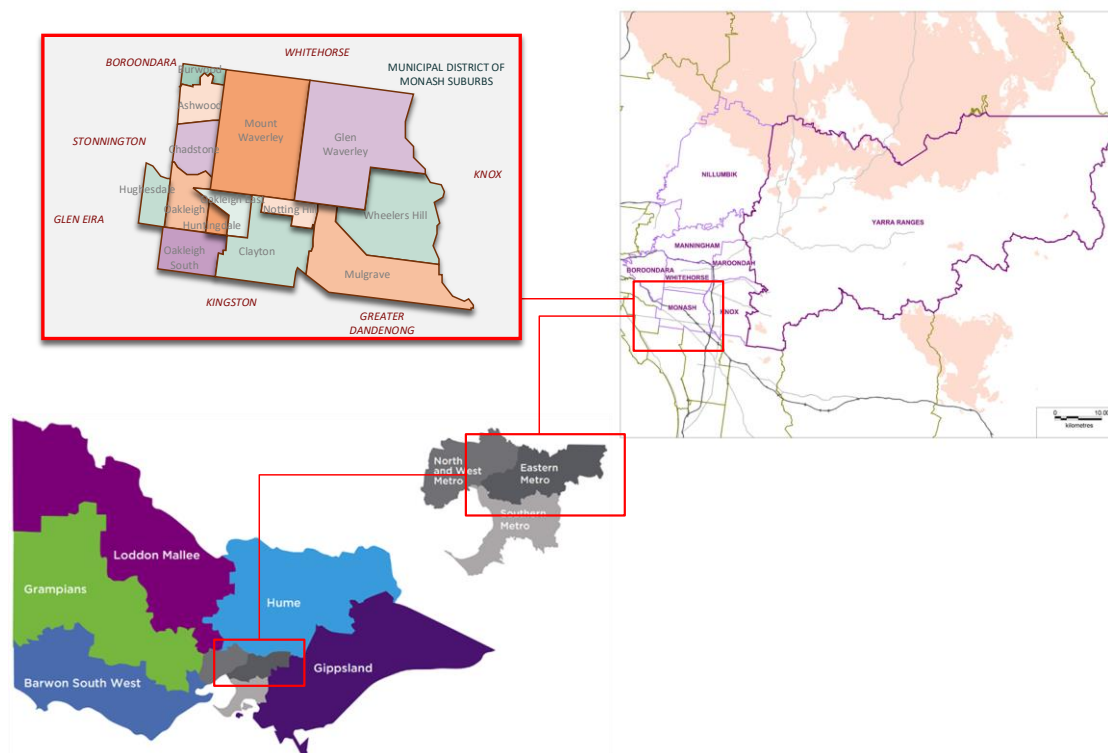


Figure 2 - Municipal Location map

See Appendix J for additional maps of the municipal district of Monash.

### 2.2 Monash Profile

The Municipal District of Monash is located between 13-24 kilometres south-east of Melbourne's CBD. The municipality is a predominantly residential area, with substantial, industrial, commercial and recreation areas. Covering 81.5 square kilometres, the municipality has a varied landscape, with many hilly areas and several natural waterways (Damper, Dandenong, Gardiners, and Scotchman's creeks). The city encompasses all the suburbs of Ashwood, Burwood (part), Chadstone, Clayton, Glen Waverley, Hughesdale, Huntingdale, Mount Waverley, Mulgrave, Notting Hill, Oakleigh, Oakleigh East, Oakleigh South (part) and Wheelers Hill.

The boundary of the municipality district is defined by Highbury Road in the north, Centre and Police Roads in the south and Warrigal and Poath Roads in the west. The eastern border is defined by the Dandenong Creek.

The Monash Freeway, the Princes Highway (known locally as Dandenong Road) and Eastlink motorway cross the municipal district. Major arterial roads serve the municipality in the standard Melbourne one-mile grid and include the boundary roads and Springvale Road, Wellington Road, North Road, Blackburn Road, Ferntree Gully Road, Huntingdale Road, Stephensons Road and Clayton Road.

Monash has eight major shopping precincts at Brandon Park, Glen Waverley, Huntingdale, Mount Waverley, Oakleigh, Pinewood, Waverley Gardens and Wheelers Hill. The Chadstone Shopping Centre is just west of the municipal boundary.

There was considerable development in the area after World War 2 and much of the civic infrastructure of roads, stormwater drainage, bridges and buildings across Monash was built in the 1950s, 1960s and 1970s. Some in-fill development is still being undertaken, the Waverley Park, large-scale residential development around the old AFL Park (Waverley) The development was handed over to Monash Council June 2022 A number of industrial sites are being converted to residential and commercial use in Clayton and Mulgrave.

Monash has developed a reputation as a 'high tech' centre for industry. The Monash Technology Precinct, one of the most important in Australia, containing some of the nation's most prestigious research organisations forming part of the Monash National Employment and Innovation Cluster. The Australian Synchrotron is located in Monash in an important location for scientific research and innovation. Other key organisations in Monash include CSIRO Australia research laboratories, Monash University, Monash Science & Technology Park, Monash Medical Centre, the Victorian Heart Hospital, the Melbourne Centre for Nanofabrication plus a number of business parks. The City of Monash is Victoria's second-largest economy outside of the Melbourne CBD and hosts the Monash Precinct – a cluster of world-class education and research institutions. Eastern Innovation, located in Mulgrave, is a Council-owned, purpose-built innovation space. A not-for-profit company that supports a leading Australian community for founders of successful, high-growth, future-focused businesses. It provides the culture, places and spaces, experiences, programs, partners and networks to enable its clients to achieve maximum success.

## 2.3 Demography

The estimated population for Monash in 2022 was 206,868 and is forecast to grow to 216,864 by 2026. This represents a population density of 25.38 persons per hectare in 2022.

Population 2022 <b>206,868</b> forecast.id	Population 2041 <b>249,287</b> forecast.id	Change 2022-41 <b>20.51%</b> forecast.id
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*Table 1 - Important Demographic Statistics*

In 2021, the median age of people living in Monash was 38 years.

Of the 190,397 residents in Monash in 2021:

- 16.7% were aged 20-29 years
- 14.3% were aged 30-39 years
- 12.8% were aged 40-49 years

When compared to other regions, or previous Census data, the changing population and growth (or decline) of a particular age group and trends can be identified and demonstrated. These demographic shifts and changes in population are expected to have impacts on the demand for infrastructure and services within the region.

The population of Monash is forecast to increase to 249,287 by 2041. For further detailed information on the demographic make-up of Monash, refer to the Community Profile data on council's website: <https://www.monash.vic.gov.au/About-Us/Our-City/Monash-Profile-and-Statistics>

## 2.4 Social Profile

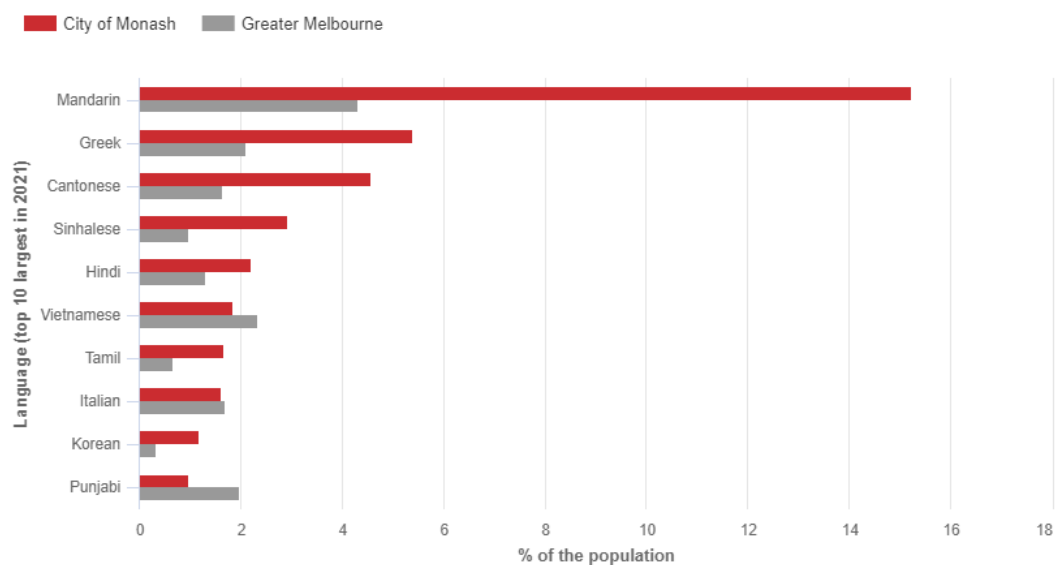
The social atlas for the City of Monash can also be found on council's website using the same link <https://www.monash.vic.gov.au/About-Us/Our-Profile-Growth>.

The social atlas contains a significant amount of detail on the Monash community including data and maps relating to key topics such as age profiles, diversity, income and wellbeing, work and unemployment and housing amongst other categories.

A key aspect for the management of emergencies is the languages spoken at home. In 2021, a language other than English is spoken in 52 % of Monash households, which is significantly more than the average of 34.1 % for Greater Melbourne.

The most significant languages other than English spoken in homes in Monash in 2021 (Census) were:

### Language spoken at home, 2021



Source: Australian Bureau of Statistics, *Census of Population and Housing, 2021* (Usual residence data). Compiled and presented in profile.id by *.id* (informed decisions).

*Table 2 - Significant Languages other than English spoken in Monash*

In 2021, there were 76,461 occupied households in Monash (an increase of 7.6% since 20216). The average household size was 2.65 persons. The number of dwellings in City of Monash is forecast to grow from 70,952 in 2016 to 93,408 in 2041, with the average household size falling from 2.75 to 2.70 by 2041.

As well as the changes in its community profile Monash has also experienced significant changes in housing stock with a number of higher density developments, with more anticipated in coming years. This, along with the anticipated continuing increase in on-campus residential and nearby residential accommodation at Monash University have the potential to present new hazards that will need to be considered in the development of emergency management plans.

## 2.5 Economic Profile

Businesses in Monash provide 145,328 (NEIR 2019) jobs. This makes Monash the second largest employment destination in Melbourne, after the Central Business District. While the health care sector is the largest industry by employment Monash, there is a number of other large sectors including education, manufacturing and retail. Further economic profile data, including past and future trends, can be obtained at <https://www.monash.vic.gov.au/About-Us/Our-Profile-Growth>.

<b>GRP</b> <b>\$19.08 billion</b> <small>NIEIR 2021</small>	<b>Population</b> <b>193,051</b> <small>ABS ERP 2021</small>	<b>Local jobs</b> <b>143,736</b> <small>NIEIR 2021</small>
<b>Largest industry (by employment)</b> <b>Health Care and Social Assistance</b> <small>NIEIR 2021</small>	<b>Local businesses</b> <b>22,189</b> <small>ABS 2021</small>	<b>Employed Residents</b> <b>98,967</b> <small>NIEIR 2021</small>

*Table 3 - Key Economic Statistics for Monash*

Vulnerable Persons (Community Organisations and Facilities)

### 2.5.1 Overview

Planning for needs of vulnerable people and undertaking appropriate activities before, during and after an emergency at a municipal level begins with:

- The identification of vulnerability factors.
- The location of vulnerable people and communities.
- Building relationships with local, community-based service providers working with key groups on a day-to-day basis.

Vulnerability factors may include:

- Age (children, youth and older people with or without family of social support).
- Disability.
- Lack of familiarity with an area or environment (e.g. tourists and seasonal workers).
- Language, culture, settlement.
- Health (physical and mental).
- Social issues (family violence, financial stress, homelessness, poor quality housing).
- Isolation and disconnectedness.

For more information, please refer to the Department of Families, Fairness and Housing (DFFH) Vulnerable People in Emergencies Policy.

### 2.5.2 Facilities Housing Vulnerable People Listing

Facilities housing vulnerable persons refers to:

- Buildings where vulnerable people are likely to be situated, including aged care facilities, hospitals, schools, disability group homes and childcare centres.
- Facilities funded or regulated by DFFH and Department of Education and Training (DET).

- Commonwealth funded residential aged care facilities.
- Other locally identified facilities likely to have vulnerable people situated in them.
- For more information refer to the DFFH Vulnerable People in Emergencies Policy.
- The facilities housing vulnerable people listing is maintained by Council and may be obtained from the Municipal Emergency Management Officer (MEMO) or Municipal Recovery Manager (MRM).

## 2.6 History of Emergencies

A list of previous significant emergencies is provided below in Table 4. This list does not include non-major emergency events which are generally short term in nature and handled by local resources.

Date of Emergency	Type of Emergency	Location	Details and Impacts
26-29 January 2022	Storm / flash flooding	Whealers Hill / Clayton	Severe thunderstorms resulting in minor flooding of Dandenong Creek and 6 properties flooded over floor in Monash. Localised thunderstorm in Wheelers Hill with fallen trees resulting in 1 rescue.
29 October 2021 – 6 November 2021	Storm / flash flooding	Monash / Ashwood / Clayton	Windstorms and severe thunderstorms over a period of a week resulting in over 440 requests for assistance in Monash, 830 public trees damaged. Localised thunderstorms in Ashwood Clayton resulting in flash flooding and closure of Police Road and Dandenong Road and 7 rescues in Ashwood.
9 June 2021	Storm/extended power outage	Eastern Metro Region / Monash	Extensive storm damage across the district with a large number of properties without power for up to 2 weeks. Very extensive damage in the Dandenong Ranges.
March 2020 - Ongoing	Pandemic	International / Monash	COVID-19 pandemic category 2 emergency ongoing. Implementation of Monash Pandemic Sub-Plan. Activation of emergency operations centre and relief and recovery teams for duration.
21 November 2016	Thunderstorm Asthma	Melbourne / Monash	Cold change following hot weather produced thunderstorms that triggered a severe pollen related asthma event resulting in 9 deaths across the metro area. Large number of residents in Monash impacted.
9 October 2016	Storm / floods	Victoria / Monash	Severe storm damage across Victoria with winds up to 120 kph over Melbourne. Moderate damage in Monash.
July 2015	Landslip	Mount Waverley	Landslip at deep excavation resulted in damage to adjoining dwellings and evacuation of 10 people. Damage to utilities and disruption to 2 arterial roads.
X May 2013	Vulnerable evacuation	Ashwood	22 residents of Coorondo Home (supported residential service) evacuated and re-homed due to burst water main.
February 2011	Storm / flood	Victoria / Monash	Period of heavy rain resulting in 700 requests for assistance and 90 properties impacted by flooding.
6 March 2010	Hailstorm	Monash	A severe, short hailstorm impacted Melbourne and caused extensive damage throughout Monash
April 2008	Windstorm	Monash	Severe windstorm over several days resulting in over 1,700 reports of tree and property damage
December 2007	Storm / flooding	Monash	Extended rain event resulting in 549 flooding reports and 84 dwellings flooded above floor.
October 2002	Civil disturbance	Clayton	Shooting by student at Monash University resulting in 2 deaths and 5 injuries.

*Table 4 – History of Significant Emergencies in Monash*



### 3 Municipal Planning Arrangements<sup>7</sup>

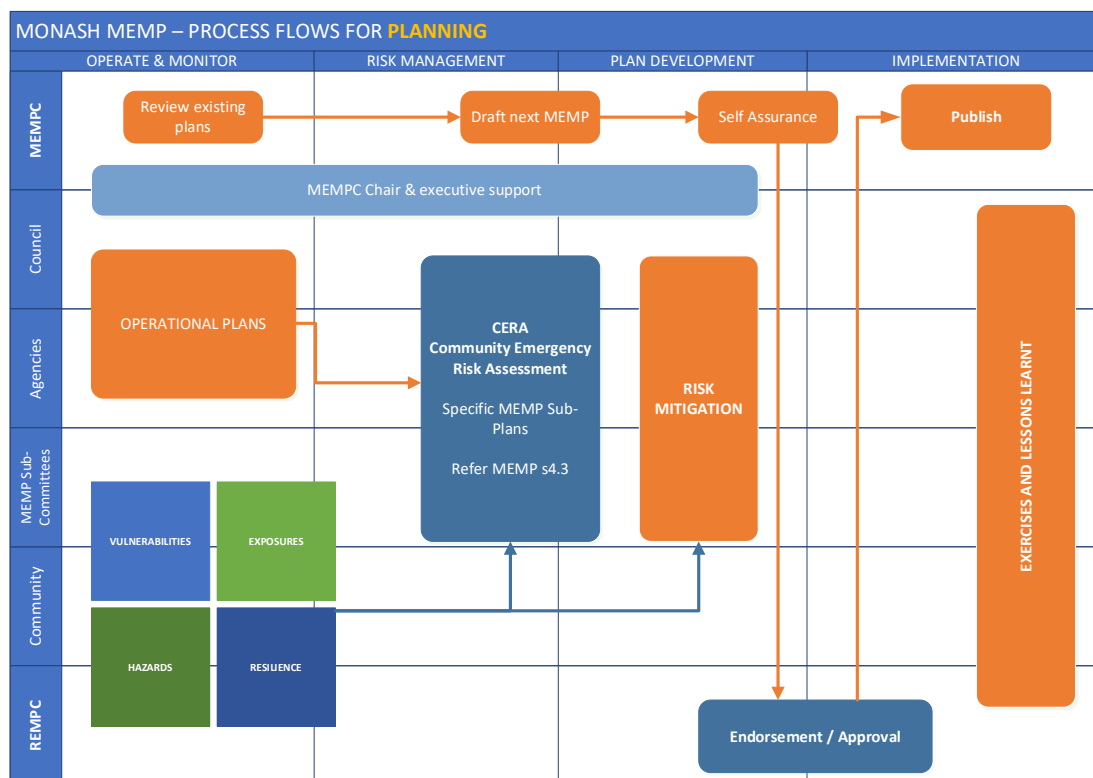


Figure 3 - MEMPC Planning Process Flow

#### 3.1 Victoria's Emergency Management Planning Framework

This plan supports holistic and coordinated emergency management arrangements within the municipality. It is consistent with and contextualises the State Emergency Management Plan (SEMP) and the Eastern Metropolitan Regional Emergency Management Plan (REMP). The REMPC is a subordinate plan to the SEMPC and this MEMPC is a subordinate plan to the REMPC.

To the extent possible, this MEMPC does not conflict with or duplicate other in-force emergency management plans.

Figure 3 below outlines this MEMPC's position in Victorian emergency planning hierarchy. This MEMPC should be read in conjunction with the SEMPC and the REMPC.

<sup>7</sup> **Assurance 3:** To the extent possible, the MEMPC or sub-plan does not conflict with or duplicate other plans in relation to emergency management that are currently in force within Australia (Section 60AC(c), section 4)

**Assurance 4:** The MEMPC or sub-plan is consistent with the State Emergency Management Plan and the relevant regional emergency management plan (Emergency Management Act 2013 s59D(b))

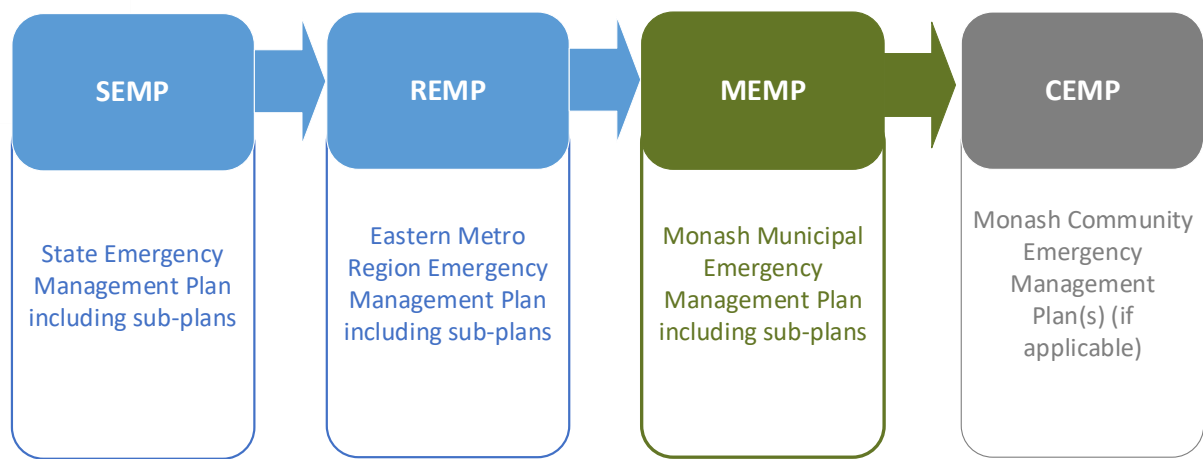


Figure 4 - Victorian Emergency Management Planning Hierarchy

## 3.2 The MEMPC, Sub-Committees and Working Groups

### 3.2.1 MEMPC responsibilities

The MEMPC is responsible for undertaking:

- Regular emergency risk assessments to understand and manage municipal risk profiles and to support planning.
- Mitigation actions and planning including:
  - Being responsible for the preparation and review of the MEMP.
  - Considering community EM plans if they have been developed.
  - Ensuring the MEMP is consistent with the SEMP and with the relevant REMP.
  - Providing reports and recommendations to the region's REMPC in relation to any matter that affects or may affect EM planning in their municipal district.
  - Sharing information with the region's REMPC and with other MEMPCs to assist effective Emergency Management planning in accordance with Emergency Management Act 2013 Parts 6 and 6A.
  - Collaborating with any other MEMPC that the MEMPC considers appropriate in relation to Emergency Management planning including preparing MEMPs.

The MEMPC Terms of Reference are available from the MEMPC Chair.

### 3.2.2 MEMPC Membership

In accordance with section 59A of the Emergency Management Act 2013, the Monash MEMPC consists of representatives from:

- City of Monash (Chair)
- Victoria Police (MERC)
- Fire Rescue Victoria
- Ambulance Victoria
- Victoria State Emergency Service
- Department of Families Fairness and Housing
- Australian Red Cross

- Relief and recovery partner organisations
  - Monash Health
  - Victorian Council of Churches – Emergency Ministry
  - Others
- Local business and community organisation representatives
  - Monash University
  - Vicinity Shopping Centres
  - Others

### 3.2.3 Special Sub Committees and Working Groups

The MEMPC may form, or contribute to, special permanent or temporary sub-committees or working groups to plan for the management of hazard specific identified risks or functions which require an additional level of planning. Refer to Figure 5 for the relationship between the MEMPC and its sub-committees.



*Figure 5 - Monash MEMPC Committee Hierarchy*

## 3.3 Sub-Plans and Complementary Plans

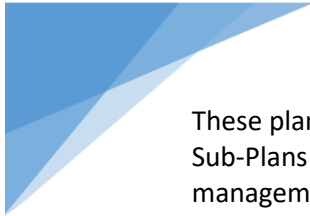
### 3.3.1 Sub-plans

The MEMPC will determine if a Sub-Plan is required to detail more specific or complex arrangements that either enhance or contextualise this MEMP. All Sub-Plans are multi-agency plans and may be hazard-specific where the consequences are likely to be significant, for example a municipal flood response Sub-Plan.

All Sub-Plans to this MEMP are subject to the same preparation, consultation, assurance, approval and publication requirements as this MEMP, as outlined in the Emergency Management Act 2013 Part 6A

Agencies with roles or responsibilities in a Sub-Plan must act in accordance with the plan (Emergency Management Act 2013 s60AK).

Sub-Plans for the MEMP are developed and reviewed to ensure alignment with both state and regional plans. These plans may have been developed by a MEMPC sub-committee or in collaboration with neighbouring municipalities.



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These plans could also be supported by operational documents or complementary plans. A list of Sub-Plans that have significance to the comprehensive, coordinated and integrated emergency management arrangements in the municipal district are at Appendix F.

### 3.3.2 Complementary Plans

Complementary plans are prepared by industry/sectors or agencies for emergencies that do not fall within the Emergency Management Act 2013 Part 6A. They are often prepared under other legislation, governance or statutory requirements for a specific purpose.

Complementary plans do not form part of this MEMP and are not subject to approval, consultation and other requirements under the Emergency Management Act 2013.

Examples of complementary plans are:

- A plan prepared by a water corporation under the Water Act 1989.
- A responsible entity's emergency risk management plan prepared under the critical infrastructure resilience arrangements in Emergency Management Act 2013 Part 7A.
- An individual agency's plan for a specific hazard.

A list of complementary plans that have significance to the comprehensive, coordinated and integrated emergency management arrangements in the municipal district are at Appendix F.

## 3.4 Plan Exercising<sup>8</sup>

The MEMP and Sub-Plans are to be tested on an annual basis. This will be performed in a manner determined by the MEMPC, examples include:

- Through an annual, regional exercise e.g. Exercise East.
- Through a desktop review of a specific hazard or risk from the Community Emergency Risk Assessments (CERA) with relevant members of the MEMPC.
- To be tested in conjunction with other agencies.

For a list of recent exercises refer to Appendix H.

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<sup>8</sup> **Assurance18:** Exercises have been undertaken during the planning life cycle to test the MEMP or sub-plan (Ministerial guidelines issued under the Emergency Management Act 2013 S77 and s44 (step 5))

## 4 Mitigation Arrangements

### 4.1 Introduction

The MEMPC has a key role in reducing risks, mitigating the impact of events and minimising the consequences of emergencies that may occur in the municipality. At the municipal level, this is achieved by conducting the CERA process using the Victorian State Emergency Service (VICSES) on-line CERA system, to draw on local and expert knowledge to identify risks and strategies for risk management and create safer and more resilient communities.

### 4.2 Hazard, Exposure, Vulnerability and Resilience<sup>9</sup>

#### 4.2.1 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 municipal risks. Risk statements are generated to establish a credible relationship between a source of risk and an element of risk. An overview is provided with detailed information in the online CERA system maintained by VICSES.

#### 4.2.2 Exposure

Exposure refers to people, property, systems or other elements present in hazardous zones that may be 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.

Exposure to potential loss for people, property, systems or environment in the municipality includes:

- Increased number of residents moving into the municipality (Refer Profile ID).
- Expansion of the CALD community and their needs (Refer Profile ID).
- Ageing population (Refer Profile ID).
- Increased number of high-rise developments that may present access issues for emergency services.
- Residents/businesses located in treed areas or landslide, flood or grass/bushfire zones.
- Heat island effects in urban areas.

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<sup>9</sup> **Assurance 14:** The MEMP or sub-plan provides a brief municipal level overview and environmental scan that explains the hazard profile and key considerations for emergency management arrangements across the key areas of mitigation, response and recovery. (Ministerial guidelines issued under the Emergency Management Act 2013 s77, s6.2 and s.3.6.3)

- Potential increased environmental impacts due to climate change.

#### 4.2.3 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.

Vulnerable characteristics and circumstances of communities, systems or assets in the municipality include:

- Zones of low SEIFA rating (Refer Profile ID).
- Homeless people.
- Ageing population (Refer Profile ID).
- People with chronic diseases (Refer Profile ID).
- CALD community not having timely access to appropriate emergency information.
- Critical infrastructure.

#### 4.2.4 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. It is the capacity of individuals, institutions, businesses and systems within a city to adapt, survive and thrive no matter what kind of chronic stresses and acute shocks they experience.

Whilst the MEMPC members are focused on building general community-wide preparedness and resilience, The MEMPC has identified that there are harder-to-reach sections of the community that require more targeted support. These include but are not limited to:

- CALD communities.
- Disability sector.
- Youth, including tertiary students.
- Older Adults.
- Homeless.
- Indigenous.
- Newly arrived.
- Children.

Some of the key strategies to better engage are:

- Community emergency planning.
- Council and agency community engagement.
- Council and agency notifications through social and print media.
- Use simplest language – tailored to audiences.

- Multiple engagement channels - focus on audience's existing networks.
- Greater regular communications and engagement – audiences reminded and updated.
- Outreach preferably in-place – go to where audiences meet.

The Victorian Community Resilience Framework for Emergencies (Community Resilience Framework for Emergency Management | Emergency Management Victoria ([emv.vic.gov.au](http://emv.vic.gov.au))) defines seven resilience characteristics:

- Connected, inclusive and empowered (networks, social capital).
- Sustainable built and natural environment.
- Reflective and aware.
- Culturally rich and vibrant.
- Safe and well.
- Dynamic and diverse local economy, and
- Democratic and engaged.

### 4.3 Risk Assessment Process and Results<sup>10</sup>

The MEMPC has a responsibility under the Emergency Management Act 2013 to protect the safety of its community and visitors to the municipality. Furthermore, the MEMPC is committed to engaging the community in the development of strategies which enhance public safety, through effective service delivery and asset management.


Through the use of CERA, the MEMPC implements the AS/NZS ISO 31000 Risk Management Standard for the identification, risk and consequence assessment and treatment of risks. This risk process is an all-hazards approach through the CERA system in collaboration with VICSES. The CERA assessment process helps identify hazards and assess impacts and consequences based upon the vulnerability or exposure of the community using:

- The history of municipal emergency events and events in similar and neighbouring municipalities.
- Municipal demographics and topography.
- Known vulnerable locations and people.
- Existing 'single hazard' risk assessments, (e.g., the Victorian Fire Risk Register (VFRR), Strategic Fire Management Planning and Flood studies).
- Subject matter experts and local community representatives.

A working group of the MEMPC including Council staff and key stakeholders from the emergency service/support organisations consider emergency risks within the following context:

- Whole of community perspective.
- Responsibility for the whole municipality.
- Consideration of events which require multi-agency responses.
- Consideration and acknowledgement of existing controls.

<sup>10</sup> **Assurance 16:** An appropriate risk management process (consistent with Australian / New Zealand ISO 31000, such as the Community Emergency Risk Assessment) has been conducted by the MEMPC during the development of the MEMPC or sub-plan. (Ministerial guidelines issued under the Emergency Management Act 2013 s77, s3.2 and s4 (step 1).

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- Mitigation activities and their effectiveness, and
  - Subsequent level of risk.

Risks are assessed and rated according to consequence and likelihood scales and risk matrices in the CERA tool kit.

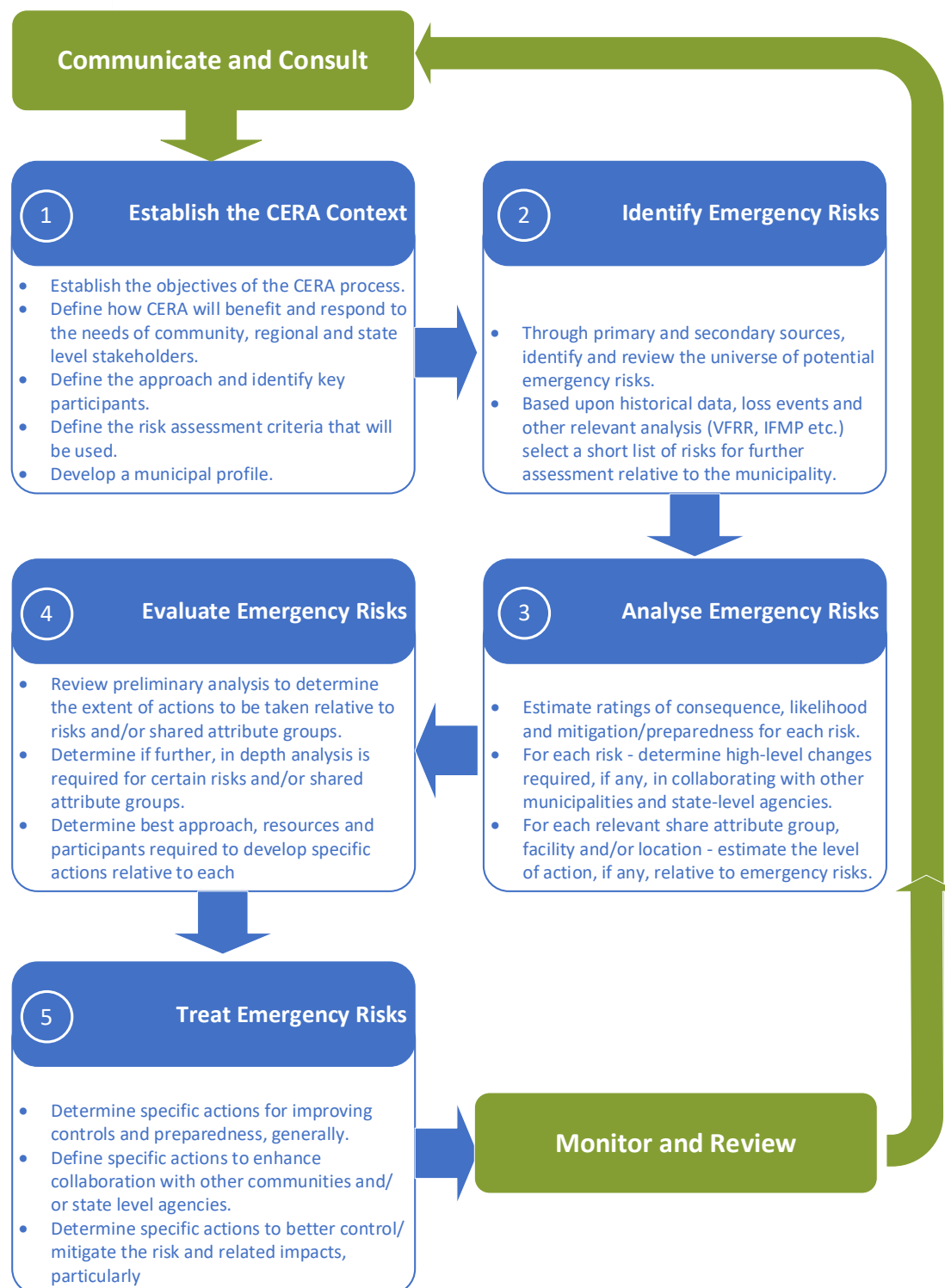
The risk assessment process comprises:

- Identifying the risks that pose the most significant threat to the whole community.
- Identifying, describing and understanding the exposure and vulnerability of key community assets, values and functions essential to the normal functioning of the community.
- Discussing and understanding the consequence and likelihood, causes and impacts for each risk.
- Identifying opportunities for improvement to prevention, control, mitigation measures and collaboration.

The results of the assessment process are used to inform emergency management planning and to develop risk action plans and help inform communities about hazards and the associated emergency risks that may affect them. The process is documented, and the recommended treatment options presented to the MEMPC for consideration and action. The risks are subject to regular review by the MEMPC.

The progress of implemented treatment options is regularly monitored on at least an annual basis by the MEMPC through reports provided by agencies listed as “owners” of the treatment options at MEMPC meetings or after any significant event. The CERA risk assessment process is summarised in Figure 6.





*Figure 6 - CERA Risk Assessment Process*

The likelihood, consequence and risk matrices used for CERA are documented in the National Emergency Risk Assessment Guidelines (NERAG).

The resulting list of risks and heat map for the municipal CERA risks are shown in Table 5.

Risk	Confidence Rating	Residual Risk Rating
Extreme Temperatures - Heatwave	High	High
Flood / Storm Extreme Weather	High	High
Civil Disturbance	Medium	High
Human Epidemic / Pandemic	Medium	High
Fire – Structural	High	Medium
Essential Service Disruption	Medium	Medium

*Table 5 - Identified Municipal Level Risks*

For more detail about the Municipal CERA data refer to the City of Monash web site [here](#), or contact the MEMO.

#### 4.3.1 Victorian Fire Risk Register (VFRR)

The VFRR is a systematic process that identifies assets at risk of bushfire on a consistent state-wide basis using the Australian/New Zealand Risk Management Standard ISO: 31000.

The aim of the VFRR is to minimise the risk of adverse impact of bushfires on assets and values in human settlement, cultural heritage, economic and environmental contexts for parts of the municipality that lie within the Bushfire Prone Areas (BPA).

The objective of the VFRR is to:

- Identify and rate bushfire risks to assets.
- Identify current mitigation treatments to manage the risk.
- Identify the agencies responsible for implementing mitigation treatments and strategies.
- Produce an integrated document and risk register across responsible agencies; and
- Support and inform planning at a local level.

The primary outputs of the VFRR-B process are a series of maps displaying assets at risk, plus a municipal bushfire risk register, listing the risk rating for each asset and current risk mitigation treatments. Details of the VFRR outputs are available in the Municipal Integrated Fire Management Plan.

Based on the bushfire risk in the municipality, there are currently no designated Neighbourhood Safer Places – Places of Last Resort (NSP) or Community Fire Refuges (CFR).

#### 4.3.2 Urban Fire Risk Profile (V-BERAP)

The V-BERAP provides a sound platform for conducting a structure fire risk assessment which is clearly defined by a robust 10 step process. The V-BERAP Guideline uses the methodology recognised in NERAG which is underpinned by ISO 31000, the International Standard for Risk Management. A risk working group of subject matter experts and key Council staff was formed. During the first workshop risks were identified by their building class via the following statement “There is potential that an accidental ignition will result in a fire in:

- Class 2 buildings (flats, apartments).
- Class 8 buildings (factory).
- Class 1(a) buildings (house).
- Unregistered/illegal Class 1(b) buildings (boarding house).
- Class 9(c) buildings (aged care facility).

- Class 3 buildings (large boarding house).

This, in turn, will cause serious injury or loss of life, economic loss and/or displacement.” Using available evidence, the expertise in the room and participant agreement, the group identified the consequence categories for the above building classes to include – ‘People’ and ‘Economy’, with ‘Social Setting’ also identified for Class 2 and Class 1(b) buildings and ‘Environment’ also identified for Class 8 buildings. A risk assessment was then completed for each consequence category. Details of the V-BERAP outputs are available in the Municipal Integrated Fire Management Plan.

#### 4.4 Hazard Tree Electric Line Clearance

Under the Electricity Safety Act 1998 Division 2A Municipal Emergency Management plans must specify procedures for the identification of trees that are hazardous to electric lines. Council annually updates the Electric Line Clearance Management Plan (ELCMP). The plan must include:

- a) procedures and criteria for the identification of trees that are likely to fall onto, or come into contact with, an electric line (hazard trees); and
- b) procedures for the notification of responsible persons of trees that are hazard trees in relation to electric lines for which they are responsible.

For example, in the instance where a hazardous tree has been reported to Council either by staff, contractor, or a third party the tree must be inspected by a suitably qualified arborist and confirmed as hazardous. For the purposes of this Plan a hazardous tree may include any tree that may fall into or otherwise come into contact with an electric line. At the time of inspection, the timeframe for action will be determined. Any urgent works undertaken for electric line clearance must not prune greater 1m from the minimum clearance space unless required to meet the standards of AS 4373 and the Electricity Safety (Electric Line Clearance) Regulations 2020.

#### 4.5 Treatment Plans<sup>11</sup>

The treatment and mitigation of risks are incorporated in MEMP Sub-Plans, complementary plans and standard operating procedures that have been developed as part of the risk management process and, if required, in the Council and agency strategic plans and sub-plans. Refer Appendix E for a list of Sub-Plans and Complementary Plans linked to this MEMP.

#### 4.6 Monitoring and review

The MEMPC is responsible for reviewing the municipal risks via the CERA process at least once every three years or upon a significant emergency event. Individual risks will be reviewed and revaluated via the annual exercise.

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<sup>11</sup> **Assurance 7:** The MEMP or sub-plan contains provisions for the mitigation of emergencies (Emergency Management Act 2013 s60AE(a), s3.2)

## 5 Response<sup>12</sup>

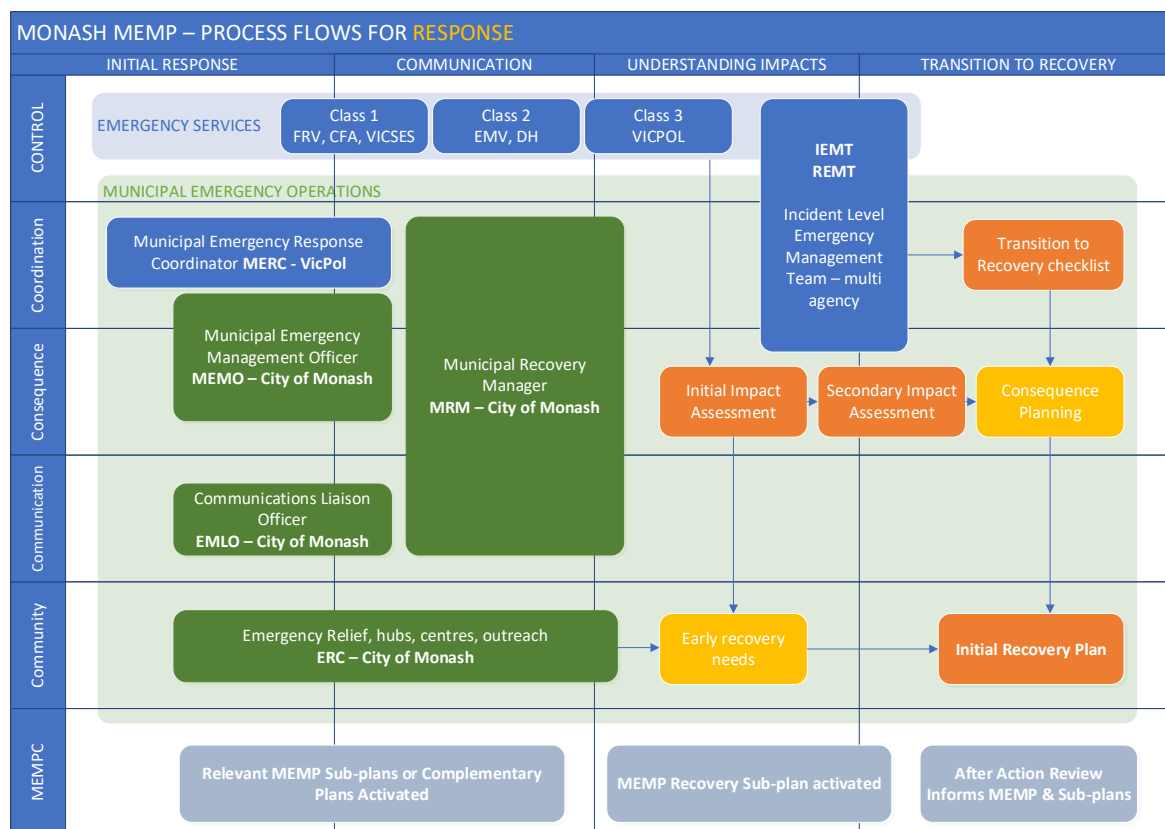


Figure 7 - Process Flows for RESPONSE

### 5.1 Introduction

Emergency response is the action taken immediately before, during and in the first period after an emergency to reduce the effect and consequences of emergencies on people, their livelihoods and wellbeing, property and the environment and to meet basic human needs.

The Victorian State emergency management priorities underpins and guides all decisions made during emergencies in Victoria. The priorities are:

- Protection and preservation of life is paramount. This includes:
  - Safety of emergency response personnel and Safety of community members, including vulnerable community members and visitors/tourists.
  - Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members to make informed decisions about their safety.
- Protection of critical infrastructure and community assets that support community resilience.
- Protection of residential property as a place of primary residence.
- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability.

<sup>12</sup> **Assurance 8:** The MEMP or sub-plan contains provisions for the response to emergencies (Emergency Management Act 2013 s60AE(b), s3.3, s3.6.2 and s3.6.3)

- Protection of environmental and conservation assets that considers the cultural, biodiversity, and social values of the environment.

The SEMP provides the mechanism for the build-up of appropriate resources to cope with emergencies throughout the State. It also provides for requests for physical assistance from the Commonwealth when State resources have been exhausted.

Emergency response operations are managed via three operational tiers which include state, regional and incident levels. Most incidents are of local concern and can be coordinated from local municipal resources. When those resources are exhausted, however, the Regional Emergency Response arrangements provide for further resources to be made available, firstly from neighbouring regions and then, secondly, on a state-wide basis.

All response arrangements within this document are consistent with the arrangements detailed in the SEMP to ensure the continuity of resources with all levels of government.

Particular effort has been made by agencies and Council within the municipality to ensure that relationships have been formed with neighbouring municipalities and local and regional emergency and support agencies in the event resource support and coordination is needed between the operational tiers.

### 5.1.1 Classification of Emergencies

The following table defines the classifications used to define emergencies that may occur:

Term	Definition
<b>Major Emergency</b>	Major emergencies are distinguished by their scale, the effort required to respond to them and their consequences to the community and infrastructure. They are defined as: <ul style="list-style-type: none"> <li>a) a large or complex emergency (however caused) which: <ul style="list-style-type: none"> <li>i) has the potential to cause or is causing loss of life and extensive damage to property, infrastructure or the environment; or</li> <li>ii) has the potential to have or is having significant adverse consequences for the Victorian community or part of the Victorian community; or</li> <li>iii) requires the involvement of two or more agencies to respond to the emergency; or</li> </ul> </li> <li>b) a Class 1 emergency; or</li> <li>c) a Class 2 emergency.</li> </ul>
<b>Non-Major Emergency</b>	A non-major emergency is an event that has occurred on a small scale, where individuals or a family may have had their home or possessions severely damaged or destroyed due to an emergency event such as a house fire or storm.
<b>Class 1 Emergency</b>	<ul style="list-style-type: none"> <li>a) a major fire; or</li> <li>b) any other major emergency for which the Fire Rescue Victoria (FRV), the Country Fire Authority (CFA) or VICSES Authority is the control agency under the SEMP.</li> </ul>
<b>Class 2 Emergency</b>	Means a major emergency which is not <ul style="list-style-type: none"> <li>a) a Class 1 emergency; or</li> <li>b) a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or any other state or territory of the Commonwealth; or</li> <li>c) a hi-jack, siege or riot.</li> </ul>
<b>Class 3 Emergency</b>	Also known as security emergencies, Class 3 emergencies are classified as a warlike act or act of terrorism, where directed at Victoria or any other State or Territory or the Commonwealth or a hi-jack, siege or riot

*Table 6 - Classification of Emergencies*

## 5.2 Control, Command, Coordination, Consequences, Communication and Community Connection

The six Cs of emergency management in the state of Victoria are detailed below in Table 7:

Six C's of Emergency Management	Description
Control	<p>Control is the overall direction of response activities in an emergency, operating horizontally across agencies.</p> <p>Control of an emergency situation will at all times remain the responsibility of the designated agency or authority for that type of emergency. The control agency is required to appoint an Incident Controller, who will control operations.</p> <p>(A list of the control agencies can be found in the State Emergency Management Plan.)</p>
Command	<p>Command is the internal direction of personnel and resources, operating vertically within an agency. Each agency has a 'chain of command', which is the agency's organisational hierarchy that identifies the link between each individual and their supervisor.</p>
Coordination	<p>Coordination is the bringing together of agencies and resources to support the response to and recovery from emergencies.</p>
Consequences	<p>Consequence management involves the coordination of the activities of agencies with a role in delivering of services to the community, with the aim of minimising the adverse consequences of emergencies on the community.</p> <p>It is a precursor to relief and recovery activities.</p> <p>During a major emergency all agencies may need to activate their business continuity arrangements in order to manage the adverse consequences of the emergency on their area of responsibility.</p> <p>The Emergency Management Commissioner is responsible for consequence management for major emergencies.</p>
Communication	<p>Communications relates to the engagement and provision of information across agencies, communicating to the public, reporting to government and communicating with stakeholder agencies during emergencies. The Emergency Management Commissioner is responsible for the communication function for major emergencies but will be supported by the relevant Control Agency.</p> <p>Refer to the Eastern metropolitan Region Communication and Media Sub-Plan.</p>
Community Connection	<p>The understanding of and connecting with trusted networks, trusted leaders and all communities to support resilience and decision making.</p>

*Table 7 - The Six Cs of Victorian Emergency Management Plan (SEMP)*

	COMMAND	CONTROL	COMMUNITY CONNECTION	COMMUNICATION		CONSEQUENCE MANAGEMENT	COORDINATION		
Emergency Class	All Classes	All Classes	All Classes	Class 1 or 2 – Emergency Management Commissioner		All Classes	Response		Relief and Recovery
				Class 3 – Chief Commissioner of Police			Class 1 or 2	Class 3	All Classes
State Tier	Agency Chain of Command	State Control Team	Emergency Management Commissioner / Chief Commissioner of Police  State Strategic Comms Cell (SSCC)	Emergency Management joint Public Information Committee (EMJPIC)  Public Information Section (PIS) at SCC	Emergency Management Commissioner / Chief Commissioner of Police  State Strategic Comms Cell (SSCC)	State Emergency Management Team (SEMT)	Emergency Management Commissioner	Chief Commissioner of Police	State Relief and Recovery Team
Regional Tier		Regional Control Team	Regional Joint Public Information Committee (RJPIC)  PIS at RCC	Regional Joint Public Information Committee (RJPIC)  PIS at RCC	SSCC Representative (if required)	Regional Emergency Management Team (REMT)	RERC		Regional Relief and Recovery Planning Committee
Incident Tier		Incident Management Team (IMT)  MAJOR EMERGENCIES	Incident Joint Public Information Committee (IJPIC)  PIS at ICC	Incident Joint Public Information Committee (IJPIC)  PIS at ICC	SSCC Representative (if required)	Incident Emergency Management Team (IEMT)  MAJOR EMERGENCIES	MERC / IERC		Municipal Recovery planning Committee
	Incident Emergency Management Team (IEMT) NON-MAJOR EMERGENCIES								

*Table 8 - Six Cs Roles and Responsibilities for Emergencies*

Table 8 - Six Cs Roles and Responsibilities for Emergencies describes the responsibilities for the Six Cs during emergencies. Refer to Table 10 - Emergency Response Coordination Roles and Teams for individual roles.

### 5.3 Local Response Arrangements and Responsible Agencies

The objective of the response phase of this plan is to minimise the effects of an emergency on affected persons and property within the municipality.

This is achieved by coordinating municipal resources to assist responding agencies, and in providing community support, as requested, or as the situation requires. The basic functions at a local level can include all or any of the following:

- Provision of resources as available and needed by the community and response agencies
- Establishment of Municipal Emergency Coordination Centre – facilities and staffing
- Under the direction of the control agency, facilitate the delivery of warnings to the community
- Guided by the control agency, provision of information to public and media
- Coordination of the provision and operation of Emergency Relief Centres (ERC) and emergency shelters
- Undertake Impact Assessments to inform both response and transition to recovery. This may include Rapid Impact Assessment, Initial Impact Assessment and Secondary Impact Assessments. Impact Assessment processes are defined in various plans and SOPs
- Clearance of blocked drains and reinstatement of local roads, including tree removal and other physical works as deemed appropriate and where possible
- Support to Victoria Police for partial/full road closures and determination of alternative routes
- Repairing or replacing damaged public utilities, services and assets.

Resource support by municipalities occurs when services or control agencies exhaust their own avenues of supply and there is a requirement for continued supply. Council-managed resources available during an emergency include Council staff resources for Emergency Relief Centre and Municipal Emergency Coordination activation and Council equipment that can be used to assist response agencies.

Responding agencies requiring support or additional resources should make their request through the Municipal Emergency Response Coordinator (MERC), Municipal Emergency Management Officer (MEMO) or Municipal Recovery Manager (MRM). If the request cannot be achieved, the request will be passed to the Regional Emergency Response Coordinator (RERC).

During an emergency activation, the MERC, MEMO and MRM perform a leadership role and provide a link between the Incident Control Centre (ICC), Council and agency Emergency Management Liaison Officers (EMLO) and the Municipal Emergency Coordination Centre (MECC)/ERC support staff to ensure that requests for resources and any other related requirements can be addressed. These roles have the responsibility for the coordination of municipal resources during the response phase of an emergency.


The MEMO, MRM and MERC will refer to the MEMP contact directory (Refer Appendix D) if additional resourcing or services are required. Role descriptions for these roles can be found in the MECC Sub-Plan.

Emergencies may range from small through to large scale and will require different response levels:

#### 5.3.1 Level 1 – Small Scale Incidents

A small-scale emergency (including non-major emergencies) that can be resolved through the use of local or initial response resources. Local small scale incident response will be coordinated at a





municipal level by the MERC. The request usually comes from the coordinator of the response agency who is at the incident. A physical MECC might not necessarily be activated with the MERC and MEMO in close communication at all times. It may be activated via a “virtual MECC” (usually set up using CrossWorks remotely i.e. tablet, iPad etc. to log the event activities) at the site/scene of the incident. The MERC and MEMO will undertake the planning and logistics functions concurrently. They may direct and authorise the use of physical resources in response to the local incident and activate the MRM to provide relief and recovery support if required. They will also monitor the emergency and its impact on the area, the community, the weather, and other elements/variables which may lead to a higher level of activation.

### 5.3.2 Level 2 – Medium scale incidents

A medium scale emergency is more complex in size than a small-scale emergency. A virtual or physical MECC may be activated. If activated the function will be the deployment of resources beyond initial response, and multi-agency representation in the MECC. The emergency may potentially require forward planning to address response issues, and for recovery during the response phase.

### 5.3.3 Level 3 – Large scale incidents

A large-scale emergency is characterised by levels of complexity that require the activation and establishment of all MECC functions. 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.

Attendance at ICC by the MERC and MEMO may be sought in conjunction with the above mentioned “virtual MECC” arrangements.

Emergency events impacting on an area larger than the local region will also involve the activation of the State Control Centre (SCC).

These descriptions are in line with the Australasian Inter-Service Incident Management System (AIIMS) Classification of incidents. Further information on accessing supplementary supplies can be found in Practice Note - Sourcing Supplementary Emergency Response Resources from Municipal Councils.

### 5.3.4 Emergency Response - Control Agencies

A single agency is appointed as the control agency at each emergency (Refer Table 9). If it is unclear which agency will be in control at any incident the responding agencies should determine the control agency by agreement. Where there is any doubt as to who the control agency is, the Emergency Management Commissioner (EMC), RERC, MERC or Incident Emergency Response Coordinator (IERC) will determine who will exercise control.

During the course of the emergency response the control agency may change depending upon the circumstances. Handover of control must be made to the appropriate agency representative, be formal in nature and the details of the handover must be noted.

It is the control agency’s responsibility to plan for the relevant emergency and ensure that adequate resources are in place. Agencies and Council may be support agencies during emergencies. This may be in relation to the agency performing a specific response, relief or recovery function, or to ensuring the continuity of its normal services during a major emergency, as part of consequence management.

Emergency	Emergency Form	Control Agency
Fire and explosion	Bushfire	<a href="#">FRV / CFA / Forest Fire Management Victoria (FFMV)</a>
Violence/Terrorism	Threats against persons, property or environment	<a href="#">Victoria Police</a>
Earthquake, flood, windstorm or other natural event	Flood	<a href="#">VICSES</a>
	Storm	<a href="#">VICSES</a>
	Heat	<a href="#">EMV</a>
	Landslip	<a href="#">VICSES</a>
	Earthquake	<a href="#">VICSES</a>
Essential service disruptions	Critical infrastructure damage or disruption	<a href="#">Victoria Police</a>
	Food supply	Department of Jobs Precincts and Regions (DJPR)
	Electricity	<a href="#">Department of Environment, Land, Water and Planning (DELWP)</a>
	Natural Gas	<a href="#">Department of Environment, Land, Water and Planning (DELWP)</a>
	Petroleum and liquid fuels	<a href="#">Department of Environment, Land, Water and Planning (DELWP)</a>
	Public transport	<a href="#">Department of Transport (DoT)</a>
	Roads/bridges/tunnels	<a href="#">Department of Transport (DoT)</a>
	Water and sewerage	<a href="#">Department of Environment, Land, Water and Planning (DELWP)</a>
	Uncontrolled release of water from dam	<a href="#">Department of Environment, Land, Water and Planning (DELWP)</a>
Road accident or any other accident	Road traffic accident (major)	<a href="#">Victoria Police</a>
	Hazardous materials, high consequence dangerous goods or dangerous goods (including leaks and spills)	<a href="#">CFA / FRV</a>
Search and Rescue	Search – Land and Water	<a href="#">Victoria Police</a>
	Rescue – Road, Rail, Aircraft and Industrial Accidents	<a href="#">FRV</a> <a href="#">VICSES</a>
Plague or an epidemic or contamination	Human Disease	<a href="#">Department of Health</a>
	Plant disease / pest incursion	<a href="#">Department of Jobs Precincts and Regions (DJPR)</a>
	Radioactive Materials – Incidents	<a href="#">Department of Health</a>
	Drinking water contamination	<a href="#">Department of Health</a>
	Exotic animal disease	<a href="#">Department of Jobs Precincts and Regions (DJPR) - Agriculture Victoria</a>

*Table 9 - Emergency Control and Support Agencies*

Table 9 shows a list of control agencies and the emergency type that they control.

## 5.4 Emergency Response Coordination Roles

Emergency Response Coordination Roles	Role Description	Supporting Emergency Management Team	Team Description
Incident Emergency Response Coordinator ( <b>IERC</b> – Victoria Police)	The senior Police Officer present at the site of a Non-Major emergency who has the responsibility of coordinating resources to provide the most effective support to the control agency and the functional service agencies.	Incident Emergency Management Team ( <b>IEMT</b> – multiple agencies)	The IEMT supports the incident controller. Their focus is on managing the effects and consequences of an emergency. Agencies may assign an EMLO to assist the Incident Controller as a member of the IEMT.
Municipal Emergency Response Coordinator ( <b>MERC</b> – Victoria Police)	A Senior Sergeant (station office-in-charge) at a local police station. Appointed by Victoria Police to the role.  Control agencies request support through the MERC, who will pass on the request to the MEMO.	Municipal Emergency Management Group ( <b>MEMG</b> ) at the MECC.	The primary role of the MEMG and support staff at the MECC is to coordinate the provision of human and material resources within the municipality during an emergency. They will also maintain an overall view of the operational activities within the MEMG area of responsibility for recording, planning and debriefing purposes.
Regional Emergency Response Coordinator (RERC – Victoria Police)	Will receive and action any requests from the MERC for further assistance when municipal level resources are unavailable, have been fully committed or exhausted.	Regional Emergency Management Team ( <b>REMT</b> )	The REMT supports the RERC and those exercising control at a regional level (Regional Controllers). Their focus is to raise awareness of the emergency across the whole of government, identify and manage strategic tasks and consequences and develop a regional strategic plan outlining the high-level actions of all agencies. The Eastern Region assigns a Local Government REMT. Representative who acts on behalf of all Councils in the Eastern Region to assist the Regional Controller as a member of the REMT.

*Table 10 - Emergency Response Coordination Roles and Teams*

## Control, Coordination and Operations Centres and Areas

### 5.4.1 Municipal Emergency Relief Centres (ERC)

Monash have two (2) endorsed Emergency Relief Centres, strategically selected for their size, ease of access/egress and provides for the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency as set out in [EMMV Part 4](#) guidelines

Located at the below locations shown in table 11:

Emergency Relief Centre (ERC)	Address
Wheelers Hill ERC	Waverley Women's Sport Complex Jells Park, Waverley Road Wheelers Hill Map 71 K6
Oakley ERC	Oakley Recreation Centre Park Road Oakleigh Map 69 H6

*Table 11 – Monash Emergency Relief Centres*

### 5.4.2 Incident and Regional Control Centres

The designated Incident and Regional Control Centres in the Eastern Metro Region are listed in Table 2. For some events, the adjacent ICC and RCC in Southern Metro Region may be used.

Incident or Regional Control Centre	Address
Eastern Metro RCC	CFA District 13 272-274 Maroondah Highway, CHIRNSIDE PARK
Ferntree Gully ICC	Unit 27/69 Acacia Road, FERNTREE GULLY
Woori Yallock ICC	7 – 9 Symes Road, WOORI YALLOCK
Southern Metro RCC	CFA District 8 L3, Building G, 45 Assembly Drive, DANDENONG SOUTH
Dandenong South ICC	L3, Building G, 45 Assembly Drive, DANDENONG SOUTH

*Table 12 - Incident and Regional Control Centres*

### 5.4.3 Municipal Emergency Coordination Centre(s) (MECC)

Activation and operation of Municipal Emergency Coordination is detailed in the Complementary Plans: Eastern Metropolitan Region Municipal Emergency Coordination (MEC) Standard Operating Procedures and MECC Facility Plans.

Municipal emergency coordination and the MECC may be activated upon the request of the MERC or may be activated at the discretion of the] MEMO and/or MRM. Its primary function is to coordinate the use of municipal resources, to receive and transmit information updates, and to provide an administrative and management base for the MEMG (MERC, MEMO and MRM) and its operations.

Municipal emergency coordination can be undertaken from a variety of locations which provide flexible options including operating in the designated MECC, virtually, the emergency site or at an ICC if required.

The designated Municipal Emergency Coordination Centres for the municipality listed in Table 3:

MECC Type	Address
Primary MECC	Monash Operations Centre 390 Ferntree Gully Road, NOTTING HILL
Secondary MECC	Monash Civic Centre 293 Springvale Road, GLEN WAVERLEY

*Table 13 – Monash Municipal Emergency Coordination Centres*

#### 5.4.4 CrisisWorks

CrisisWorks is an emergency incident operating system employed by Council that may be activated to manage an incident. It comprises a suite of cloud-based tools for Council and emergency agency emergency managers providing enhanced coordination, communication, situational awareness and resilience across all phases including planning, preparedness, response and recovery. It also incorporates Secondary Impact Assessment, Recovery case management, Vulnerable Persons Registers, Fire Prevention Register and Community View.

CrisisWorks is used to record the following information and can be used by Council and Agency staff:

- Communications between agencies in the ICC, MECC and ERC.
- Requests for assistance for resources.
- A full account of assigned tasks given to Council and agencies.
- Telephone logs.
- Emergency management documentation.
- Processes for registering and processing people receiving relief services.
- Initial Impact Assessment data management.
- Secondary Impact Assessment processes and data management.
- Recovery case management processes.

#### 5.4.5 Emergency Management Common Operating Picture (EM-COP)

EM-COP is a web-based information gathering, planning and collaboration tool that runs on any full screen device with a modern browser such as desktop computers, laptops and tablets. It is designed to provide users with a simple way to gather, organise, create and share emergency management information between emergency managers at no cost to agencies. It also acts as a portal to state government agency web sites and planning tools.

EM-COP can be used in any control centre, shire council, not-for-profit relief organisation, essential service provider or on the ground. It is used before an emergency (to help plan and prepare), during and after an emergency (to assist with recovery). EM-COP can also be used to manage planned events.

#### 5.4.6 Operations Centres/Staging Areas/Marshalling Points

An Operations Centre is established by an agency for the command / control functions within their own agency. Council will establish an operations centre when it becomes necessary to control its own resources in an emergency.

Staging areas and marshalling points are strategically placed areas where support response personnel, vehicles and other equipment can be held in readiness for use during an emergency. They are predominately managed by control agency but may be shared with other agencies. They may also be co-located with the Council's operations centre, or alternatively may be established at one of

Council's alternative locations (depending upon the nature, size, and location of the event). A detailed list of all of Councils facilities is available via the MEMO.

Table lists the locations of designated operations centres, staging areas and marshalling points.

Location Type	Agency	Address
Council Operations Centre	Council	390 Ferntree Gully Road, NOTTING HILL
Staging Area	VICSES	390 Ferntree Gully Road, NOTTING HILL

*Table 14 - Operations Centres, Staging Areas and Marshalling Points*

## 5.5 Financial Considerations

### 5.5.1 Costs incurred by Agencies

Control Agencies are responsible for all costs involved for that agency to respond to an emergency. Government agencies supporting the Control Agency are expected to cover all costs from their normal budgets. When a control agency requests services and supplies (for example, food and water) on behalf of a number of supporting agencies, the control agency will be responsible for costs incurred.

Depending on the magnitude of the emergency some government financial assistance may be available for prevention, response and recovery activities through The Victorian Natural Disaster Financial Assistance Program (NDFA) and/or Australian Disaster Recovery Funding Arrangements (DRFA) both of which are accessed through Emergency Management Victoria (EMV) by contacting [ndfa@emv.vic.gov.au](mailto:ndfa@emv.vic.gov.au). NDFA shall be contacted as soon as practicable after an event to register a potential application.

### 5.5.2 Donations from the public

Council is accountable for any monies donated for an emergency where an appeal is created by Council and will implement systems to receive and account for all such donations.

Donations of services and material aid during relief and recovery stages will be managed in accordance with the Municipal Emergency Coordination Sub-Plan and Emergency Relief Centre Sub-plan Standard Operating Procedures

## 5.6 Planning for Cross Boundary Events

Planning for both response and recovery at the regional level supports effective incident management when emergencies traverse multiple municipal boundaries. Further, planning for cross boundary events is necessary as services provided by State government agencies are often administered and delivered at a Regional level. To support regional planning the following forums operate in the EMR:

### 5.6.1 Regional Emergency Management Planning Committee (REMPC)

At least one MEMPC representative is a member of the Eastern Metro REMPC. The REMPC undertakes planning activities to support capability and capacity across the seven municipalities of the EMR including:

- Assessing existing capability and capacity levels, gap analysis, developing and implementing an improvement strategy.
- Conducting integrated training and exercising activities to support seamless transition from readiness to response to recovery.
- Reviewing previous season effectiveness of the coordination, control, consequence management and communications functions/outcomes/actions/improvements.

- Coordinating pre-season fire and severe weather briefings.
- Preparing and renewing interagency partnership agreements and memorandums of understanding as required.
- Preparing and reviewing joint agency procedures.
- Supporting and encouraging collaborative initiatives and activities such as the Eastern Metropolitan Councils Emergency Management Partnership.
- Coordinating and integrating actions across the sector and phases of emergencies.

### 5.6.2 Eastern Metropolitan Councils Emergency Management Partnership (EMCEMP)

Council is a member of EMCEMP which is constituted through a Memorandum of Understanding (MOU) (Available from the MEMO) to manage and coordinate Council activities before, during and after emergencies by promoting consistent practices by Councils across the region as well as facilitating inter-Council collaboration and resource sharing. EMCEMP meets regularly to collaborate on a range of emergency management issues. It has developed Sub-Plans and standard operating procedures to provide consistent guidance to emergency support teams.

EMCEMP comprises the following Eastern Metropolitan Region municipal Councils:

- Boroondara
- Knox
- Manningham
- Maroondah
- Monash
- Nillumbik (also a member of North and West Region)
- Whitehorse
- Yarra Ranges.

The members of the EMCEMP have agreed to collaborate in the following areas:

- Developing, reviewing and be guided by a three-year rolling Strategic Plan.
- Effectively collaborating on Emergency Management matters amongst Councils, with existing partners and any new groups identified.
- Advocating on relevant emergency management matters.
- Seeking appropriate funding and resources as enablers to support the Partnership.
- Developing and improving common ways of working for consistency of approach – planning for shared risks.
- Strengthening communities.
- Building capacity and capability through joint training, exercises and other forms of professional development.
- Developing processes to enable effective activation of the MAV Protocol for Inter-Council Emergency Resource Sharing.

## 5.7 Resource Sharing Protocols

### 5.7.1 EMCEMP

In times of emergencies, requests for support from the EMCEMP partners will be made by the MRM or MEMO of the affected Council with approval from their Chief Executive Officer (CEO) to the CEO (or the officer with the delegated authority to action requests for support) of the assisting Council.

Requests need to be made in writing and, in most cases, will be logged in CrossWorks.

### 5.7.2 Municipal Association of Victoria (MAV) Protocol for Inter-Council Emergency Resource Sharing

Council is a signatory to the MAV Protocol for Inter-Council Emergency Resource Sharing. The Protocol provides an agreed position between Victorian Municipal Councils for the provision of inter-Council assistance for response and recovery activities during an emergency. This Protocol is most commonly enacted for emergency support staff requests to fulfil MECC and ERC shifts. Requests for resources will be made by the MRM or MEMO of the affected Council with approval from their Chief Executive Officer (CEO) to the CEO (or the officer with the delegated authority to action requests for support) of the assisting Council.

Requests need to be made in writing using the resource request form and, in most cases, will be logged in CrossWorks.

The MERC or RERC of the assisting Council should be contacted before the resources are moved.

Council will initially seek assistance from surrounding Councils to reduce travel times and expenses for assisting Councils to respond and return to base.

## 5.8 Response Escalation

Each agency is expected to maintain the capability to fulfil its emergency response role and responsibilities and must notify the Emergency Management Commissioner of situations that may affect its capability to respond to emergencies.

If resources are required beyond the capacity of the control agency, requests are made through the MERC. If the resources are those owned or under the control of Council, or relate to a responsibility of Council, the request will be directed to the MEMO or MRM.

## 5.9 All Agencies Debriefing Arrangements

A debrief should take place as soon as practicable after an emergency. The MERC or MEMO will convene the meeting, and all agencies who participated should be represented with a view to assessing the adequacy of this MEMP and sub-plans and to recommend any changes. Such meetings would be chaired by the MEMPC chair or an appropriate facilitator.

It may also be appropriate to conduct a separate recovery debrief to address recovery issues. This should be convened and chaired by the MRM.

Where a MECC has been activated during an emergency, all emergency support staff that undertook their allocated MECC roles will be debriefed by the MEMO or their delegate as soon as practicable following the cessation of MECC operations. The MECC debrief has the aim to assess the adequacy of the MECC operations and to identify and make recommendations for future planning and operations related to the MECC.

Agencies and Council are responsible for staff psychological debriefing.



## 5.10 Transition to Recovery

After consultation with the control agency and any other relevant agency, and the MEMO and MRM are satisfied that the response to the emergency has been completed, the IC will advise all participating agencies of "hand over" to the MRM. Refer to the Relief and Recovery Plan for a copy of the transition form template. A flow chart of the escalation/de-escalation and handover process is shown below.

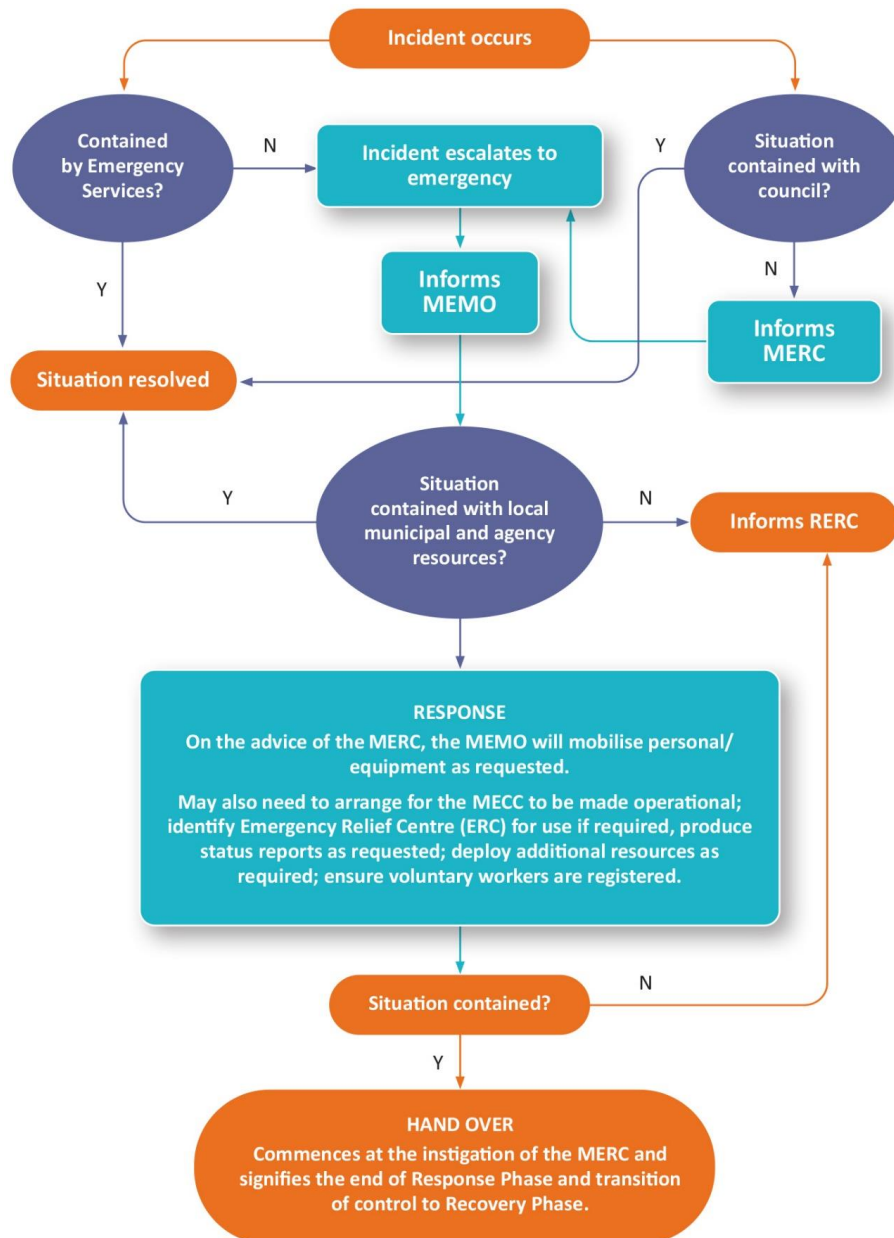



Figure 8 - The Emergency Escalation / De-Escalation and Handover Process

Effective transfer of control and coordination responsibilities from response agencies to relief/recovery agencies for all major Class 1, 2 or 3 emergencies is required for all major incidents and may also be required for local level incidents that have resulted in significant impacts on the local community requiring continued provision of relief and/or recovery services.

The MEMO, MRM and MERC will start planning for the transition from response to relief/recovery, as soon as possible following the initial impact of an emergency. Until handover occurs, relief and recovery activities are integrated with response and managed under response arrangements until such time as a transition to recovery is required.



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At the transition from response to recovery, the responsibilities of Victoria Police as the response coordinator are handed over to local government as the responsible agency for municipal recovery coordination. It is the responsibility of the MRM to ensure recovery management structures are defined and in place at handover so as to ensure a smooth transition. It is the responsibility of the Emergency Response Coordinator (Incident, Municipal or Regional - Victoria Police) to advise all agencies involved in the emergency at the time of the transition from response to recovery and the associated transition of responsibilities.

Issues to be considered for the timing of transition from response to recovery include:

- The nature of the emergency and what ongoing specialist resources are required.
- Whether a recurring threat is likely to occur compounding the impact on the community.
- The extent of the impact on communities, as this may determine the length of the transition period.
- The level of loss/damage and the extent to which this has been validated (the stage of impact assessment reached e.g. if phasing into secondary/post impact stages may indicate transition requirements).
- The extent to which the community requires emergency relief services.
- The resources required for the activation of recovery arrangements.
- The transition agreement will be developed at the appropriate level between the response agency Incident Controller, MERC, MEMO, MRM and the recovery agency coordinator (typically DFFH).
- Emergency Management Victoria (EMV) Transition from Response to Recovery – Emergency Management Template to authorise the transition from the response agency to Council.

When requested, a transition agreement will be developed at the appropriate level between the response agency Incident Controller, MERC, MEMO, MRM and the Regional Recovery Manager.

This and other arrangements (transition activities and tasks, information management, communication and signatories) will be documented in a transition agreement developed between the Incident Controller, Emergency Response Coordinator (Victoria Police), State Recovery Coordinator (EMV), and the MRM. The level of recovery coordination will depend on the scale of the emergency.

In large scale emergencies, Council recovery operations may continue to be managed from the MECC with a consolidated team responsible for the continued coordination and delivery of relief (if required) and recovery operations.

For detailed information on transition from response to recovery, including transition agreements, refer to the Monash Relief and Recovery Sub-Plan.

#### 5.10.1 Handover of Resources

In some circumstances, it may be appropriate for facilities and goods obtained under emergency response arrangements during response to be utilised in recovery activities. In these situations, there would be an actual handover to the Recovery Manager of such facilities and goods and the details should be included in the transition agreement. This handover will occur only after agreement has been reached between response and recovery managers. Payment for goods and services used in the recovery process is the responsibility of the MRM through the MEMP arrangements.

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

## 6 Relief and Recovery Arrangements

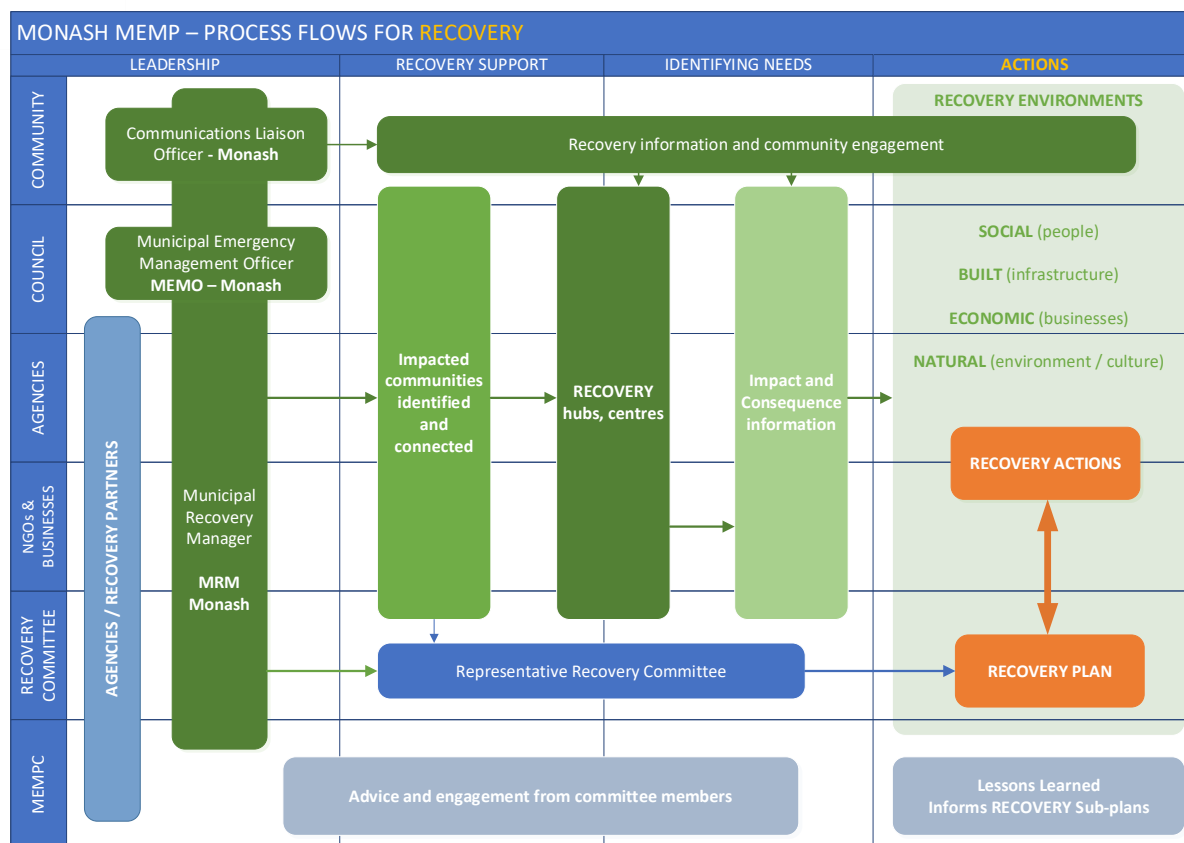


Figure 9 - Process Flows for RECOVERY

### 6.1 Introduction

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

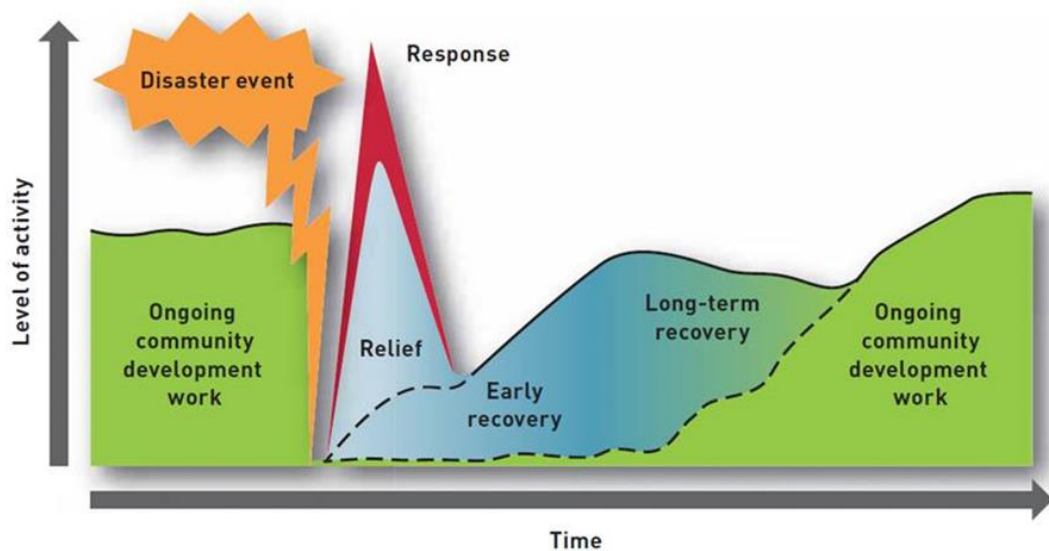
Relief services could be provided at the site of an emergency, a dedicated relief centre, places of community gathering, to isolated communities, transit sites or other safe locations as appropriate. Relief is the first stage of recovery and must be seamlessly integrated with all other early recovery activities.

Recovery is assisting individuals and communities affected by emergencies to achieve an effective level of functioning. Recovery planning must ensure that there is a clear understanding of the community context (prior to the emergency) and is informed by an initial and continuing assessment of impacts and needs.

Relief operations and recovery planning begin when an emergency occurs and many responses, relief and recovery activities are undertaken concurrently. Typically, relief is provided during and in the immediate aftermath of an emergency. Recovery is generally a longer-term process for affected individuals and communities.

Planning for emergency relief and recovery must integrate with the preparation and response phases to provide a seamless transition between each phase.

Figure 10 - Relationship between Preparation, Response, Relief and Recovery illustrates the integrated prevention, response and recovery model linking emergency activities.



*Figure 10 - Relationship between Preparation, Response, Relief and Recovery*

Relief and recovery are responsibilities that require collaboration and coordination between individuals and communities, non-government organisations, businesses and government agencies. They occur in the context of clear and agreed arrangements and involves processes of consultation and cooperation through established communication channels. Wherever possible, short (relief) and longer-term recovery activities will become part of core business to ensure they remain responsive to the needs of the affected community.

## 6.2 Principles and Scope of Relief

Emergency Management agencies with relief responsibilities incorporate the following principles into their planning, decision-making and delivery of services:

- Emergency-affected communities receive essential support to meet their basic and immediate needs
- Relief assistance is delivered in a timely manner, in response to emergencies
- Agencies communicate clear, relevant, timely and tailored information and advice to communities about relief services through multiple, appropriate channels
- Relief promotes community safety and minimises further physical and psychological harm
- Relief services recognise community diversity
- Relief is adaptive, based on continuing assessment of needs
- Relief supports community responsibility and resilience
- Relief is well-coordinated, with clearly defined roles and responsibilities
- Relief services are integrated into EM coordination efforts.

Relief encompasses:

- Community information
- Emergency Shelter (including Emergency Relief Centres)
- Food and water to individuals
- Drinking water for households

- Food supply continuity
- Psychosocial support
- Disbursement of material aid (non-food items)
- Reconnecting family and friends
- Health care and first aid
- Emergency financial assistance
- Animal welfare
- Legal aid
- Coordination of good will (including spontaneous volunteer management)

### 6.3 Principles and Scope of Recovery

To ensure successful recovery is delivered to affected communities, recovery at all levels of government is implemented in alignment with the nationally recognised disaster recovery principles:

- Understanding the context
- Recognising complexity
- Using community-led approaches
- Coordinating all activities
- Communicating effectively
- Recognising and building capacity

There are four recovery environment categories and many recovery services that are encompassed within each environment category. The four categories will set the direction of the recovery planning process at the municipal level. The implementation of recovery requirements in each of the functional environments will be coordinated by the MRM:

**Social environment** – the emotional, social, spiritual, financial and physical wellbeing of affected individuals and communities

**Built environment** – the restoration of essential and community infrastructure

**Economic environment** - the revitalisation of the affected economy

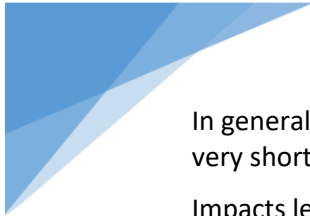
**Natural environment** – the rehabilitation of the affected environment.

Note: Relief and recovery initiatives may address specific elements of one or multiple aspects of the above recovery environments.

### 6.4 Impact Assessments and Consequence Management

Good decisions about recovery require timely, accurate and progressively more comprehensive information about the impact of an emergency. This informs the type of relief and recovery services required.

Disaster impacts may be described as *“the total effect, including negative effects (e.g., economic losses) and positive effects (e.g., economic gains), of a hazardous event or a disaster. The term includes economic, human and environmental impacts, and may include death, injuries, disease and other negative effects on human physical, mental and social well-being”*. (Disaster | UNDRR. United Nations for Disaster Risk Reduction)



In general, impacts are therefore best characterised as most obvious effects immediately and in the very short term.

Impacts lead to Consequences. Consequences may be described as what follows those immediate and very short-term impacts through to the medium and long term. These may not be obvious without consideration of how the whole community and systems handle impacts and changing circumstances over time.

Impact, needs, and loss and damage assessments will be informed by using the following sources of information:

- Initial impact assessment conducted by the response agency
- Secondary impact assessment coordinated by local councils in partnership with DFFH/recovery coordinating agency etc
- The Victorian Impact Assessment Model developed by Emergency Management Victoria
- Post impact needs (loss) assessment conducted by local government and Victorian government departments and agencies (EMV Impact Assessment Guidelines for Class 1 Emergencies. <http://files.em.vic.gov.au/IMT-Toolbox/Inc/IIA-Guidelines-Class-1.htm>)
- Information provided by relief and recovery agencies

The initial stage focuses more on response and immediate relief and wellbeing needs, but may also inform recovery as time progresses. The EMV Impact Assessment Guidelines have been written primarily for government and emergency responders with a responsibility for impact assessment in Victoria. The guidelines support the Victorian Preparedness Framework Impact Assessment core capabilities.

The Regional Recovery Coordinator, or delegate, will seek to capture early impact data to inform initial recovery planning. These data will be sought through the Incident Controller unless agreement has been reached and transition to secondary impact assessment has occurred.

A template to capture early impact data to inform initial recovery planning is available in the Regional Recovery Toolkit.

A recovery web-portal will be made available at the discretion of the State Recovery Coordinator to assist in the collation of data across agencies. The Department of Families Fairness and Housing will coordinate regional level loss and damage reporting in support of the State Recovery Coordinator.

## **6.5 Management Structure**

### **6.5.1 Relief Management Structure**

Relief and recovery coordination arrangements at the regional levels are the responsibility of DFFH and municipal Councils have the responsibility at the local level. EMV is responsible for state-level relief and recovery coordination.

Municipal Councils take the lead in delivering on-the-ground relief and recovery services, because they are considered to be closest to an affected community. The Victorian government supports municipalities to fulfil these local responsibilities.

Council is responsible for the coordination and provision of relief services for an affected community during times of emergency. Council has adopted the EMCEMP ERC Sub-Plan. The ERC Sub-Plan details the arrangements that are in place for the activation, management and deactivation of ERCs for municipal and regional scale events.

### 6.5.2 Recovery Management Structure

Recovery coordination arrangements at the regional levels are the responsibility of DFFH and municipal Councils have the responsibility at the local level. EMV is responsible for state-level recovery coordination.

Municipal Councils take the lead in delivering on-the-ground recovery services, because they are considered to be closest to an affected community. The Victorian government supports municipalities to fulfil these local responsibilities.

The recovery structure operates under four functional areas of recovery (social, economic, built, and natural environments). Affected communities will be appropriately represented through either established Community Recovery Committees or other suitable arrangements set up during or immediately after an event.

A Municipal Recovery Committee and underpinning recovery structures will need to be flexible, scalable and adaptive to the diverse range of community needs.

Bushfire Recovery Victoria (BRV) also plays a part in the emergency recovery process by:

Acting as principal recovery planning and management agency at the regional level.

Assuming a role of facilitation in developing a coordinated response as appropriate to the circumstances e.g. when the event is of a magnitude which is beyond the resources of the municipality, or the incident affects only a few people but the affected population is dispersed.

EMV is responsible for state-level relief and recovery coordination.

For detailed information on post incident municipal recovery arrangements including triggers for transition from response to recovery to normal business, refer to the Municipal Relief and Recovery Sub-Plan and supporting standard operating procedures and templates.

## 6.6 Government Assistance Measures

Councils may claim assistance via such programs as the DRFA and NDFA. The Victorian Government provides funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) Fund to assist the Victorian community through natural disaster relief and recovery payments and infrastructure restoration. Details of these arrangements are contained in the EMCEMP Municipal Emergency Coordination Sub-Plan.

Individuals, families, business etc. are able to source other government assistance from agencies such as Services Australia, DFFH, etc. Information about these services is available through the MRM or at the Recovery Centre.


## 6.7 After Action Review

An After-Action Review 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 this MEMP and Sub-Plans and to recommend any changes. Such meetings would be chaired by the MEMPC chair or an appropriate facilitator.

It may also be appropriate to conduct a separate recovery debrief to address recovery issues. This should be convened and chaired by the MRM.

The RERC holds these responsibilities for regional level events, which must include local response agency participation.

Where a MECC has been activated during an emergency, all emergency support staff that undertook their allocated MECC roles will be debriefed by the MEMO or their delegate as soon as practicable following the cessation of MECC operations. The MECC debrief has the aim to assess the adequacy of



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the MECC operations and to identify and make recommendations for future planning and operations related to the MECC.

Agencies and Council are responsible for staff psychological debriefing.



## Roles and Responsibilities

### 7.1 Agency Roles and Responsibilities

An agency that has a role or responsibility under this MEMP must act in accordance with the MEMP.

The SEMP and REMP outline agreed agency roles and responsibilities, noting that existing duties, functions, power, responsibility or obligation conferred on an agency by law, licence, agreement or arrangement prevail to the extent of its inconsistency with this plan (Emergency Management Act 2013 s60AK).

The roles and responsibilities outlined in this plan are specific to the region and are in addition to, or variations on, what is outlined in the SEMP and REMP. In the case of municipal-specific modifications or additions, these are clearly identified as modifications/additions.

All agencies with responsibilities under the MEMP should provide written confirmation of their capability and commitment to meet their obligations. This can be evidenced by their endorsement of the draft MEMP, including revisions, before it is presented to the REMPC for consideration.

This Plan details emergency management agency roles and responsibilities for Mitigation, Response, Relief and Recovery. It also maps agency roles for core capabilities and critical tasks under the Victorian Preparedness Framework (VPF) for the management of major emergencies.

Table provides links to agency roles and responsibilities as detailed in the SEMP.

Agency	SEMP Roles and Responsibilities Link
<a href="#">Ambulance Victoria (AV)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/ambulance-victoria">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/ambulance-victoria</a>
<a href="#">Australian Red Cross (ARC)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/aus-red-cross">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/aus-red-cross</a>
<a href="#">Country Fire Authority (CFA)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/cfa">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/cfa</a>
<a href="#">Department of Environment, Land, Water and Planning (DELWP)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/delwp">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/delwp</a>
<a href="#">Department of Families Fairness and Housing (DFFH)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/dhhs">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/dhhs</a>
<a href="#">Department of Health (DoH)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/dh">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/dh</a>
<a href="#">Department of Jobs, Precincts and Regions (DJPR)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/djpr">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/djpr</a>
<a href="#">Department of Transport (DoT)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/dot">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/dot</a>
<a href="#">Emergency Management Victoria (EMV)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/emv">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/emv</a>
<a href="#">Fire Rescue Victoria (FRV)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/frv">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/frv</a>
<a href="#">Forest Fire Management Victoria</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/delwp">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/delwp</a>
<a href="#">Municipal Councils</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/municipal-councils">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/municipal-councils</a>
<a href="#">Salvation Army – Victorian Emergency Services</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/salvation-army">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/salvation-army</a>
<a href="#">Services Australia</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/services-australia">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/services-australia</a>
<a href="#">St John Ambulance (Victoria)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/st-john-ambulance-aus">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/st-john-ambulance-aus</a>
<a href="#">Victoria Police</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/vicpol">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/vicpol</a>
<a href="#">Victoria State Emergency Service (VICSES)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/vicses">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/vicses</a>
<a href="#">Victorian Council of Churches – Emergencies Ministry (VCC EM)</a>	<a href="https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/vcc-em">https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements/vcc-em</a>

Table 15 - Agency Roles and Responsibilities links to SEMP



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## 7.2 Community and Business Organisation Roles and Responsibilities

There is no State Emergency Management Plan role/responsibility description for Community/Business Organisation representatives. The role of community and business organisation representatives is to provide advice and feedback; advocate for stakeholder/community views; represent and communicate with communities on behalf of the MEMPC and control agencies; give suggestions for quality improvement; and actively participate in MEMPC decision making before, during and after emergencies and disasters. They bring valuable perspectives but cannot represent all diverse groups, so the MEMPC needs to support these representatives to reach into and draw information and support from their extensive networks.

A full list of Business and Community representative members on the MEMPC is listed in the MEMPC Terms of Reference (Available from MEMPC Chair - Council).



## 8 Appendices

### *Appendix A. Statement of Assurance*

## Appendix B. Acronyms

Acronym	Description
<b>AIIMS</b>	Australasian Inter Service Incident Management System
<b>BOM</b>	Bureau of Meteorology
<b>BPA</b>	Bushfire Prone Area
<b>CEO</b>	Chief Executive Officer
<b>CERA</b>	Community Emergency Risk Assessments
<b>CFA</b>	Country Fire Authority
<b>CFR</b>	Community Fire Refuges
<b>CIG</b>	Community Information Guides
<b>CMT</b>	Crisis Management Team
<b>DELWP</b>	Department of Environment, Land, Water and Planning
<b>DET</b>	Department of Education and Training
<b>DFFH</b>	Department of Families, Fairness and Housing
<b>DJPR</b>	Department of Jobs Precincts and Regions
<b>DoH</b>	Department of Health
<b>DoT</b>	Department of Transport
<b>EMC</b>	Emergency Management Commissioner
<b>EMCEMP</b>	Eastern Metropolitan Councils Emergency Management Partnership
<b>EM-COP</b>	Emergency Management Common Operating Picture
<b>EMLO</b>	Emergency Management Liaison Officer
<b>EMR</b>	Eastern Metropolitan Region
<b>EMT</b>	Emergency Management Team (i.e., REMT or IEMT)
<b>EMV</b>	Emergency Management Victoria
<b>ERC</b>	Emergency Relief Centres
<b>FFMV</b>	Forest Fire Management Victoria
<b>FRV</b>	Fire Rescue Victoria
<b>ICC</b>	Incident Control Centre
<b>IEMT</b>	Incident Emergency Management Team
<b>IERC</b>	Incident Emergency Response Coordinator
<b>IIA</b>	Initial Impact Assessment
<b>JSOP</b>	Joint Standard Operating Procedure
<b>LG-EMLO</b>	Local Government Emergency Management Liaison Officer
<b>LGV</b>	Local Government Victoria
<b>MAV</b>	Municipal Association of Victoria
<b>MEC</b>	Municipal Emergency Coordination
<b>MECC</b>	Municipal Emergency Coordination Centre

Acronym	Description
<b>MECG</b>	Municipal Emergency Coordination Group
<b>MEMO</b>	Municipal Emergency Management Officer
<b>MEMP</b>	Municipal Emergency Management Plan
<b>MEMPC</b>	Municipal Emergency Management Planning Committee
<b>MERC</b>	Municipal Emergency Response Coordinator
<b>MFMP</b>	Municipal Fire Management Plan
<b>MFMP</b>	Municipal Fire Management Planning Committee
<b>MFPO</b>	Municipal Fire Prevention Officer
<b>MoU</b>	Memorandum of Understanding
<b>MRM</b>	Municipal Recovery Manager
<b>NERAG</b>	National Emergency Risk Assessment Guidelines
<b>NSP</b>	Neighbourhood Safer Places - Places of Last Resort
<b>PENA</b>	Post Emergency Needs Assessment
<b>REMP</b>	Regional Emergency Management Plan
<b>REMP</b>	Regional Emergency Management Planning Committee
<b>REMT</b>	Regional Emergency Management Team
<b>RERC</b>	Regional Emergency Response Coordinator
<b>SCC</b>	State Control Centre
<b>SEMP</b>	State Emergency Management Plan
<b>SEMT</b>	State Emergency Management Team
<b>SIA</b>	Secondary Impact Assessment
<b>SOP</b>	Standard Operating Procedure
<b>TOR</b>	Terms of Reference
<b>V-BERAP</b>	Victorian Built Environment Risk Assessment Process
<b>VCC EM</b>	Victorian Council of Churches – Emergencies Ministry
<b>VFRR</b>	Victorian Fire Risk Register
<b>VICSES</b>	Victorian State Emergency Service
<b>VPF</b>	Victorian Preparedness Framework
<b>VPR</b>	Vulnerable Persons Register

## Appendix C. Document Distribution List

The most up to date amended versions of this MEMP and Sub-Plans will be distributed by the MEMPC Executive Officer by:

- Registering in the City of Monash document management system
- Loading a public copy on to the Council web site
- Loading a full copy on the City of Monash Emergency Management SharePoint site to be shared by MEMPC members.
- Distributing electronically by email with link to the web site
- Legal Deposit with National eDeposit system
- Storing in the Emergency Management Victoria document library
- Sending by Australia Post when requested
- Loading into CrossWorks.

Organisation	Receiving Officer	Contact Email	Distribution Method
EMV			EMV Document Library
Council	MEMO	<a href="mailto:MEMO@monash.vic.gov.au">MEMO@monash.vic.gov.au</a>	Council website – public version only Council document management system EM SharePoint site
MEMPC	All members	Refer contact	Email
REMP	REMP Exec Officer	Refer contact list	Email
EM-COP	EMCEMP admin officer	Refer contact list	Email
Regional Partners	MEMOs and MRMs	Refer contact list	Email
CrossWorks		Refer contact list	CrossWorks document library

Table 126 - Document Distribution List



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## ***Appendix D.      Restricted Information***

The documents listed below and referenced in this document have been restricted due to being classified as being related to critical infrastructure or containing personal information or they are commercially sensitive in nature.

Contact List	Personal Information	Municipal Council	MEMO
MEMPC TOR	Personal Information	Municipal Council	MEMPC Chair



## ***Appendix E. Contact Directory***

This information is contained in a controlled document that is not for public distribution.

**Appendix F. Sub-Plans and Complementary Plans**

Plan Name	Plan Type	Emergency Type	Plan Revision Date	Responsible Agency
Emergency Coordination Sub-Plan	Sub-Plan	All		Council
Emergency Relief Centre Operating Procedures	Sub-Plan	All		Council
Emergency Recovery Plan	Sub-Plan	All		Council
Pandemic Influenza Plan	Sub-Plan			DH and Council
Heatwave Plan	Sub-Plan			DH and Council
Flood Emergency Plan	Sub-Plan	Flood		VicSES, Melbourne Water and Council
Emergency Animal Welfare Plan	Sub-Plan	All		Council
Public Health Emergency Management Plan	Sub-Plan			Council

**Appendix G.      References**

Does not include Sub-Plans or Complementary Plans which are included as Appendix F

Reference Document	Emergency Type	Plan Revision Date	Responsible Agency

## Appendix H. *MEMP and Sub-Plan Exercise Record*

Exercise Date	Exercise Name	Description	Participating Agencies	Document Link
12 <sup>th</sup> October 2022	Eastern District Relocation Exercise	Tabletop exercise, considering processes and Municipal Response, Relief & Recovery accountabilities	FRV, Eastern district EMC, VicPol, SES, AV, DEWLP, DFFH	
26 <sup>th</sup> October 2022	ERC's familiarisation exercise	Discussed & rehearsed relevant ERC plans	EMO, Deputy ERM	

**Appendix I.Amendement History**

Version	Author	Details of Revision	MEMPC Approval Date
1.2	Holly Balnaves	Final revision	03/11/2022
2.0	Holly Balnaves	MEMPC Approval	17/11/2022

## Appendix J. Maps



