PYRENEES SHIRE

MUNICIPAL EMERGENCY MANAGEMENT PLAN

Pyrenees Shire Council

TABLE OF CONTENTS

INTRODUCTORY INFORMATION

Amendment record 5
Contact List - Municipal Emergency Management Planning Committee 6
Municipal plan endorsement 8
Statement of audit 9
Background 10
History of emergencies 11
Pyrenees Shire profile
Terrain 12
Demographics 14
Assets 16
Industries 18

PART 1 PREVENTION – RISK MANAGEMENT

Overview 19
Role of Council 19
Identifying and assessing risk 19
Managing the risks 22
The PSC Risk Management Action sub-plan 24

PART 2 PREPAREDNESS ARRANGEMENTS

Overview 26
The Municipal Emergency Management Plan (MEMP) 27
The Municipal Emergency Management Planning Committee (MEMPC) 30
Preparing for emergencies 30
Training and building capacity 32
Municipal resource management 33
Municipal readiness 36

PART 3 RESPONSE ARRANGEMENTS

Overview 37
Municipal response coordination functions 38
Activation 43
De-Activation 44

PART 4 RECOVERY ARRANGEMENTS

Introduction 45
Emergency recovery context 45
Municipal recovery process 47
Municipal recovery management 48
Municipal recovery planning 51

Municipal recovery operations 53
Activation and notification 53
Escalation 54
Transition from response to recovery 54
Recovery operations phases 56
Recovery service activities 57
Recovery service areas and lead agencies 68

Introductory Information

Amendment Record.

Amendment No.	Sections Amended	Issue Date
1.	Issue 1 - Original Issue	17/10/2007
2.	Issue 2 - Complete re-write of MEMP	10/10/2010
3.	Addition of Heatwave sub-plan	21/8/2012
4.	Recovery Plan re-written with addition of Operations Plan	15/10/2013
5.	Issue 3 - Complete re-write of MEMP	17/6/2014
6.	Complete review and update of MEMP	03/11/16
7.		
8.		
9.		
10.		
11.		
12.		

Municipal Endorsement

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

The Pyrenees Shire Council understands and accepts its roles and responsibilities under the Emergency Management Act (1986) (2013).

This Plan is a result of the co-operative efforts of the Pyrenees Municipal Emergency Management Planning Committee after consultation with those agencies and organisations identified therein.

The Pyrenees Municipal Emergency Management Plan was endorsed by the Pyrenees Shire Council at the Ordinary Council Meeting on 13th December 2016.

Signed:

Councillor: _____

Chief Executive Officer: _____

Date: 10/01/2017

Statement of Audit

A copy of this plan was submitted to VICSES for audit in accordance with the relevant provisions of the Act.

Council subsequently received a Certificate of Audit indicating that the plan complies with the Guidelines issued by the Co-ordinator in Chief of Emergency Management.

A copy of the Certificate of Audit is attached.

Certificate of

Audit

THIS IS TO CERTIFY THAT THE
MUNICIPAL EMERGENCY MANAGEMENT PLAN OF

Pyrenees Shire Council

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

"Complying with the Guidelines"

Trevor White
Chief Officer, Operations

11 August 2014
Date

Background

The economic and social effects of emergencies, including loss of life, destruction of property and dislocation of communities, are inevitable. Coping with hazards is our reason and focus for planning. The known risks and associated hazards drive the planning process and allow the committee to commit appropriate time and resources to the higher priority areas. Hazards exist within all communities, whether they are recognised or not.

Purpose

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

Objectives

The objective of the PSC MEMP is to establish emergency management arrangements which enable the Council to:

- Identify hazards and determine risks that might impact upon the municipality;
- Implement measures to prevent or reduce the causes and/or effects of emergencies;
- Manage arrangements for the utilisation and implementation of municipal resources in response to emergencies;
- Manage support that might be provided to or from adjoining municipalities;
- Assist affected communities to recover following an emergency; and
- Complement other local, regional and state planning emergency arrangements.

Actions

- Undertake the risk analysis and treatment process;
- Undertake a community emergency risk assessment (CERA) on a three-year cycle or as new risks come to light;
- Conduct the Municipal Emergency Management Planning Process;
- Develop, implement and maintain a three year MEMP Action Workplan
- Appoint a Municipal Emergency Planning Committee;
- Appoint a Municipal Emergency Resources Officer (MERO) - as specified in the Emergency Management Act;
- Document relevant processes and systems to ensure there is an understanding of agreed arrangements;
- Appoint a Municipal Emergency Manager (MEM);
- Appoint a Municipal Recovery Manager (MRM);
- Appoint a Municipal Fire Prevention Officer (MFPO);
- Identify centres / areas suitable for Emergency Co-ordination Centres, Relief Centres, and Recovery Centres;
- Develop initiatives for including the community in the preparedness process;
- Support prevention and public awareness programs.

History of Emergencies

The following are significant emergencies that have occurred in the Shire in recent years.

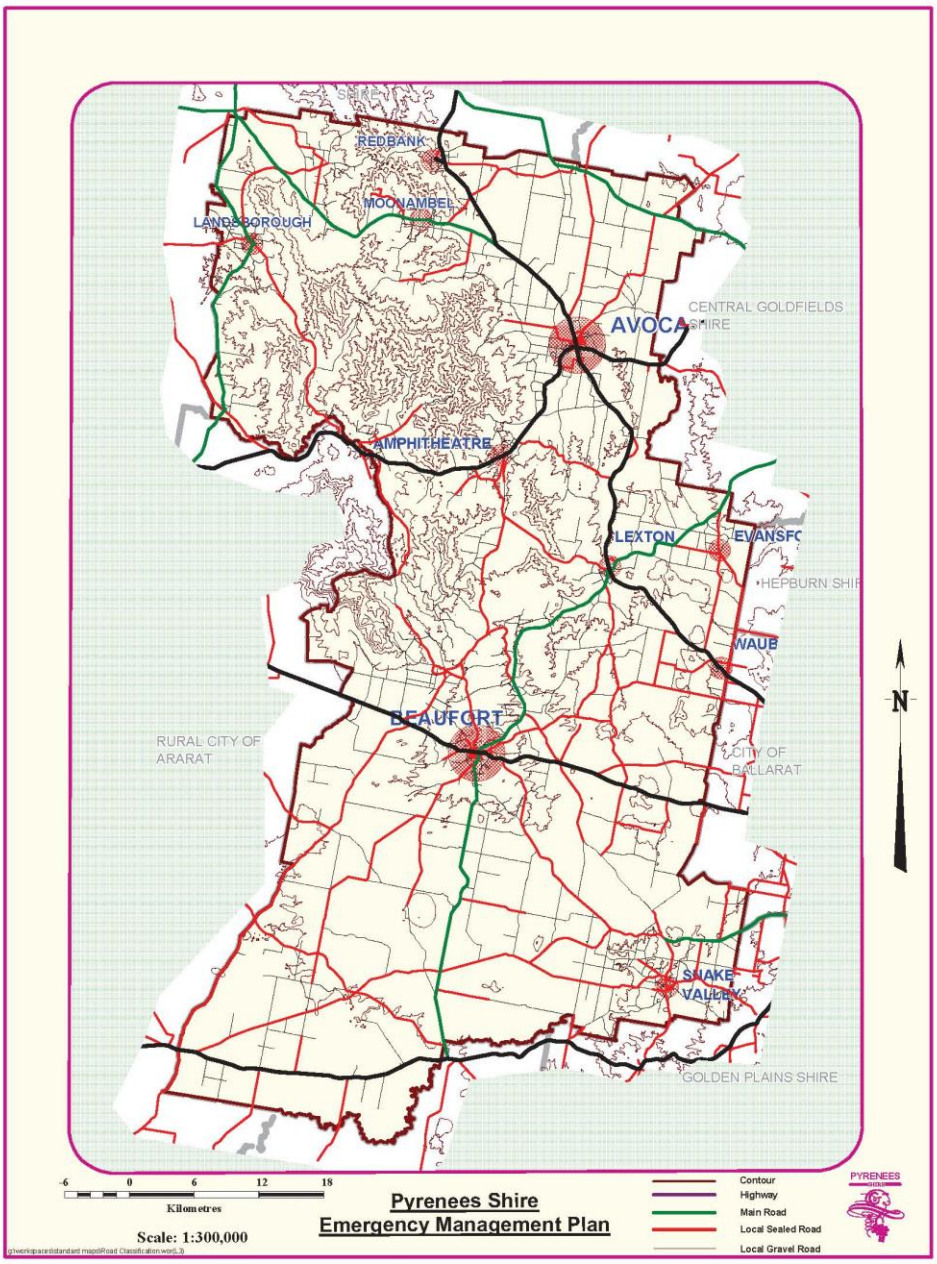
Incident	*Location*	*Date*
Bushfire	Linton	Dec 1998
Truck incident	Western Highway	June 2000
Gas pipeline rupture	Amphitheatre	Dec 2001
Bushfire	Glenpatrick	Mar 2001
Bushfire	Mt Lonarch	Sept 2002
Bushfire	Snake Valley	Mar 2006
Grass fire	Waubra	April 2006
Bushfire	Langi Kal Kal	April 2006
Level crossing accident	Trawalla	April 2007
Truck incident	Trawalla	April 2007
Vehicle incident	Trawalla	July 2007
Storm	Trawalla	April 2008
Storm	Beaufort	Aug 2010
Flood	Beaufort	Sept 2010
Flood	Beaufort	Dec 2010
Flood	Shire-wide	Jan 2011
Bushfire	Chepstowe	Jan 2013
Grass fires	Multiple	Feb 2013
Grass fires	Multiple	Mar 2014
Wind storm	Avoca	Feb 2015
Flood	Avoca	Jan. 2016
Flood	Shire-wide	Sept/Oct 2016

Back to TOC

Pyrenees Shire Profile

Terrain

The Pyrenees Shire lies on the east side of the Grampians National Park and is situated between the provincial cities of Ballarat and Ararat. The Pyrenees Shire covers some 3,500 square kilometres of a wide range of land types from steep mountainous forested country to basalt plains and cropping lands.



Back to TOC

Pyrenees Shire contains significant areas of public land being the Pyrenees Ranges and Mt Cole State Forest, which form part of the Great Dividing Range. Other forested areas exist in the southern and northern parts of the Shire between Moonambel and Redbank/Barkly areas, along with the Beaufort and Snake Valley districts. Other elements of the Great Dividing Range in or adjacent to the Shire include Mt. Langi Ghiran, Mt Buangor, Mt Cole and Ben Nevis. These areas of public land have farmed foothills associated with them.

The Pyrenees Shire varies from the very steep hill areas of the Mt. Cole, Mt. Buangor and Pyrenees Ranges to the undulating flat open terrain around the Natte Yallock, Stoneleigh and Streatham areas. The major streams are the northerly running Wimmera and Avoca Rivers and the Bet Bet Creek together with the southerly running Middle, Fiery and Emu Creeks. Sections of the Shire which have been cleared have generally been improved for pasture with soil types varying from light gravel/clay soils in the north to very rich volcanic soils in the east and south.

Major water courses still contain and promote stands of native trees. Considerable areas of State forest, pine and blue gum plantations along with private plantations exist in Beaufort, Raglan, Avoca, Landsborough, Moonambel, Waterloo, Chute, Snake Valley. At the time of this plan being produced, Skipton, Lake Goldsmith, Trawalla, Eurambeen and Mena Park plantations were reducing in size.

The municipality is approximately two hours' drive west of Melbourne on the Western Highway and significant land managers include Pyrenees Shire, Parks Victoria, Department of Environment and Primary Industries and private plantation owners. The climate varies between the north and the south of the region. North of the Pyrenees Ranges there is a warmer, drier climate, with rainfall of about 650mm a year. South of the Pyrenees Ranges is a cooler, wetter climate with rainfall in excess of 750millimetres per year.

Maps

A set of maps detailing the Shire and its main towns can be found in the 'Support Documents' folder on the PSC Data network drive: ***Municipal Emergency Management/PSC MEMPlan 2016/Support Documents***. GIS mapping is not used as part of this plan, however the Council's GIS Coordinator is fully cognisant of the mapping requirements for the Municipal Emergency Management Plan. A full set of aerial maps are available in the Emergency management cupboard in the MECC as is a Spatial Vision's VICMAP Book for the South West Region and a copy of the site location of the Waubra Wind Farm.

A complete set of the Victorian Fire Risk Register Maps are located in Part two of File 16/24/06. This is a restricted file available only to Council's emergency management staff and MECC personnel.

Although not physically located within the plan all of the above documents should be considered integral components.

Demographics

FAST FACTS Source: ABS 2011

People 6,669
Male 3,427
Female 3,242
Median age 47

Families 1,786
Average children per family 1.9

All private dwellings 3,527
Average people per household 2.3
Median weekly household income $732
Median monthly mortgage repayments $997
Median weekly rent $130
Average motor vehicles per dwelling 2.1

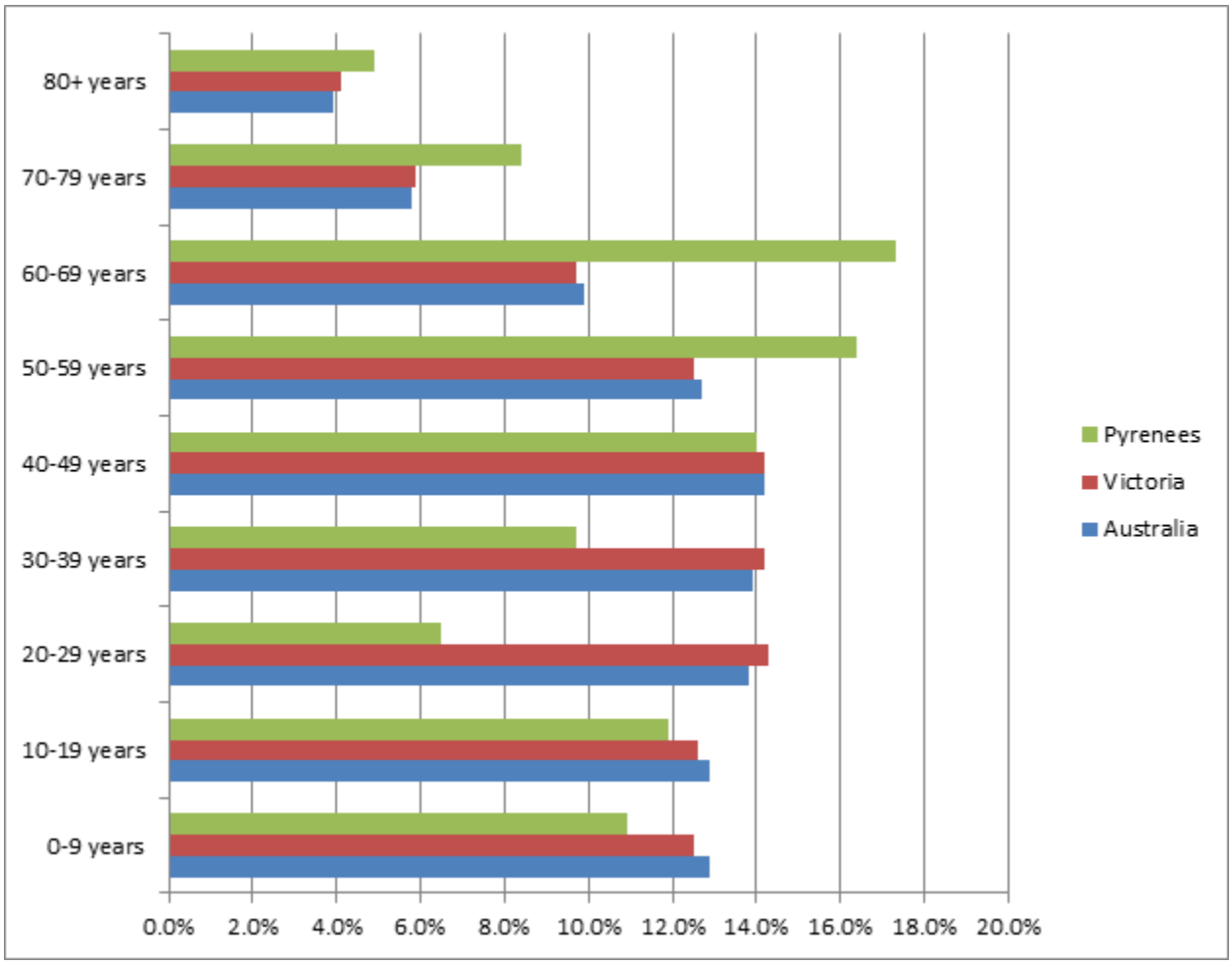
Approximately 60% of Pyrenees Shire Council's population is scattered through numerous small townships, hamlets and rural localities often in rural, forested or semi-forested environments.

The Shire has a number of relatively isolated communities scattered across the area, with two main towns being Avoca in the north (population 1000) and Beaufort in the south (population 1100).
Other township areas include:

Amphitheatre	Natte Yallock
Barkly	Raglan
Crowlands	Redbank
Evansford	Snake Valley
Landsborough	Trawalla
Lexton	Waterloo
Moonambel	Waubra

Each of these townships have varying degrees of rural residential development. The Shire is adequately served by a network of main roads, highways and railway. The feature of the network is that the local and access roads give reasonable service to all areas.

POPULATION PROFILE



Source: ABS 2011

Points Relevant to Emergency Management Planning

- ***The aging profile of the Pyrenees Shire, as demonstrated in the statistics above, highlights the presence of a large group of elderly residents who might be vulnerable to emergencies.***

- ***The Pyrenees Shire, based on the Index of Relative Socio-economic Disadvantage (IRSD), is the 8th most socio-economically disadvantaged municipality in the state (Australian Bureau of Statistics 2013).Implications of this rating could result in low community resilience to emergencies.***

*A **low** IRSD score indicates relatively greater disadvantage in general. For example, an area could have a low score if there are (among other things) many households with low income, many people with no qualifications, or many people in low skill occupations*.

Assets

ROADS

Four major highways run through the region:

1. The Western Highway, through Beaufort, is the main road route from Melbourne to Adelaide and Perth.
2. The Sunraysia Highway runs through the north of the Shire to Mildura, connecting with the Western Highway at Ballarat.
3. The Pyrenees Highway runs from Maryborough to Ararat through the north central area of the shire.
4. The southern section is serviced by the Glenelg Highway linking Melbourne with south-western Victoria.

RAIL

A passenger rail service operates three times a day between Ballarat and Ararat, stopping at Beaufort. Another passenger rail service operates from Maryborough, in the neighbouring Central Goldfields Shire, to the regional centre of Ballarat, which commenced in late 2010. This has proved to be of benefit to all residents of the northern section of the Shire.

AIRFIELDS

Although there are no public airstrips in the municipality, Ballarat airport in the south and Maryborough in the north are readily accessible. A number of private airfields are located within the municipality and while they represent a potential risk, they also provide a valuable resource for possible use during fire and other aircraft operations.
The location of these airfields can be found in the VFRR mapping.

RESERVOIRS

There are three reservoirs in the Pyrenees Shire – Beaufort Lake, Jacksons Reservoir and Lamplough Reservoir. Refer to the Reservoir Management Plan for more information.

GAS

A major pipeline carrying natural gas from Castlemaine through to Stawell and Horsham passes through the northern part of the shire. This pipe is mainly underground. Disruption to this pipeline has occurred in the past.

COMMUNITY

The region is serviced by a major hospital at Beaufort and aged-care facilities in Avoca and Beaufort. The council delivers a range of aged-care and maternal and child health services. Other general health services are available on a visiting basis, so that most medical situations are covered. Excellent educational facilities are available in the shire, including primary schools, a secondary college and Community Enterprise Facilities incorporating adult education organisations.

WIND FARMS

The **Waubra wind farm** is located on both sides of the Sunraysia Highway 35 km north-west of Ballarat in Victoria, Australia. It is the fourth largest wind farm in Australia and was the largest wind farm by number of turbines and total capacity in the southern hemisphere upon its completion in July 2009.[

Consisting of 128 wind turbines, with associated substations and an operations centre, each wind

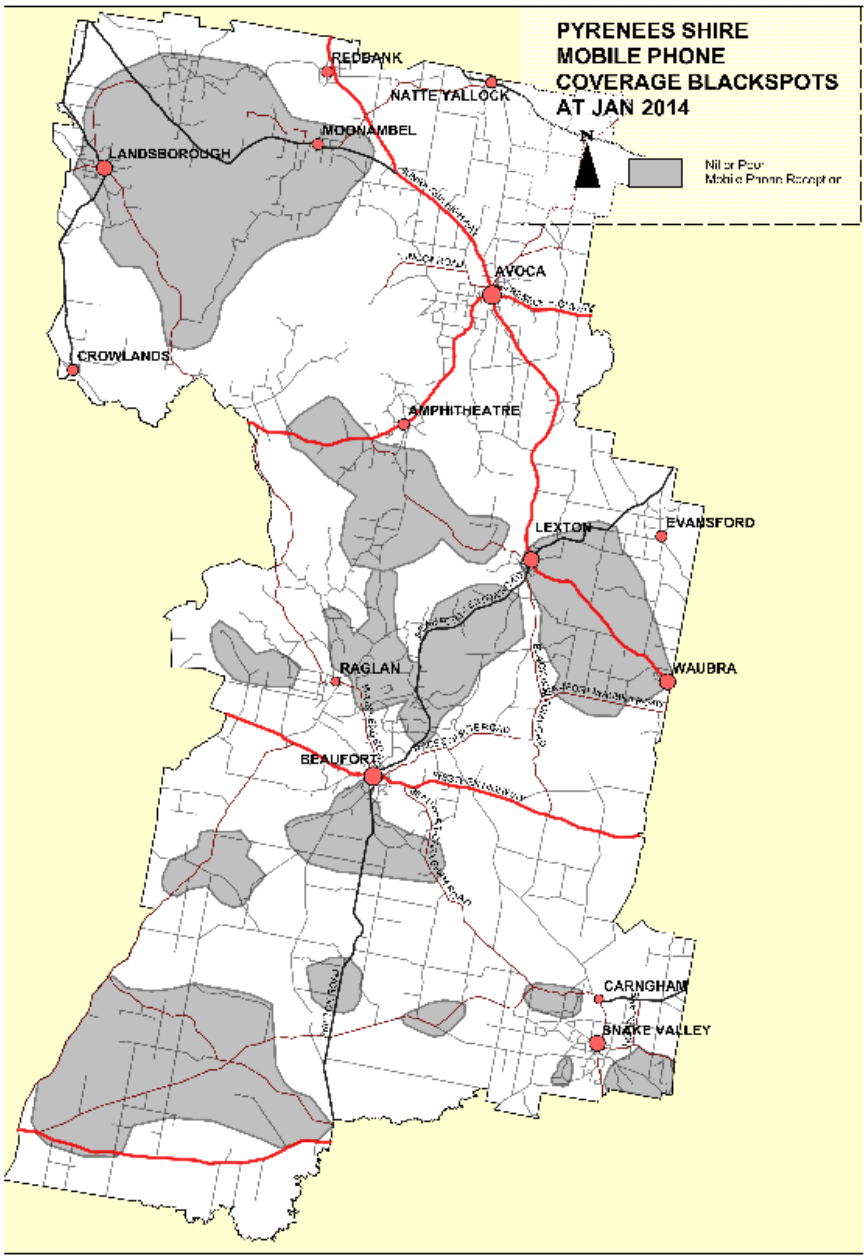
turbine has a capacity of 1.5 megawatts (MW). The total installed capacity is 192 MW.

VFRR ASSETS REGISTER

A full list of assets in the Pyrenees Shire can be viewed in the Victorian Fire Risk Register.

MOBILE TELECOMMUNICATIONS

Pyrenees Shire does not have complete infrastructure coverage for mobile phones which is an issue for residents and responders during and after an emergency. The following map shows the current mobile coverage and black spots.

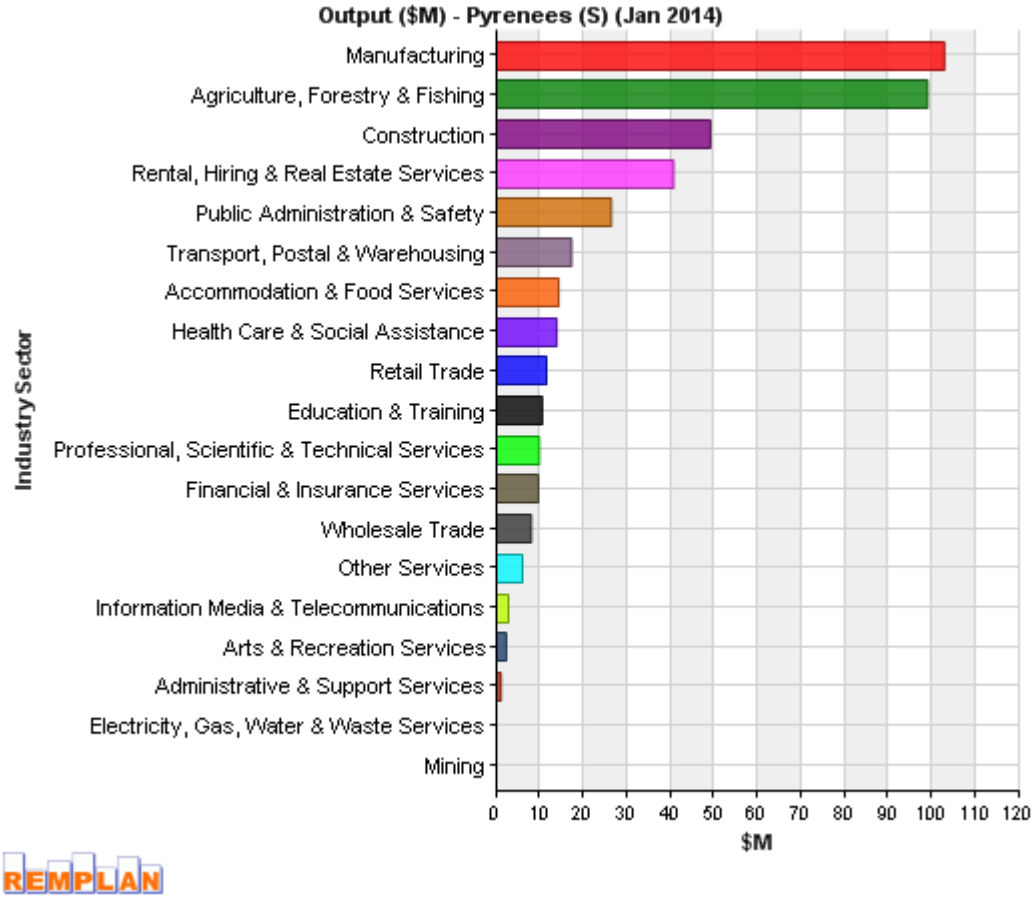


Industries

Pyrenees has two main types of industry. These are

- Manufacturing – Predominantly wine and sprits
- Primary Production - Agriculture, Forestry and fishing

There are other industries as well and these are displayed in the table below.



The total output estimate for Pyrenees (S) is $425 million.

1. Part One - Risk Management

1.1 Overview

The aim of the risk management process is to plan for the management of risks that have the potential to turn into emergencies.

This part of the MEMP identifies and assesses the hazards and risk of emergencies facing the Pyrenees Shire and sets out a plan to manage and mitigate them. Implementation of that plan will go some way towards reducing the likelihood and/or consequence of those risks in the event they actually occur.

1.2 Role of the MEMP Committee

The Pyrenees Shire Council MEMP Committee recognises and accepts responsibility for:

- The identification of emergency risks that have the potential to impact on the Shire and;
- The implementation of any resultant mitigation activities considered necessary to reduce such risks and minimising the possible consequences.

This can be achieved by:

- Council's enforcement and continual review of existing policies in land use, building codes, regulations and urban planning;
- Working with agencies responsible for risk management and resilience building activities throughout the community and;
- Taking the lead role in ensuring that all measures possible are undertaken to reduce the likelihood and consequence of an emergency.

1.3 Identifying and Assessing the Risks

Identifying the Risks –

Risk mitigation starts with identification of the risks facing the Pyrenees Shire. The responsibility for this task rests with a ***MEMP Committee Risk Management Workgroup*** lead by the Council's Governance and Risk Manager. The Workgroup's first task is to:

- List all possible hazards and risks that have the potential to impact on the community
- Monitor and review that list if variables change

Emergency risk assessment process

As stated in the overview, the aim of the risk assessment process is to plan for the management of risks that have the potential to turn into emergencies. The MEMP Risk Management Workgroup, having compiled the list of identifiable risks, then uses a qualitative and quantitative approach, in accordance with the *International Risk Management Standard AS/NZS ISO 31000:2009*, to determine the likelihood and consequence of each risk and applies them a risk rating. The results of this risk analysis is then utilised in the development of the Municipal Community Emergency Risk Assessment (CERA) register.

A summary of the Pyrenees SC CERA can be viewed in the MEMP Appendix 1. A complete copy of the CERA is held by the Pyrenees Shire Council Governance and Risk Manager.

Detailed analysis is then undertaken on those hazards which have a ***HIGH*** risk rating in the CERA. This analysis formulates mitigation strategies which are designed to reduce the likelihood and/or consequence of those HIGH risk hazards.

It is the responsibility of the Council MEMP Committee to then implement the mitigation strategies and review them on a regular basis.

Pyrenees SC Actions

An emergency risk assessment was carried out by the Pyrenees Shire approximately 14 years ago. This process has been revisited and reviewed on a number of occasions since that time, the most recent being February, 2014. Risks that rated **HIGH** were identified as issues that needed further attention and in 2015 a **PSC Risk Management Plan** was developed. Council has considered its options taking into account cost and community benefit when developing this plan.
The MEMP Committee continually monitors and reviews its Risk Mitigation Schedule, regularly reassessing:

- Vulnerable elements at risk
- Treatment options
- Recommendations for action
- Mechanisms for monitoring
- Any risk rating changes resulting from treatment

Multiple Incident Inter-relationships

There is a distinct likelihood that some of the risks identified in the Risk Mitigation Plan plan will not always occur in isolation. Strong inter-relationships in fact exist between some risks which magnify their potential impact when they occur simultaneously. This has been shown to occur in the past when risks such as extreme heat, fire and power failure come into play at the same time.
Widespread power outages in isolation might not seem very likely, but in periods of extreme heat when huge demands are made on the power grid, power outages are common and have been known to be widespread.

This has contributed to a higher likelihood of adverse health impacts upon people who are vulnerable to extreme heat in times when they are unable to power their cooling systems. Combine that with fires and you have a recipe for significant loss of life and devastation. (Black Saturday 2009 and the heat-wave leading up to that day)
Identification and rating of the risks in this plan have considered the potential for multiple incidents occurring where a clear inter-relationship is deemed likely to occur.

High-Rated Risks Facing Pyrenees SC

Following the Risk Assessment process outlined in 3.1 & 3.2, the risks listed in the table below have been identified as **HIGH or EXTREME** and require mitigation works.

No.	Risk Event	Residual Risk Rating	Scenario
1	Bush Fire – large, regional	**High**	Wildfire event destroys homes, infrastructure, and impacts on businesses, flora and fauna
2	Residential Property Fire	**Extreme**	A fire which is the result of internal factors leading to the partial or total destruction of a primary residence..
3	Utility Service Disruption -electricity failure	**High**	Prolonged and widespread loss of the electricity supply for a period of 24 hours or longer
4	Flash Flood	**High**	Property/infrastructure damage caused by flash flooding
5	Extreme Heat - heat wave	**Extreme**	Prolonged extreme hot weather - impacts on vulnerable members of the community
6	Human Epidemic - Pandemic	**High**	Human infection covers the rapid onset of a disease of an epidemic proportion including a pandemic.
7	Major Tourist Event Incident	**High**	Includes major events such as Rainbow Serpent Festival and Lake Goldsmith Steam Rally
8	Road Transport Incident – large commercial vehicle	**Extreme**	Collision with vehicles, trains or pedestrians. There is a risk of injury or death to vehicle/s occupants and pedestrians.
9	Storm	**High**	A severe storm which causes damage to residences, commercial properties and critical community infrastructure.

1.4 Managing Risks

Managing risk means identifying and taking opportunities to improve performance as well as taking action to avoid or reduce the chances of something going wrong. (*Companion to ISO 31000:2009)*

There are three areas that the MEMPC can actively work on which will assist with risk management.

1. Building EM preparedness

Building EM preparedness is the key to improving Council's performance when addressing the impacts of an emergency. This involves:

- Investing in strategic EM training
- Developing and maintaining interagency support arrangements (MOUs)
- Ensuring staff welfare and support arrangements are in place
- EM Business Continuity Plan - Having this plan in place for Council staff response capability

2. Developing Risk Mitigation Plans

Risk mitigation can be completely or partially achieved if, through planning, training, preparation and treatments of the risks, they reduce their consequence or likelihood to a lower rating. The MEMP committee have developed plans and arrangements with Council staff and external agencies for the following:

- Fire Risk Management Sub-Plan
- Pandemic Influenza Sub-Plan
- Heatwave Sub-Plan
- Beaufort Flood Sub- Plan
- Community Resilience Sub-plan
- Environmental and Public Health Sub-Plan
- Council BCP – for essential community services

Community Events Planning and Risk Management: Pyrenees Shire Council provide community event planners a set of guidelines to follow which help minimize risks. This planning guide is titled – ***'Eventsense – a Guide to Running an Event in the Pyrenees Shire'.*** Large event planners (such as the Rainbow Serpent Festival) are required to prepare an emergency management plan as well and a debrief of the 2016 festival can be viewed in the ***'2016 Rainbow Serpent Festival Debrief Report'.***

3. Building community resilience

The ability of a community to respond to an emergency situation and in turn, recover from the effects of an emergency, will depend on the capacity or the resilience of the people affected.

Community Resilience Definition

A resilient community, when impacted by emergencies, can be understood as having the:

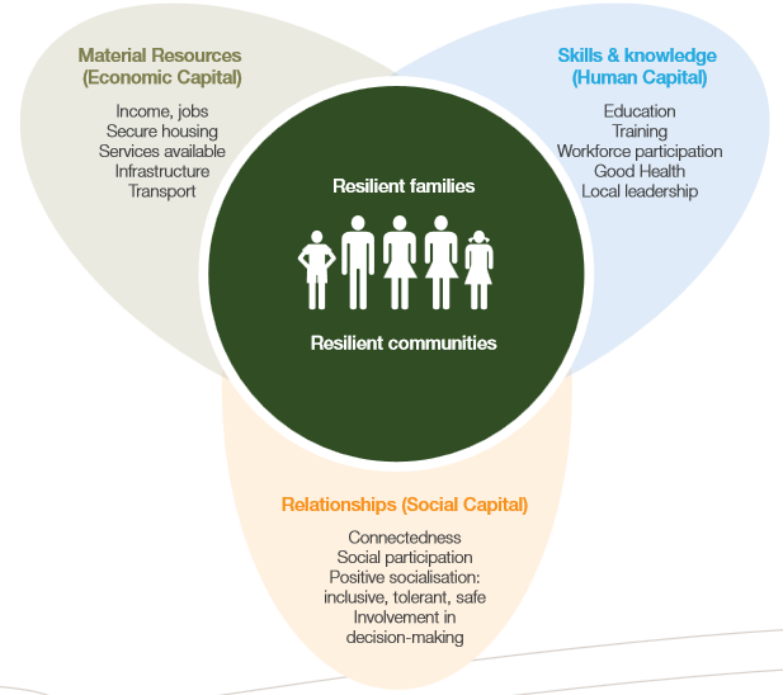
- capacity to absorb stress or destructive forces through resistance or adaptation
- capacity to manage themselves, or maintain certain basic functions and structures, during events
- capacity to recover or "bounce back" after an event

The ***Community Resilience Sub-Plan*** can be viewed in ***Appendix 24.***

More information on community resilience can be viewed in the Pyrenees Shire Council ***Community Resilience Sub-Plan***

The following diagram divides the key elements of community resilience into three areas:

1. Economic Capital
2. Human Capital
3. Social Capital



Change and Disadvantage in Regional Victoria: an overview

Role of Communication - before and after an emergency

Obtaining the preferred response from people during and after emergencies will require community education and awareness programs to be implemented that build community resilience prior to an emergency event. Pyrenees Shire Council and the MEMPC will support and promote appropriate risk awareness programs within the municipality by:

- Initiating awareness programs with support from the Emergency Services. This includes support to agency community safety strategies such as:
    - Community Fire Guard and Fire Ready Victoria Meetings run by CFA
    - Flood Safe and Storm Safe programs run by the SES.
- The programs cover all emergencies likely to be encountered in the Municipality.
- Including members of the community in planning the programs when relevant

Ways to facilitate awareness amongst the community can include;

- Letterbox drops
- Demonstrations and talks to school children
- Public Meetings
- Displays
- Radio
- Printed and social Media

The MEMP has an ***Emergency Communications Operations Plan*** in ***Appendix 23.2*** which sets out communication options.

1.5 The MEMP Committee Risk Management Plan

This is a management plan which sits within the **MEMP** and outlines the process for reducing the consequences of emergencies within the Pyrenees Shire .

Purpose of the Plan

The plan is designed to provide the Council MEMP Committee with a strategic pathway to effective risk management thus ensuring continuity in EM preparedness activities. When key personnel leave the Committee, this plan will prevail and provide valuable guidance to the incumbents.

Review and Evaluation of the Plan

Pyrenees Shire Council MEMP Committee is responsible for reviewing and evaluating the Risk Management Plan. This is achieved by ensuring that:

- A risk mitigation report is a standing agenda item at each MEMPC meeting
- A review of the Risk Management Plan is included in the MEMP 3-year Action Plan
- Emergencies that occur are fully evaluated and remedial actions are undertaken

NOTE: A copy of the current ***PSC Risk Management Plan*** is held in ***Appendix 2*** of the MEMP

Part Two – Preparedness Arrangements

2.1 Overview

This section of the plan sets out how the Pyrenees Shire Council and the MEMP Committee prepare for and responds to an emergency event.

As stated in 'Part 1 Prevention – Risk Management', managing risk means ***identifying and taking opportunities to improve performance*** as well as taking action to avoid or reduce the chances of something going wrong. *Companion to ISO 31000:2009*

Building EM preparedness is the key to ***improving Council and agency performance*** when addressing the impacts of an emergency. This involves:

1. Having a current and relevant MEMPlan supported by a three year Action Workplan;
2. Developing operational plans with inter-agency arrangements that support them;
   Investing in infrastructure and operationally focused EM training that build staff capacity, readiness and an ability to respond in an effective manner;
3. Establishing and maintaining interagency support arrangements (MOUs);
4. Ensuring staff welfare and support arrangements are in place, and;
5. Having an EM Business Continuity Plan in place to bolster Council staff response capability.

Planning Assumptions

Development of the Pyrenees SC Municipal Emergency Management Plan (MEMP) and its operations sub-plans has been undertaken with the following assumptions in mind.

- ***Power Supply*** : It is assumed that because the Beaufort and Avoca facilities are separate power grids that power will be available at one of the sites. A power disruption affecting both towns could invoke response to catastrophic failure.
- ***Planning Span***: Response planning is based upon the management of the first two weeks of a disruption. It is acknowledged that additional disruption management activities in week three onwards will be of a highly specific nature related to the uniqueness of the event. This will require specific additional planning to be undertaken tailored to the specific circumstances of the disruption for periods extending beyond the initial two weeks.
- ***Resource Availability***: It is assumed that minimal resources (including recovery facilities, key staff or their deputies, equipment requirements, budget, etc) can be made available within the required time frames.
- ***Complete catastrophic failure***: It is assumed that the nature of the disruption incident is not a complete catastrophic failure over wide areas of Victorian infrastructure. Such an incident would likely render all proposed actions unworkable.
  In the event of such a wide scale catastrophe, it is highly likely that PYRENEES SHIRE COUNCIL officers capable of responding will be tasked with disaster relief-related responsibilities in support of the Pyrenees Shire community using resources only available locally.
- ***Large scale loss of life***: It is assumed that the disruption incident will not result in a large scale loss of life or serious injury of PYRENEES SHIRE COUNCIL officers. In such an event, the first priorities will be on supporting PYRENEES SHIRE COUNCIL officers and their families, not on emergency management functions. MOUs with other organisations will be invoked in these circumstances.

- ***Building loss***: It is assumed that the disruption incident will not result in a large scale loss of more than one Council building complex.
  The likelihood of a non-catastrophic event affecting the same type of infrastructure (e.g. council depot) at both Beaufort and Avoca is extremely rare and considered a low risk. The only high risk facility is the Beaufort Council Office and business continuity planning has concentrated on this eventuality.

2.2 Municipal Emergency Management Plan (MEMP)

It is a requirement of the Victorian Emergency Act 1986 that Pyrenees Shire Council develop and maintain a MEMP. Pyrenees Shire Council has always been pro-active when it comes to its moral and legislated obligations in the field of emergency management. While focus on the various elements of emergency management has changed over the years, Pyrenees Shire has always accepted the change and met all requirements. Development, maintenance and administration of the MEMP is a central part of meeting those requirements.

Objectives

As stated in the introduction, the objective of the PSC MEMP is to establish the municipal emergency arrangements to enable Council to:

- Identify hazards and determine risks that might impact upon the municipality;
- Implement measures to prevent or reduce the causes and/or effects of emergencies;
- Manage arrangements for the utilisation and implementation of municipal resources in response to emergencies;
- Manage support that might be provided to or from adjoining municipalities;
- Assist affected communities to recover following an emergency; and
- Complement other local, regional and state planning emergency arrangements.

Authority

This plan is developed by the Pyrenees SC Municipal Emergency Management Planning Committee (MEMPC), and the MEMPC Executive Officer is the Pyrenees SC ***Municipal Emergency Manager.***

Please address all enquiries to:
Municipal Emergency Manager
Pyrenees Shire Council
5 Lawrence Street
Beaufort 3373

MEMP Sub-Plans

The Pyrenees Shire Council acknowledges the linkages between this plan and the broader emergency management, risk management and the community safety framework it is positioned within.

The MEMP is supported by a range of sub-plans which have been developed in partnership with internal and external stakeholders. Pyrenees Shire Council and key agencies develop and implement a range of plans and initiatives that ensure they, and the community, are appropriately prepared for emergencies.

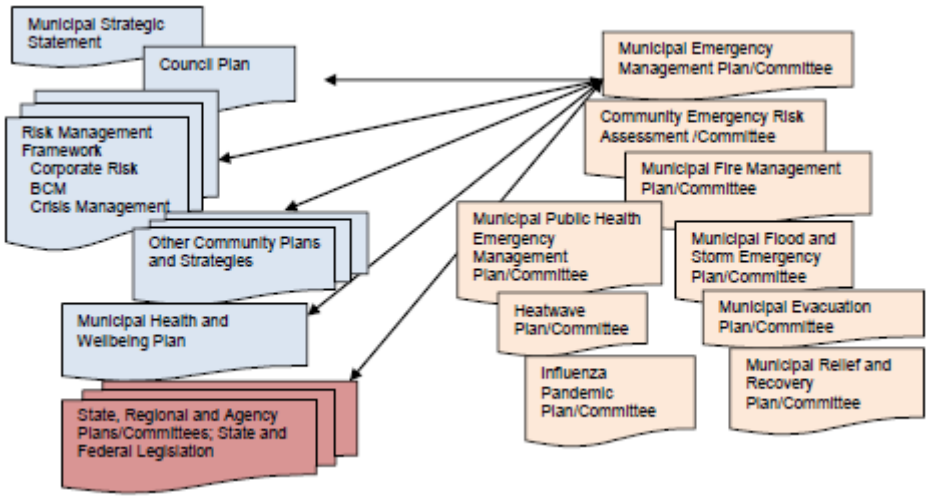
The following sub-plans address the complex requirements of some of the ***HIGH rated risks*** listed in the Community Emergency Risk Assessment (CERA) Register. Each sub-plan outlines the arrangements for reducing

the risk likelihood and impact in the event they should they occur.

High Risk Mitigating Sub-Plans	Related PSC Plans
Municipal Fire Management Plan	*Municipal Public Health and Wellbeing Plan*
Recovery Operations Plan	*Council BCP – for essential community services*
Pandemic Influenza Plan	*PSC Council Plan*
Heatwave Plan	
Emergency Animal Welfare Operations Plan	
Flood Plan- Beaufort	
Community Resilience Plan	

Cross-referencing Sub-Plans –

These sub-plans are interdependent and cannot stand alone from the MEMP. The MEMP, in turn, is underpinned by many of the council, regional and state plans as demonstrated by the diagram below.



Maintenance of the Municipal Emergency Management Plan

Parts of the Pyrenees Shire Council MEMP are reviewed annually, or after an emergency which has utilised any part of this plan. All reviews ensure linkages with Council's broader emergency, risk management and community safety framework. The following points relevant to the maintenance of the MEMP include:

1. Annual reviews focus on continuous improvement, changes to previously identified hazards, newly identified hazards, processes, policies, and the accuracy of contact details in the Emergency Contact Directory.

2. Reviews conducted when the plan has been used as a result of an emergency, ensure that opportunities for improvement are identified and addressed.
3. All updates are undertaken by Municipal Emergency Manager (MEM) and tabled at MEMPC meetings.
4. Organisations and departments delegated with responsibilities to elements within the Plan are requested to notify the MEM of any changes.
5. Any major review is undertaken by a Working Group consisting of members of the MEMPC, and any recommendations and actions are carried out by Council's MEM.
6. Amendments are produced and distributed by the Pyrenees Shire Council using the e-mail distribution list contained in the MEMP Committee contacts list and published on Councils Emergency Management section of the web site.

Audit of the Plan

The Pyrenees Shire Council, pursuant to Section 21A of the Emergency Act 1986, will submit the Municipal Emergency Management Plan to Emergency Management Victoria (EMV) for audit. The purpose of the audit is to assess this plan's compliance with the guidelines issued by EMV. Points to note are:

- Council will respond to all requests resulting from the audit as required.
- This plan will be subject to audit every three (3) years. The next audit is due July 2017.

MEMP Action Work Plan

Purpose of the Work Plan

The work plan is designed to provide the Council MEMP Committee with a strategic pathway to effective emergency management thus ensuring continuity in EM preparedness activities. When key personnel leave the Committee, this action plan will prevail and provide valuable guidance to the incumbents.

Scope of the Plan

The MEMP Action Workplan will include the following:

- A three year review timetable for the MEMP including all sub-plans
- Annual review of the Community Emergency Risk Assessment (CERA) register
- Development of additional sub-plans when required
- Planned training exercise regime to practise all essential operational procedures

Implementation of the Plan

The Pyrenees Shire Council MEMP Committee is responsible for the development and implementation of this action plan. This is achieved by ensuring that:

- The MEMP Action Work Plan is a standing agenda item at every MEMP Committee meeting and an element of the plan is reviewed
- Workgroups are regularly formed to undertake sub-plan development and reviews which then report back to the MEMPC

- Agencies responsible for particular emergencies take the lead role in sub-plan development and review (for example : SES - Flood Plan, CFA – Integrated Fire Risk Management Plan, PSC – Heatwave Plan)

Review and Evaluation of the Plan

Pyrenees Shire Council MEMP Committee is responsible for reviewing and evaluating the MEMP Action Work Plan. This is achieved by ensuring that:

- When emergencies and training exercises occur, they are fully evaluated and remedial actions are included in the work plan for action
- The MEMP Action Work Plan is updated a further 12 months in advance at the last MEMPC meeting of each financial year

NOTE: A copy of the current ***MEMP Action Work Plan*** is held in ***Appendix 3*** of the MEMP.

2.3 Municipal EM Planning Committee (MEMPC)

This MEMP Committee is formed, pursuant to Section 21(3) and (4) of the Emergency Management Act, to formulate a plan for Council's consideration in relation to the prevention of, response to and recovery from emergencies within the Pyrenees Shire.

MEMPC Management

The ***Terms of Reference (TOR)*** for the MEMP Committee is located in MEMP ***Appendix 4*** of this plan.

The TOR outlines the following:

- Committee responsibilities
- Membership
- Authority
- Committee roles and responsibilities
- Meeting frequency and procedure
- Administration and reporting
- References and related policies

MEMPC Emergency Management Roles

There are a number of Emergency Management roles on the MEMPC, but the primary ones listed in this section of the plan are:

- Municipal Emergency Manager (MEM)
- Municipal Emergency Resource Coordinator (MERC)
- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Municipal Fire Prevention Officer (MFPO)
- Municipal Emergency Management Liaison Officer (MEMLO)
- Emergency Management Resource Officer (EMRO)

Role Statements *for each of the above can be viewed in* ***Appendix 7***

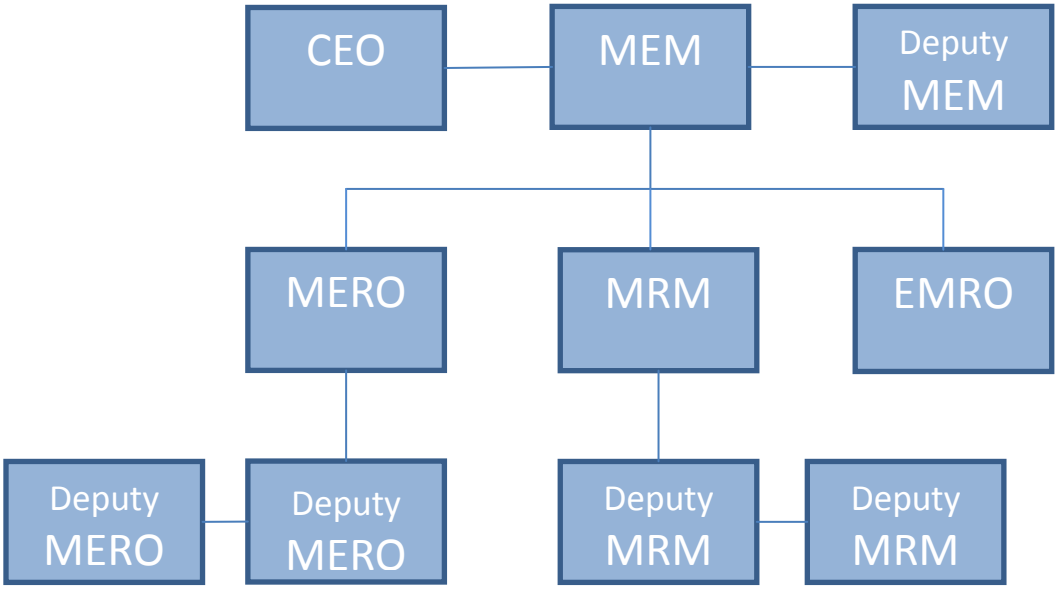
2.4 Preparing for Emergencies

Preparing for an emergency event requires a commitment of time and effort from all levels of Council and agency personnel. How well this team undertakes the six tasks listed in the Overview of Part 2, in partnership with the Municipal Emergency Management Planning Committee, will determine the success level of their performance when responding to an emergency.

PSC Emergency Management Team (EMT)

Preparation for the provision of Council EM functions is the responsibility of the ***Pyrenees Emergency Management Team***. The current membership of this team is set out in the following diagram.

Pyrenees Shire Council's Emergency Management Team



Present Council staff resources limit the availability of deputies

Council EMT Responsibilities

The EMT's main responsibilities include:

- Administration of the MEMP and MEMPC
- The MEMP Action Work Plan
- Staff recruitment and training
- Establishing and maintaining interagency support arrangements (MOUs)
- Ensuring staff welfare and support arrangements are in place
- Having an EM Business Continuity Plan in place to bolster Council staff response capability

How the PSC Council responds to an emergency and implements recovery operations arrangements is outlined in ***'Part 3 Response Arrangements'*** and ***'Part 4 Recovery Arrangements'*** of this plan'. It is also recognised that agencies and municipalities have existing planning relationships across multiple boundaries and that these planning arrangements need to be considered when developing future plans.

2.5 Training and Building Capacity

There are three areas that the MEMPC can actively work on which will assist the Council emergency management team's performance when responding to emergencies.

1. Strategic EM Training Plan

A strategic EM Training plan is one which identifies a training requirement or need and provides the opportunity for those people to undertake that training.

For this to happen, the following needs to occur:

1. Emergency management roles are identified for each EM function and Council staff and agencies are then recruited to fill those positions.

   *A current list of the **Pyrenees EM Team** aligned in their EM functions (such as Relief Centre operations, Post Impact Assessment etc), with a training profile for each team member, is kept in file.*

2. EM team members need to understand what their role entails. This requires team members being inducted into their role and undertaking meaningful training on a regular basis.

   *All EM role statements, apart from the MEMPC role statements in **Appendix 7**, are detailed in the **MEMP sub-plans listed in section 2.1***

3. A training plan is prepared each year which identifies all available professional EM courses, learning opportunities and training exercises. These courses are aligned to the requirements of each EM role.

Training Exercises

Training exercises are a practical way to walk people through their role and practise arrangements with supporting agencies. Pyrenees Shire Council recognises the importance of conducting regular exercises because so many of the EM functions are not part of daily Council service delivery.

Types of Exercises:

There are several ways an exercise can be conducted allowing all aspects of the Council EM functions to be considered. These include:

1. Real time operation – (most common) where a Council EM function is simulated (for example setting up the MECC and running with an imaginary scenario or something as simple as testing the emergency notification procedure).
2. Desktop operation – a facilitated discussion activity that explores what actions and implications would arise within an imaginary scenario.
3. Hypothetical discussion with an expert panel – a facilitated discussion driven by a moving scenario with questions posed to a panel made up of Council EM team members. (for example, *"this has happened, what would you do now and why?")*

2. Standard Operating Procedures

Many of the Council EM functions have documented Standard Operating Procedures (SOPs) which are what the exercises can utilise for the basis of their training content. Currently, the MEMP has SOPs for:

- MECC Operations
- Emergency Notification
- Heatwave
- Emergency Relief Centres
- Emergency Communications
- Municipal Post Impact Assessment
- Recovery Centres
- Emergency Animal Welfare
- Outreach Activities

Responsibility for identifying, preparing and conducting training exercises lies with the PSC Emergency Management Team and the MEMPC.

3. Building Community Resilience

As stated in the MEMP Part One – Risk Management, the ability of a community to respond to an emergency situation and, in turn recover from the impacts, will be influenced by how resilient they are.

Pyrenees Shire Council recognises the importance of building capacity in this area and sees the conduct of community resilience preparedness activities as an opportunity to make a real difference. Consequently, the Council MEMPC has developed a ***PSC Building Community Resilience sub-plan.***. This sub-plan has the following features:

- It builds on the community preparedness work undertaken by the 'Small Town Communications Project' completed in December, 2015.
- It broadens the scope of activities to include the communities of Beaufort and Avoca
- A reference group made up of key agencies, Council staff and community representatives will facilitate the implementation of the plan.

The ***Community Resilience Sub-Plan*** can be viewed in ***Appendix 24.***

2.6 Municipal Resource Management

Resource co-ordination

Co-ordination of Council staff and equipment during and after emergencies requires:

- Preparation;
- Training; and
- Executive support

There are three resource co-ordination functions within Municipal Emergency Management for which PSC has developed plans and procedures. These include:

1. Municipal Emergency Coordination Centre (MECC)

- The role of the MECC is to coordinate Council resources ***during and immediately after the emergency***. Council resources requiring coordination include:
- Plant and equipment – a list of ***PSC plant and equipment*** is in ***Appendix 15.***
- Council staff (PSC and/or staff from other Councils) – to manage Emergency Relief centres or provide resources to assist combatting agencies

NOTE: The ***MECC operations manual*** sets out operations procedures for co-ordinating Council resources and can be viewed in ***Appendix 17***

Critical Incident Management Team (CIMT)

PSC Senior Management make up the membership of this team and their primary responsibility is to ensure the Council EM team has the resources to do their job whilst still maintaining normal business continuity.

NOTE: The ***Critical Incident Management Plan*** can be viewed in ***Appendix 9***

2. Pyrenees SC Business Continuity Plan (BCP)

This plan outlines procedures to be followed which ensures the critical Council business delivery is maintained when one of the following occurs:

- Loss of Council IT services
- Loss of a key Council Office
- A large number of Council staff are unavailable

The Critical Incident Management Team (identified in the BCP, is responsible for implementing this plan and an emergency occurring in the Pyrenees Shire is recognised as a potential trigger. Responding to an emergency cannot ignore the inter-dependency that exists between the MEMP and the BCP.

NOTE: The ***PSC Business Continuity Plan*** can be viewed in ***Appendix 8***

3. Cross Boundary Arrangements

The Pyrenees Shire Council MEMP Committee seeks to ensure that cross municipal and regional boundaries are treated in a seamless manner with regard to emergency response and recovery for the following reasons:

- Emergencies do not restrict themselves to single municipalities
- Pyrenees Shire Council is limited in staffing capacity and support from other Councils would provide a much needed back-up capacity

Municipal EM Enhancement Group (MEMEG) – Grampians region

Pyrenees Shire Council is an active member of the Grampians Region MEMEG which is made up of representatives from local governments, state and regional State Government Departments.

Its purpose is to:

- Raise the profile of LGAs within the region

- Pursue common issues at the regional and state level.
- Develop training for municipal EM teams where gaps or needs exist
- Promote resource sharing between LGAs

Resource Sharing Memorandums of Understanding (MOUs)

To ensure that shared risk is appropriately addressed, MOUs have being negotiated by the MEMPC with support agencies to make certain resources are shared across municipal and agency boundaries in a consistent and seamless manner.

Current cross boundary and support arrangements (MOUs) for the Pyrenees Shire municipality include:

- MAV Protocol for Inter-Council Resource Sharing
- Municipal Impact Assessment (MIA) – Central Highlands municipalities
- Personal and Case Support – community health providers
- NOTE: Copies of the ***PSC Personal and Case Support MOU*** can be viewed in ***Appendix 10*** and the ***MAV Protocol for Inter-Council Resource Sharing*** ***via this link to the MAV web site.***

Staff Welfare

The following should be considered when maintaining an effective workforce within the Council EM Team.

- staffing numbers
- rotations/rosters
- workload
- mutual aid from neighbouring municipalities

Note: Staff might be undertaking multiple roles and functions.

Staff welfare is often overlooked due to the priority given to supporting the management of the emergency. It is important to recognise that EM staff may be emotionally affected, as they are likely to be working longer shifts far outside their normal day-to-day practice, and at times of the day when they would normally be sleeping or resting. EM staff might not have access to their normal facilities or equipment and they might have concerns about their own families, friends and property and might not be able to obtain information or reassurance about these matters.

As a result, there is a potential for a substantial amount of stress and discomfort amongst EM staff. The CIMT should take steps to provide welfare support to EM staff including:

- Providing a suitable working environment;
- Providing rest and recreation areas;
- Ensuring regular breaks;
- Maintaining a supportive atmosphere;
- Making available psychological support and counselling;
- Providing information and assistance regarding staff families and related issues;
- Managing workloads;
- Consider travel and access arrangements to and from the ERC site;
- Providing after-hours accommodation for staff unable to return home; and
- Recognising post-event staff needs.

Pyrenees SC recognises the importance of managing human resources within the OH&S policy framework and each Standard Operating Procedure (SOP) has deployment, resource and debriefing arrangements included.

2.7 Municipal Readiness

The best laid plans won't work if:

- Council EMT members are not able to receive an emergency alert;
- The people to implement EM procedures are not available; or
- There is no procedure in place for alerting them.

Pyrenees SC has two procedures in place to address these concerns:

1. EM On-Call Arrangements
2. Emergency Notification Policy and Procedures

EM On-call arrangements

A 24 hour/seven days a week roster is in place to receive emergency alert calls through a single point of contact. The phone number, **5349 2039** is distributed to all Councils, emergency service agencies, relief and recovery agencies and the community.

This on-call Duty Officer arrangement is shared between the Council MEM, MERO and MRM.
The ***EM On-call SOP*** can be viewed in ***Appendix 19***

During periods of extreme risk or staff unavailability, rosters are prepared and used if the activation of EM teams is required. An example of these events could include:

- Christmas holiday break
- Extreme weather warning
- Extreme threat in a neighbouring municipality

Emergency Notification Procedures

Pyrenees SC has developed an Internal EM Alert Notification system which enables the PSC EMT to send a mobile phone text message and an e-mail to EM Team members listed in prepared call groups.

The ***EM Alert Policy and Procedure*** can be viewed in ***Appendix 18***

3. Part Three – Response Arrangements

3.1 Overview

This section of the plan details the Pyrenees Shire Council's response co-ordination arrangements for an emergency event. The *Emergency Management Act 1986 Section* 4A defines emergency response as:

"*The combating of emergencies and the provision of rescue and immediate relief services. Emergency response provides the mechanism for the build-up of appropriate resources to cope with emergencies throughout the State. It also provides for requests for physical assistance from the Commonwealth when State resources have been exhausted."*

Resource Coordination Arrangements

State

The **State Emergency Response Plan** 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.

Regional

Most incidents are of local concern, and can be coordinated using local municipal resources. When those resources are exhausted the **Regional Emergency Response Plan** provides for further resources to be made available, firstly from neighbouring municipalities (on a regional basis) and then, secondly, on a state-wide basis. All response arrangements within this document are consistent with the arrangements detailed in the Emergency Management Manual (EMMV), which incorporates the State Emergency Response Plan, to ensure the continuity of resources across all levels of government. A copy of the ***Grampians Region Response Plan*** can be viewed in ***Appendix 13***.

Particular effort has been made by the municipality to ensure that relationships have been formed with neighbouring municipalities and local and regional emergency and support agencies should the need arise for additional support and coordinated resources between agencies.

Response Management Arrangements

The response management task is to bring together, in an integrated organisational framework, the resources of the many agencies and individuals who can take appropriate and timely action when dealing with an emergency. Response management is based on three key management tasks: control, command and co-ordination.

- **Control:** is the overall direction of response activities in an emergency. Authority for control is established in legislation or in an Emergency Response Plan, and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies.
- **Command:** refers to the direction of personnel and resources of an agency in the performance of that organisation's role and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency.
- **Coordination** is the bringing together of agencies and resources to ensure effective response to, and recovery from, emergencies.

  The responsible control agency for each emergency varies according to their required expertise. A list of the ***Emergency Control and Support Agencies*** can be viewed in ***Appendix 12.***

3.2 Municipal Response Coordination Functions

*At the municipal level**, coordination of Council resources during the response phase,** is the primary function of the Pyrenees SC.*

The main functions of response coordination are:

- The systematic acquisition and allocation of resources in accordance with the requirements imposed by emergencies; and
- Information sharing

For the Pyrenees SC this might mean:

1. Provision of Council and external resources, when requested, to assist the control agency with combatting the emergency;
2. Operation of a Municipal Emergency Coordination Centre (MECC);
3. Provision of a Municipal Emergency Management Liaison Officer (EMLO) to the Incident Control Centre (ICC);
4. Gathering and sharing of information specific to the emergency;
5. Coordination of relief services;
6. Provision of animal welfare services;
7. Coordination of catering requirements;
8. Transport services;
9. Implementation of Council Business Continuity arrangements;
10. Provision of environmental health services;
11. Support for VICPOL managed evacuation procedures;
12. Provision of input into the Response/Recovery Transition Plan;
13. Planning for Municipal Post Impact Assessment operations;

The next part of this plan sets out the Council's arrangements for each of the response coordination functions. Many of these arrangements are detailed in existing operating procedures.

1. Provision of Resources

PSC can receive requests for resources to assist the incident controlling agency for a number of purposes and these can include:

- Request for signage to assist with traffic management
- Provision of equipment or materials to a specific location (eg fuel tanker, water or sand)
- Supply of machinery (eg grader, bulldozer or truck)
- Provision of animal welfare and public health services
- Catering services
- Transport services

The requests can come from the Emergency Management Team (EMT) in the field or from an Incident Control Centre (ICC) and will be directed to the VICPOL ***Municipal Emergency Response Coordinator (MERC).***

The MERC will consult with the ***Municipal Emergency Resource Officer (MERO)*** regarding these resource requests and the MERO will respond accordingly.

It is important that the MERO maintains a comprehensive list of Council resources for use during emergencies. The list of Council resources can be viewed in the ***PSC Plant Resource List Appendix 15***

2. MECC Operations

Requests for resources and other coordination functions can quickly grow beyond the management capacity of the MERC and MERO when the size and complexity of the emergency escalates. When this happens, the Pyrenees ***Municipal Emergency Coordination Centre arrangements*** are activated.

The MECC is a Council facility which accommodates Council and agency staff who will coordinate resource requests, Council response functions, and plan for recovery operations.

The ***Pyrenees SC MECC arrangements*** can be viewed in their ***MECC Operations Manual*** which is contained in ***Appendix 17.***

3. Provision of a Municipal EM Liaison Officer (EMLO)

The life blood of any emergency coordination operation is ***timely communication of accurate information*** between the Council EM team and the Incident Controller***.***

Experience has shown this will not occur unless the Council positions a trained Liaison Officer in the Incident Control Centre (ICC). Their role is to gather and provide information on behalf of Council furnishing that vital coordination function of information sharing. Pyrenees SC have 6 trained EMLOs who can undertake that role should the need arise.

A role description of the ***PSC EMLO*** can be viewed in ***Appendix 7*** and the ***EMLO Standard Operating Procedure*** in ***Appendix 20*** details their range of tasks.

4. Emergency Information Management

Additional to the communications role of the EMLO, information about the emergency might be gathered by the Council EM Team from:

- Council staff in the field
- Feedback on provision of requested resources
- Customer service staff at the council front desk
- Phone calls to the Council Offices
- Other local and regional agencies

Council procedure on information management is as follows:

1. Media releases to the community must be handled by the Incident Controller during the response phase;
2. Information deemed valuable to the Incident Controller will be provided through the Council EMLO;
3. Information deemed valuable to EM agencies will be provided through the Council Emergency Management Coordination Group (EMCG); and
4. All tasks and relevant information will be logged in the Council CRISISWORKS database ***including Council costs associated with emergency resource coordination***.

Activation of the Council MECC during an emergency will also trigger the activation of the Pyrenees SC ***Emergency Communications Operations Plan***.in **Appendix 23.2** This plan sets out how the Council Communications team will respond to an emergency in the response and recovery phases of an emergency.

5. Emergency Relief Services

When an emergency threatens or impacts on members of the community necessitating their evacuation, the Pyrenees SC will be asked to coordinate relief service for those people.

Coordination of relief services entails:

- Opening and managing a facility (Emergency Relief Centre or ERC) which can serve as a temporary safe shelter during the emergency
- Inviting the support of agencies to assist with the welfare needs of people including:
  - Registration of relief centre attendees into the Register, Find, Reunite System (RFRS)
  - Provision of food and water to those affected people
  - Provision of information, first aid and related recovery services when required

NOTE: Council staff will be responsible for the opening and management of these centres. These resources will be coordinated by the MECC. DHHS is responsible for the regional coordination of relief centres.

***Relief Centre Details**:*

A list of the ***PSC Relief Centres*** is located in the ERC Operations Plan which includes ***Layout Floor Plans***.

A request for the opening of a relief centre during an emergency will trigger the activation of the Pyrenees SC ***Emergency Relief Centre Operations Plan*** in ***Appendix 23.1***. This plan sets out how the Council relief centre team will respond to that request in a step-by-step procedure.

6. Emergency Animal Welfare Services

Emergencies impact animals as well as people and animals are grouped into two categories:

- Companions – pets kept for non-commercial purposes
- Primary produce – animal produce sold for commercial purposes

Pyrenees Shire is dominantly commercial farmland with the following stock levels:

Commercial Livestock (2010-11 survey)

Animal Type	Business No.	Head No.
Sheep	370	670,000
Cattle	183	20,800
Poultry broiler farm	1	400,000
Piggery	1	2,800
Other (horses, goats)	63	1,200

Registered companion animals exceed 3000 in number, but there would be a significant number of horses, sheep, cattle and poultry on non-commercial small-acreage properties in the rural living zones around the Shire.

It is quite likely an emergency like a fire or flood will impact on animals in the Pyrenees Shire.

Responsibility for the emergency welfare of these animals is shared between the:

- Agriculture Victoria (Part of DEDJTR) – Primary Producers
- Pyrenees Shire Council (Ranger is the Coordinator)– Companion Animals

Both organisations have an agreement to provide support to each other in times of need and Emergency Animal Welfare (EAW) arrangements are outlined in:

- ***Victorian Animal Welfare Plan*** – state level arrangements
- ***Municipal Emergency Animal Welfare Plan*** – PSC local arrangements

A request for the provision of animal welfare services during an emergency will trigger the activation of the Pyrenees SC ***Emergency Animal Welfare Operations Plan*** in ***Appendix 23.5***. This plan sets out how the Council Animal Welfare team will respond to that request in a step-by-step procedure.

7. Catering Coordination

Provision of food and water to on-duty emergency management personnel and displaced members of the community during an emergency is a required resource coordination function of the Pyrenees SC. Circumstances that might require this catering function include:

- A request from the Incident Controller to cater for members of their emergency service team (normally they have their own catering arrangements, but occasionally they require assistance)
- A PSC relief centre is activated
- MECC is activated
- PSC staff are deployed into the field
- Community information meetings

A request for the provision of emergency catering services during an emergency will activate the following procedures:

- Relief Centre catering will be coordinated by the Australian Red Cross
- The Council has registered caterers in Beaufort and Avoca to utilise when required

8. Transport Coordination Service

Council might be asked to provide transport services during the course of an emergency.

Transport of People and Resources

A request for transport services is like any other resource request.
This might be for:

- Members of the community
- Emergency management personnel
- Movement of equipment or resources

Coordination of transport services rests with the PSC MERO.

9. Council Business Continuity Arrangements

Essential Council service provision must continue throughout the emergency operating parallel to the emergency management response.

Pyrenees SC has a Critical Incident Management Team (CIMT) whose job it is to resource the Council's response to the emergency as well as maintain business continuity for essential services. Arrangements for this very important resource function are outlined in two plans:

Critical Incident Management Plan* – *Appendix 9

Business Continuity Plan* – *Appendix 8

10. Environmental and Public Health Services

The Pyrenees SC might be called upon to assess, advise on and minimise the ***public health impact*** of an emergency on the Pyrenees Shire community. This may include but is not limited to:

- Provision of a safe and suitable water supply.
- Food safety/disposal including donated food.
- Wastewater management.
- Waste disposal and the provision of temporary ablution facilities.
- Infectious disease control
- Emergency shelter and accommodation
- Siting and layout of campsites
- Vermin and vector control
- Disposal of dead stock and other animals
- Pollution of water, land and air.
- Chemical clean-up

Arrangements for the provision of these services can be viewed in the ***PSC Environmental and Public Health Plan*** which is located in ***Appendix 29.***

11. Emergency Evacuation Support

Victoria Police is responsible for coordinating an evacuation. The decision to evacuate rests with the control agency working in conjunction with police and available expert advice. In making that decision consideration would be given:

- To the area which is to be evacuated;
- The route to be followed;
- The means of transport;
- The location to which evacuees will be asked to attend; and
- Advice provided by the MERO of the affected municipality

The PSC MERO may be contacted and asked to assist with the implementation of the evacuation. This might be in the form of providing advice regarding:

- The most suitable Emergency Relief Centre
- Required resources that may include:
    - Public health services;
    - Emergency relief considerations;
    - Special needs groups such as young, old and registered vulnerable people; and
    - Transport

12. Response/Recovery Transition Procedures

Once an emergency is contained, the Incident Controller will begin planning for a transition to recovery.

This involves the **Incident Controller**:

- Planning the tasks that will need to be undertaken before they can hand control over to the recovery coordinating agency;
- Determining whether this will be a local and/or a regional transition; and
- Briefing the recovery controller when completing the handover.

Pyrenees SC will:

- Participate in the transition from response to recovery planning at the ICC;
- Determine whether the PSC will be the sole recovery controller or part of a regional operation;
- Identify the tasks assigned to the PSC; and
- Participate in the ICC briefing.

NOTE: Arrangements for this transition procedure are outlined in the ***Response to Recovery Transition Agreement*** *which is* ***Appendix 16.***

13. Municipal Impact Assessment

Planning for Municipal Impact Assessment (MIA) Operations commence during the response phase. This is identified as one of the response activities in the MECC Manual once reports of private property being impacted have been confirmed.

Responsibility for impact assessment on public and private property lies with:

- **Council** – Council and community infrastructure, urban, rural living and business/industrial areas
- **Agriculture Victoria**– Primary producers

Details of the arrangements and procedures for this can be viewed in the ***PSC MIA Operations Plan*** in ***Appendix 23.3***.

3.3 Activation

Activation of the Pyrenees SC Emergency Management Team will be triggered by one of two events:

1. An imminent high-level threat (such as a Code Red Day announcement or an emergency in a neighbouring municipality); or
2. An emergency alert received from an Emergency Control Agency. The alert could come via MERC and they will likely call the ***PSC On-Call Duty Officer*** who will respond according to the PSC ***Alert Notification Procedure***.

More detail on this alert procedure can be viewed in:

- ***The PSC On-Call Duty Officer Standard Operating Procedure*** ***Appendix 19***
- ***The PSC Emergency Notification Policy and procedures*** ***Appendix 18***

3.4 De-Activation

Emergency response coordination functions will scale down as the emergency is contained by the Incident Controller and the transition to recovery commences.

Once each resource function is no longer required, PSC Emergency Management Team will do the following:

- Debrief each resource coordinating team to ascertain what worked well and what needs changing. Ensure any identified changes to plans and procedures are followed up and acted upon.
- The welfare of each team member must also be considered and acted upon should the welfare needs of anyone require it.
- Conduct an all-agency debrief within the first four weeks of the emergency and review the response arrangements part of the MEMPlan.
- The financial costs associated with each resource provision to be totalled up and provided to the MERO. Have the MERO write a comprehensive report on the conduct of the Council's emergency response.

4.Part Four – Recovery Arrangements

4.1 Introduction

Emergency Management is an increasingly important function for every local government, with each council facing growing levels of expectation from their communities. This document is intended to be a guide for council staff in understanding what emergency relief and recovery entails and who should be involved in an emergency relief and recovery operation. We believe that the information in this plan represents good practice and should be read in conjunction with the ***Pyrenees Emergency Relief and Recovery Operations Plan*** (a sub-plan of the MEMP which outlines how the relief and recovery services will be coordinated and when they will be required).

4.2 Emergency Relief and Recovery Context

4.2.1 Emergency Relief and Recovery Definition

The Emergency Management Manual Victoria defines relief and recovery as;
"The assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning".
It is a coordinated process for enabling the reconstruction of the physical infrastructure and the restoration of emotional, economic and physical well-being of the community.
The purpose of providing relief and recovery services is to assist the affected community manage its own recovery. It is recognised and expected that communities will be involved in the recovery process following emergencies, but municipal guidance and support is essential, not only to provide overall management, but also to supplement the personal, family and community structures that have been disrupted by the event.

4.2.2 Principles of Relief and Recovery

The Pyrenees Shire Council is responsible for relief and recovery at the Municipal level and will act within line with the following principles:

- Confidentiality relating to the identity, dignity and autonomy of individuals, families and the community impacted on by an emergency will be maintained at all times and in accordance with Pyrenees Shire Council's ***Privacy Policy*****.**
- Relief and recovery management will be based on the context of clear and agreed arrangements, involving regular community consultation and cooperation through proven and established communication channels.
- Wherever possible, normal municipal management and administrative structures and practices will be used. This will minimize the risk of increased anxiety amongst the affected community that may result from the introduction of any new processes. It is important however, to ensure that the existing structures and practices do cater for the special needs and circumstances of the affected community. Relief and recovery information and functional services need to be readily accessible to those affected.
- All appropriate and available Municipal resources will be committed to the relief and recovery process. While Council's focus will primarily be on support to the impacted community and restoration of infrastructure, it is anticipated that limited local resources might only be able to cope with the initial response and any longer term requirement will necessitate regional support.

4.2.3 Functional Areas of Relief and Recovery

Relief and recovery management must consider the following five (5) key functional areas (or environments) when assessing the impact of an emergency upon the community. Effective relief and recovery management is achieved by identifying all of the impacts of an emergency and aligning the relief and recovery services to address the needs. Impact assessments will identify the needs of the affected community and the resources required to undertake the recovery activities.

Each of these functional areas ***overlap considerably*** so collaboration between each area would improve service coordination.

DIAGRAM 1

Five Recovery Environments (Figure 1)

Relief and Recovery Services and their functional areas

The types of relief and recovery activities likely to be called upon in each of the functional areas are outlined in the table below.

Social, Health & Community Development	Built	Natural	Economic	Agricultural
Relief Centres Recovery Centres Accommodation Personal Support Case Management Financial Assistance Material Aid Community Development Information Coordination Health services Disability/Aged Care Volunteer Coordination Donations Coordination Animal Welfare	Post Impact Assessment Clean-up Transport Roads and Bridges Community Infrastructure Fencing Waste Management	Environmental Health Public Health Water Catchments Air quality Natural environment Cultural Heritage	Economic Development Tourism Promotion Financial Assistance Small Business Sector Building and Planning	Primary Producers Animal Welfare Stock feed Agistment Fencing

4.3 Municipal Relief and Recovery Process

There are two phases in the relief and recovery process:

- Planning and preparedness phase
- Emergency Relief and recovery operations phase

4.3.1 Planning and Preparedness

The Municipal Relief and recovery Manager (MRM) is responsible for the development and maintenance of relief and recovery service arrangements within the municipality. Detail on the planning process is covered in section 5 of this plan. Ideally, the planning process should involve the Municipal Relief and recovery Planning Sub-Committee that meets quarterly.

4.3.2 Emergency Relief and Recovery Operations

The MRM is to initiate relief and recovery activities as soon as possible or when required, during and following an emergency. The MRM shall convene a meeting of the **Pyrenees Emergency Relief and Recovery Committee** as soon as is practical to assess the situation. Details on the relief and recovery operations process are covered in section six of this plan.

4.4 Municipal Relief and Recovery Management

Responsibility for the management of relief and recovery in both the planning and relief and recovery operational phases rest with the:

- Pyrenees Relief and recovery Management Team
- Pyrenees Relief and recovery Planning Committee

4.4.1 Pyrenees Relief and Recovery Management Team

Members of this team manage the key Council relief and recovery service areas and are responsible for the provision/coordination of those services. This structured approach assigns responsibility to line managers and team leaders for relief and recovery service provision and streamlines the approval process.

Their responsibilities include:

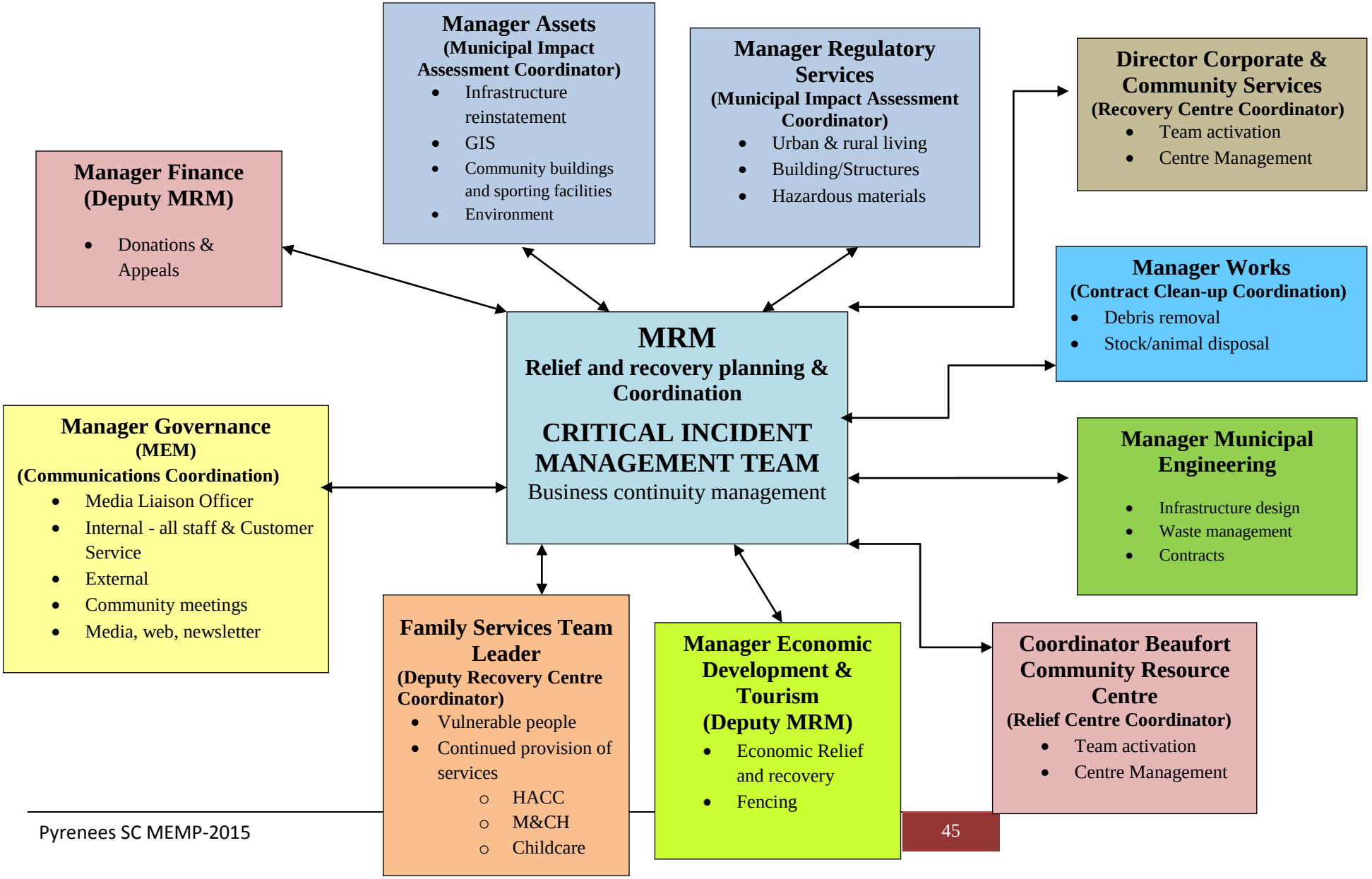
- Ensuring their service responsibilities are delegated to competent and resourced internal staff members
- Ensuring they are trained and prepared
- Have lines of communication established and maintained across the other service areas
- Appoint replacement staff to vacant positions when staff leave

The responsible positions which make up this Relief and recovery Management Team are:

- Municipal Relief and recovery Manager (responsible for planning and coordination)
- Manager Assets
- Manager Works
- Director Corporate and Community Services
- Manager Finance
- Building Surveyor
- Manager Governance
- Manager Engineering, Waste, Operations & Contracts
- Manager Economic Development & Tourism
- Family Services Team Leader
- Coordinator Beaufort Community Resource Centre
- Community Liaison Officer

Diagram 2 on the next page titled, **'Pyrenees Shire Council Relief and Recovery Management Structure'**, displays the team leader positions and the services they are responsible for.

DIAGRAM 2 PYRENEES SHIRE COUNCIL RELIEF AND RECOVERY MANAGEMENT STRUCTURE



4.5 Municipal Relief and Recovery Planning

4.5.1 *Role of the Relief and Recovery Planning Committee*

> ***"By failing to prepare, you are preparing to fail…"***
> ***Benjamin Franklin***

No emergency relief and recovery operation can succeed without pre-existing plans, operating procedures and a team of trained service providers. The primary responsibility of the Relief and recovery Planning Committee is to ensure those arrangements are in place. During the planning phase this will involve a range of preparatory activities.

The role of the Relief and recovery Planning Committee is to:

- Establish and maintain relief and recovery service arrangements in preparation for an emergency. Include business continuity strategies in the planning process.
- Identify and recruit agencies to assist in the relief and recovery process;
- Identify local and external resources available for relief and recovery;
- Identify and involve the community in planning and implementation of the relief and recovery process;
- Liaise and communicate with other sub committees that might be established.
- Establish and maintain a Municipal Relief and recovery Training Register.
- Establish working groups to identify and address the relief and recovery requirements of the municipality.
- Maintain an effective working relationship between municipal and regional service providers.
- Prepare, maintain and develop the relief and recovery component of the MEMP Plan.
- Develop an operational / resource manual that outlines the following:
  - The membership details of the Committee (including all members and phone contacts)
  - Specific roles and responsibilities of the Committee.
  - Policies and standard operating procedures where appropriate.
  - Resources available, where they are and how to access them.

4.5.2 Key Relief and Recovery Planning Considerations

The Community Emergency Risk Assessment (CERA) Plan

Identifies the types of risks within the Shire and provides an assessment on their impact and the likelihood of them occurring. Relief and recovery planners should consider the implications of these CERA assessments when they prepare for an emergency relief and recovery operation. As well as the CERA, the Pyrenees Shire Council has a number of other key planning factors which influences its ability to effectively manage recovery from an emergency. This Relief and recovery plan identifies those factors so that any planning and preparatory activities can take them into account.

Memorandums of Understanding

Pyrenees Shire Council has two MOUs that relate specifically to the provision of particular relief and recovery services and should be reviewed annually. These are:

- ***Personal Support/Case Support*** provision and coordination between Pyrenees SC and four community health providers.
- ***MAV Resource Sharing Protocol***

NOTE: Copies of the ***PSC Personal and Case Support MOU*** can be viewed in ***Appendix 10*** and the ***MAV Protocol for Inter-Council Resource Sharing*** ***via a link to the MAV web site.***

Vulnerable Clients

Relief and recovery plans have considered the needs of vulnerable people in the community. Pyrenees SC maintains a Vulnerable Client Register in the Crisisworks Database for the purpose of identifying those Shire residents who may need assistance with evacuation from the threat of an emergency. The PSC Family Services Team Leader is responsible for maintaining that register and VICPOL for the use of that register when coordinating an evacuation.

Catering for People with Special Needs

Background:

Young and elderly people have unique vulnerabilities when dealing with the impacts of emergencies and they need to be considered as two distinct groups in municipal emergency management planning. This MEMP planning note considers the needs of both groups and addresses their requirements in the two phases of an emergency:

1. Emergency Relief Centres – provision of shelter, food and water during the emergency

2. Emergency Recovery – provision of support services to the impacted community after the emergency

Unique Vulnerabilities

Children and Young People

Children and young people have unique physiological, psychological and developmental needs. These include:

- Adult Dependency: They rely on the care of adults and the level of care they need will depend on their stage in life. A baby, for example, depends on adults entirely for its physical care while an adolescent is more independent and can fend for their physical needs, but may need increased emotional support. The effectiveness of this support can be can be diminished by the lack of influence young people have on the decisions that impact on them and if the adults who support them have also been affected by the emergency.
- Safety: Children are vulnerable in hazardous environments (pets, cooking areas etc) and predatory adults.
- Nutrition: When catering for community activities age-appropriate food must be provided being mindful of allergies
- Psychological: Provision of psycho-social support should consider the needs of young people and these can be addressed by including support personnel in the immediate response and local youth workers for ongoing recovery activities.

Older People

Getting older can present unique challenges and barriers. These may include:

- Restricted mobility: Aging may bring reduced mobility and muscle strength, impaired sight and hearing ,and greater vulnerability to impacts of heat and cold. Minor conditions may quickly become major handicaps that threaten to overwhelm a person's ability to cope.
- Appropriate Food: Older people may have specific dietary requirements and/or require food that is easy to digest.
- Health issues: Older people may need healthcare for chronic conditions, physical and mental disabilities and may be more prone to acute health events.
- Trauma and isolation: Loss of carers and community ties can leave people isolated. Coping with day-to-day life after an emergency can be very difficult for some older people.

- Older people can also bring life experienes which have developed resilience and have increased their capacity to recover post emergency event. EM plans need to avoid generalizations and assumptions that age will always bring increased challenges and should leave room for the possibility that older people can have significant strengths.

Staff Capacity

The Pyrenees Shire Council has recognised that, as a small municipality with limited resources coupled with the hindsight of their 2011 flood relief and recovery experience, it will struggle to meet the needs of the community should it be impacted by a significant emergency. This relief and recovery plan sets out arrangements that can be addressed 'within' its existing capacity, but also how the relief and recovery operation will be escalated to the regional level should Council capacity be 'exceeded' at any single or multiple points. The Relief and recovery Planning Committee, in its planning process, should regularly review its staffing requirements for each relief and recovery service and consider ways that capacity can be increased, either through the use of volunteers or resource sharing arrangements with neighbouring municipalities.

Planning Resources:

Supporting the MRM and the Municipal Relief and recovery Planning Committee are a range of advisors and resources. These include:

- Grampians DHHS
- State Emergency Services (SES)
- Red Cross
- Municipal Association of Victoria (MAV) - provide planning support and training.
- The Grampians Region Relief and recovery Planning Committee is a valuable forum
- Grampians Tourism

Regional Escalation:

The Grampians Regional Relief and recovery Plan complements local arrangements and clearly identifies the triggers for a regional escalation. Should an emergency impact on the Shire to a degree where demand exceeds capacity at the local level, or it extends into additional LGAs, then the Regional Relief and recovery Plan will be activated. A copy of the ***Grampians Region Relief and Recovery Plan*** can be viewed in ***Appendix 14.***

Business Continuity

Arrangements need to be in place so key relief and recovery staff can be moved off-line from their substantive duties to meet the relief and recovery coordination requirements of an emergency relief and recovery operation. Such arrangements, which are part of the Pyrenees SC Business Continuity Plan (BCP), include short and long-term strategies. The welfare of relief and recovery workers has also been included within those arrangements. The ***Pyrenees SC BCP*** can be viewed in ***Appendix 8*** of the MEMP.

Neighbouring Municipalities

Emergencies can impact across municipalities which could require an operation involving relief and recovery team members from multiple municipalities. A coordinated response will depend upon established relationships with neighbouring municipalities and their relief and recovery coordinators as well as a consistent set of relief and recovery protocols and processes.

Relief and Recovery Planning Activities

Pyrenees Shire Council recognises the importance of training in building and maintaining an effective level of preparedness. A process of review is also essential in maintaining that level of preparedness as well as it

being a mandatory part of the MEMP audit process. Records of relief and recovery arrangement reviews and training exercises must be kept to serve as evidence that those actions have taken place. The responsibility for this task lies with the MRM.

Training and exercises: Examples of relief and recovery training activities include:

A relief and recovery training exercise will be conducted at **least once each calendar year** which utilises SOPs and brings supporting agencies together in a practical way. These could include:

- Setting up and operating a relief or recovery centre
- Post impact assessment activities (data gathering, data logging, desktop scenarios)
- Desktop discussions focusing on one or more of the recovery functions (relief and recovery management, outreach, community development, economic development etc)
- Use of the 'MECC Central' database recovery module for managing recovery service data and reporting.

NOTE: The outcomes of each exercise will be documented and kept on file. Follow up actions identified in that report will be acted upon and noted in that file.

Regular review of arrangements

At each of the Relief and recovery Planning Committee meetings a report on the progress of the action plan review process will be presented as a standing item. This could be an MOU, a Standard Operating Procedure (SOP) or a relief and recovery service function.

Supporting neighbouring municipalities

Pyrenees should consider brokering staff sharing agreements with neighbouring municipalities in relief and recovery service areas that have a standard operating procedure which don't require pre-existing knowledge of the local community. Deploying Pyrenees SC staff to neighbouring municipalities in these relief and recovery roles, which assist and relieve staff in those Councils, not only builds a 'greater shared' capacity in staffing numbers and good will, but it offers a valuable 'real time' training opportunity. These roles include:

- Environmental Health
- Post Impact Assessment
- Relief Centre Management
- Relief Centre support staff
- Building surveying
- Infrastructure Assessment

4.6 Emergency Relief and Recovery Operations

This section of the relief and recovery plan outlines **what** will happen during and after an emergency operation, and **who** will be responsible for the provision and coordination of each relief and recovery service. A more detailed plan on **how** and **when** each of those services will be delivered is contained in the ***Pyrenees Emergency Relief and Recovery Operations*** sub-plan ***Appendix 23***.

4.6.1 Activation and Notification

Activation of the Emergency Relief and recovery Team is normally triggered when the community is directly impacted by an emergency. The additional trigger is a perceived or real **threat** which has a strong likelihood of occurring.

Threat Activation

There are times when emergencies have not occurred, but the threat is powerful and real. These could be triggered by a severe weather warning or an emergency occurring in a neighbouring municipality. Activation of the relief and recovery team might be simply an alert message and escalation to standby as the threat level increases.

Emergency Activation

When an emergency occurs and it impacts on the Pyrenees Shire community, the MEMP alert procedure is activated. The Pyrenees Shire Council ***Emergency Alert Notification Procedure*** is in ***Appendix 18***. Essentially, in terms of relief and recovery, the procedure is for the MRM to be notified by the MERO and briefed on the situation. The MRM will respond to the situation according to the circumstances. This could entail:

- Placing part or all of the relief and recovery team on alert
- Escalating the team (part or all) to standby as the emergency broadens its impact
- Activating the relief and recovery service teams and their operating plans as required

NOTE: Should the MECC open, the MRM (or deputy) will immediately attend the centre and take up their position as member of the Emergency Management Coordination Group (EMCG – MERC, MERO & MRM) which is responsible for the management of the MECC. It will be from the MECC that the MRM can effectively monitor the development of the emergency and activate the relief and recovery team as required.

Escalation

Allocation of relief and recovery staff resources can reach a point where the capacity of Pyrenees SC will be exceeded. It is best if this point is determined in advance of it actually occurring. This requires forward planning in the MECC and/or by the MRM as the relief and recovery operation unfolds. When this occurs, the MRM will:

- Determine what additional resources are required
- Notify the EMCG of the circumstances (if this point is reached during the operation of the MECC)
- The MRM will forward the request for additional resources to the Grampians DHHS Regional Emergency Operations Centre (REOC) or the Regional EM Coordinator (if their REOC is not present in the MECC)
- The MRM will continue to liaise with DHHS

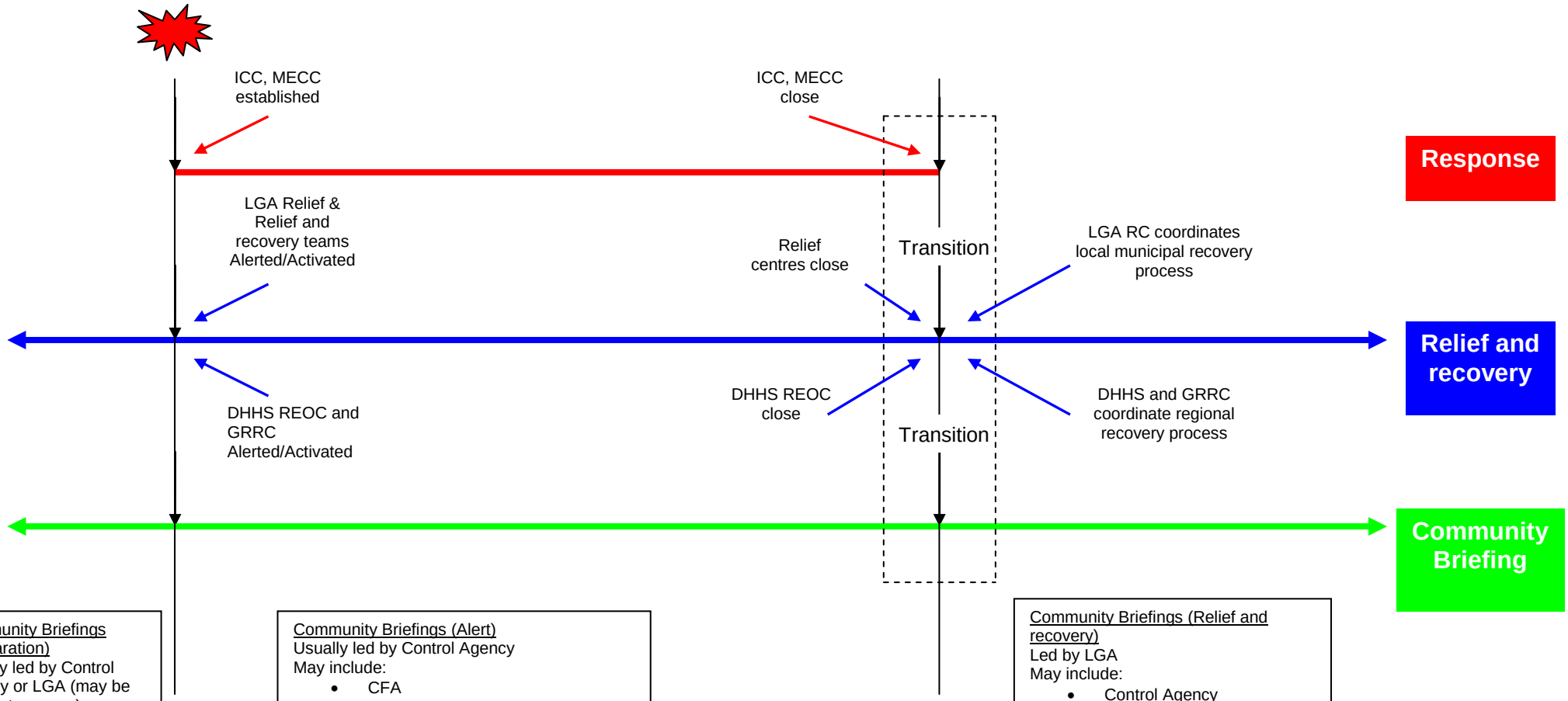
4.6.2 Transition from Emergency Response to Recovery

Relief and recovery will begin very soon after an emergency occurs. As the emergency comes under control a transition period from response to recovery coordination occurs.

Diagram 3 **Response/Recovery Interface**, illustrates how the response and recovery processes operate in parallel with each other and then the point where this transition would take place.

The transition from response coordination to recovery requires a level of understanding and cooperation between the respective coordinators. Appropriate arrangements must be negotiated and documented to ensure this occurs. The Pyrenees SC ***'Response to Recovery Transition Agreement Form' can be viewed in Appendix 16***

Diagram 3. Response/Recovery Interface



Community Briefings (Preparation)
Usually led by Control Agency or LGA (may be different process)
May include:

- SES
- DHHS
- LGA

Community Briefings (Alert)
Usually led by Control Agency
May include:

- CFA
- SES
- DHHS
- LGA
- Other relevant response and relief and recovery agencies

Community Briefings (Relief and recovery)
Led by LGA
May include:

- Control Agency
- SES
- DHHS
- Other relevant response and relief and recovery agencies

4.6.3 Relief and Recovery Operation Phases

A relief and recovery operation will move along an evolving continuum, often stretching beyond a 12 month period, with the recovery services changing to meet the needs of the affected community. Essentially, some needs will be met earlier in the relief and recovery process (such as relief, material aid, temporary accommodation, clean-up and financial assistance), but others (such as physical reconstruction, community development, economic development and environment rehabilitation) take a much longer time to deliver. This plan has grouped the key relief and recovery services into five primary phases or steps in the operations process that are related to a time continuum relative to small, medium and large scale emergencies.

The following table is a **summary** of a hypothetical relief and recovery time continuum for a large scale emergency. The time continuum for small and medium scale emergencies might differ from those outlined below, but they will follow the same basic process. A more detailed description of this time continuum can be found in the ***'Pyrenees Emergency Relief and Recovery Operations Plan'*.**

The Five Phases of Emergency Relief and Recovery

1. During the incident (usually the response phase);
2. Immediately after the incident (one to seven days);
3. Short term (two to four weeks);
4. Medium term (two to three months); and
5. Long term (four months and onwards: up to 18 months or two years depending upon the impact of the incident).

This table outlines the likely relief and recovery activities in each phase and assigns responsibility

1. During The Incident	
Activity	**Responsibility**
Activate emergency relief arrangements	EMCG
Activate media liaison coordinator	MEM
Conduct an Initial Impact Assessment	ICC, MECC Planning Unit
Assess the need and plan for Post Impact Assessment	MECC Planning Unit
Plan for and conduct community response information meetings	ICC
Plan for community relief and recovery information meetings	MECC Planning Unit
Plan for the establishment of a recovery centre.	EMCG
2. Immediately After The Incident (1 – 7 days)	
Activity	**Responsibility**
Conduct community recovery information meetings	EMCG
Activate a Recovery centre/s if required	MRM & Recovery Centre Coordination.
Conduct a Municipal Impact Assessment operation	MRM & PIA Coordinator
Notify the Department of Treasury and Finance (DTAF) of the emergency)	EMT
Emergency Recovery Committee meets to assess needs	MRM & recovery coordinators
Establish recovery task forces to meet those needs	Recovery Committee
Assign case managers to households in need	Personal Support Coordinator
Escalate to Regional Recovery Coordination if required	MRM
Manage donation offers and spontaneous volunteers	MRM
Conduct first operational debrief	MRM

3. Short Term (2 – 4 weeks)	
Activity	**Responsibility**
Task forces submit resource requirements to state govt.	Task force coordinators
Task forces commence implementation of Recovery action plans	Task force coordinators
Plan for outreach services	Social Environment task force
Plan for community development activities	Social Environment task force
Maintain relief and recovery centre services	MRM & Recovery Centre Coord.
Ensure community needs for shelter and material needs are met	Recovery Committee
4. Medium Term (2 – 3 months)	
Activity	**Responsibility**
Conduct outreach program	Social Environment task force
Maintain recovery centre services (if required)	MRM & Recovery Centre Coord
Task forces continue action plan implementation	Task force coordinators
Plan for economic development activities (if required)	Recovery Committee
Commence planning for a transition strategy back to normal	Recovery Committee
Continue to conduct recovery service debriefs	MRM
5. Long Term (4 months onwards)	
Activity	**Responsibility**
Monitor and review the progress of the Recovery Action Plan	Recovery Committee
Celebrate recovery milestones	Recovery Committee
Continue the development of the transition strategy	Recovery Committee
Conduct final debrief	MRM

4.6.4 Relief and Recovery Service Activities

This section outlines each of the key relief and recovery activities listed in the table above in the order that they might be required. More detail on the operational requirements is contained in the ***'Pyrenees Emergency Relief and Recovery Operations Plan'.***

Emergency Relief Services

Typically, emergency relief services are provided at a municipal ***Emergency Relief Centre (ERC)*** which is a **facility** managed by the Council and supported by the attendance of relief agencies. The ERC's purpose is to provide immediate and basic services to people who have been affected by an emergency.

Essentially, an ERC is a facility for providing:

- Emergency shelter
- Food and water
- Material aid
- Information on the emergency
- Registration in the Register, Find, Unite database
- Personal support
- First aid and primary health care
- Environmental health advice
- Reconnection of family members
- Overnight accommodation (if required)

- Animal welfare
- Emergency financial assistance

It is here that the provision of recovery services begins.

The call to open an Emergency Relief Centre (ERC) will generally come from the Incident Controller for an emergency, who is located in the Incident Control Centre (ICC). The Emergency Management Coordination Group (EMCG – MERC, MERO & MRM) in the MECC may also activate an ERC in response to a local need. This call will be made when one or more of the following events occur:

- Members of the community are displaced by the emergency and cannot get to their homes until the emergency is brought under control;
- VICPOL evacuate sections of the community which are facing imminent danger;
- Members of the community, in response to reports about an emergency in the media, self-evacuate their homes or workplaces;
- A request for assistance is received from a neighbouring municipality via the ICC; or
- There is no emergency, but the threat is so extreme that an ERC is opened as a precaution

The activation of an ERC, its setting up and operation is outlined in the ***'Pyrenees Emergency Relief Centre Operations Plan'.*** Refer to that for more detail.

Communicating with the community

Information is the essence of an effective relief and recovery operation. The Communications Coordinator needs an Emergency Communications Plan to ensure essential relief and recovery information reaches out all members of the community.
This can be challenging because so much information will be circulated from a wide range of sources and some people may be so affected that the messages are not registering with them.

Getting the right information to the right people at the right time should be the primary goal of the Communications Coordinator

The emergency communication plan needs to take these factors into account and consider the most effective methods available. Council has a range of options and these include:

- Community meetings/forums
- Council customer service area
- Relief and recovery centres
- After-hours emergency contact service
- Council website and digital platforms
- Newsletters/letter-drops
- Media releases
- Local community radio / ABC Radio Victoria / other broadcasters including electronic and print media.
- Outreach – visitation to homes and businesses

NOTE: The role of the Mayor is paramount, particularly with community meetings and gatherings. Refer to the ***PSC Emergency Communications Plan*** for more information.

Recovery Centres

Recovery Centres are set up by Councils following a significant emergency within their local government area to coordinate services to the affected community. Centres such as these are established when the demand for information and recovery services exceeds the capacity of council reception staff and the recovery team to manage

Recovery centre considerations:

- If required, a recovery centre/s should be opened as soon as possible after the event.
- A Recovery Centre is a one-stop shop from which information and support can be provided to affected people **after an emergency has passed**.
- A Recovery Centre is often located as close to an impacted area as possible, although this might change according to the impact of the event (e.g. in the event of a widespread flood, it's likely to be at a location that can be readily accessed.
- A Recovery Centre could end up operating over many months, once again, depending on the severity of the impact and the needs of the affected community.
- The Council has responsibility for selecting and managing the facility. They will also provide an information service for the affected community members about Council functions (clean-up, community infrastructure, environmental health, buildings and planning etc) as well as what community recovery activities are currently available. Council will also log requests for assistance and manage the data collected in the centre using the Crisisworks database.

Council should seek to have the following agencies attend:

1. **VICDHHS** – emergency and hardship grants

2. **COMDHS (Centrelink)** - Support services for emergency affected persons in crisis, for example:
   - Disaster Relief payments;
   - Exceptional Circumstances Relief payments;
   - Bereavement Payments; and
   - Special Benefit payments.

3. **Community Health Centre/s**
   - Personal Support;
   - Psychological First Aid; and
   - Temporary accommodation in some cases

4. **Salvation Army/material aid agency:**
   - Material aid items, such as clothes, food and toiletries;
   - Financial grants in some cases; and
   - Temporary accommodation in some cases

Additional attending agencies can include:

5. **Pyrenees Community Food Pantry**
6. **Rural finance advisor** – business advice and low interest loans
7. **DELWP** – small business support
8. **Insurance Advisor** – general insurance advice and advocacy
9. **DEDJTR** – information on public land fence lines, farm advice and support
10. **Telstra Countrywide** communications advisor – mobile phone loans
11. **Catchment management authority advisor** – assistance with restoring catchments
12. **Others** as required

The process for collecting and managing recovery centre data is outlined in the ***'Pyrenees Recovery Centre Operations Sub-Plan'.*** This includes a manual and a standard operating procedure for the setting up, staffing and management of a relief and recovery centre.

Municipal Impact Assessment

Municipal Post Impact Assessment is the process for determining the impact of an emergency on the built, natural, social, economic and agricultural environments of the affected community. This assessment is conducted primarily after the emergency when it is safe enough for trained personnel to enter the impacted area.

A detailed assessment of the damage to the impacted area is essential so that the municipal recovery team can:

- Determine what needs to occur to ensure safety to life and property
- Identify what recovery requirements are needed
- Provide advice to relevant government departments, agencies and the community
- Effectively commence their planning for the recovery operation.

Emergencies can have a wide-ranging impact on a community. Municipal Impact Assessment, and the ensuing emergency recovery operation, is conducted across five recovery environments:

- Social (assisting people rebuild their lives and getting communities reconnected)
- Built (re-building homes, fences, community structures, roads and utilities)
- Natural (restoring water, national parks, environment and cultural heritage assets)
- Economic (promoting tourism, assisting return of business activity)
- Agricultural (Primary Producer support, animal welfare, stock feed and agistment).

Strategies for recovery are developed from the Municipal Impact Assessment report and then implemented by the range of available agencies within the local government boundary and/or region.

Who conducts this assessment?

The following organisations are responsible for conducting PIA work within a municipality:

- Local Government Authority (LGA) - Where the impact is within an Urban or Industrial area and/or on Council property
- Department of Economic Development, Jobs, Transport and Resources (Agriculture Victoria) – where the impact is upon rural and farming enterprises
- Department of Environment, Land, Water and Planning (DELWP) – public land and water catchments

The Three PIA Stages

There are three clearly defined stages of PIA data collection and management to follow after a significant emergency. The completion of each stage enables the next one to commence

Stage 1: Initial Impact Assessment
The initial impact assessment is conducted 24-48 hours after access to the area has been provided. Response agencies undertake initial impact assessments which can help inform relief activities.This first assessment is coordinated by EMV in the ICC and is designed to provide emergency services and recovery planners a snapshot of the impact of the emergency.

Stage 2: Secondary Impact Assessment
Within four weeks): Impact assessment for relief and recovery requires an additional layer beyond the initial impact assessment, which includes a comparison with base-line information. Those responsible for recovery coordination at each tier are responsible for coordinating the secondary impact assessment, which is a subsequent progressive and more holistic assessment of the impact of the event on the community. It takes

into account built and natural environments, social and economic impacts and resulting community needs. At the municipal level, this secondary impact assessment has 4 steps.

2.1 Municipal Infrastructure Impact Assessment:

Designated outdoor council staff will conduct a rapid assessment of Council infrastructure. This information will be passed back to the Manager of Infrastructure and PIA Coordinator. The Infrastructure Team will have a standard operating procedure for making this assessment and recording loss and damage data, as this is part of their 'every day' work. This information is essential not just for the infrastructure team, but for the other members of the PIA team in planning and understanding the area of impact.

2.2 Private Property Impact Assessment

Council and DEDJTR assessors will commence their assessment of private property on the agreed areas of impact once the infrastructure data provides a clear picture on the areas that are safe to enter. DELWP will also conduct assessment on any public land that has been directly impacted and provide relevant data to the Council. Impact data is recorded on the relevant data collection forms or devices (electronic or hard copy) and copies will be collated by the PIA Coordinator. Damage to any buildings is reported to the EHO and Buildings team.

2.3 Hazards Identification and Assessment

The EHO and Buildings surveyors/assessors, having data on the locations of damaged structures, (damaged buildings/utilities), will conduct their more detailed assessment of those properties with a focus on the hazards which might exist. These hazards will include identification of dangerous substances (eg asbestos), unstable structures as well as damage to water supplies and waste water systems.

2.4: MIA Data Management and Reporting

The influx of the post impact data from these assessments will need to be collated and stored by the Council. The ability to deliver accurate and timely reports on the impact of emergencies is the primary purpose of MIA. There will be demands placed upon the Council from numerous directions to do just that. In the past, there has been no clear process on just how this should work which raises the following questions:

- How will all this MIA data be managed and then used to produce reports?
- Who will want these reports and what data will they require?

The process for conducting municipal impact assessment is outlined in the PSC ***Municipal MIA Operations Plan*** as ***Appendix 23.3*****.** This includes a manual and a standard operating procedure for the implementation of a Municipal Impact Assessment operation.

Stage 3: Post Emergency Needs Assessment

Can take up to twelve months or more depending on the scale of the event.

Those responsible for recovery coordination at each tier are also responsible for coordinating the postemergency needs assessment. This assessment estimates the longer term psychosocial impacts on a community, displacement of people, the cost of destroyed assets, and the impact that the destruction of assets and business disruption has on how members of a community live and connect with one another. This assessment informs the medium to longer term recovery process, options for development, and builds the knowledge base of the total cost of emergencies that informs risk management.

Municipal councils and the Victorian Government are required to share any information they gather.

Municipal Emergency Recovery Committee

Where the magnitude of the event requires careful coordination of relief and recovery resources and services, a Municipal (*INCIDENT)* Recovery Committee will need to be established.
For example, a Pyrenees SC *BUSHFIRE* Recovery Committee might be established following a severe bushfire. The same would apply for managing the recovery process for a drought or flood, etc.

Committee Membership

The composition of the committee will be essentially members of the Municipal Relief and Recovery Planning Committee, but will vary depending on the extent and type of emergency (i.e. which of the five recovery environments have been impacted?). For example, a bushfire in the Pyrenees Shire could impact on the social, natural, built, economic and agricultural environments, but a Pandemic Influenza will largely impact the social and economic environments.

More detail on the committee membership and its responsibilities can be viewed in the ***Municipal Emergency Recovery Committee Terms of Reference.***

Community Recovery Committee (CRC)

Where the magnitude of the event requires community input into the recovery process, a Community Recovery Committee might be established within the affected area to coordinate community recovery activities.

For example, a *BUSHFIRE* Community Recovery Committee might be established following a severe bushfire.

Refer to the ***CRC Terms of Reference*** for more information.

Psycho-Social and Case Support

Following an emergency, affected members of the community might require one or more of the following services:

- General personal support
- Case support
- Outreach
- Counselling

Initial psycho-social support services might be general in nature at relief/recovery centres and community meetings. People who have lost their home could require urgent case support. In all of these cases, the MRM will be advising the Coordinator of Psycho-social and Case Support services to activate their part of the Municipal Recovery Plan.

NOTE: An MOU currently exists between community health providers, various agencies and the Council for the coordination and provision of personal and case support.
A copy of this ***Psycho-Social and Case Support MOU*** sits in ***Appendix 10*** of this MEMP Plan.

Implementing the Personal Support Process:

It is important that the post-emergency process is fully understood by all personal support providers and works in conjunction with other recovery services also being provided. The coordination of recovery services is the responsibility of the MRM and the **Municipal *(Incident)* Recovery Committee** (should it be necessary to convene and again the decision is made by the MRM).

Once all affected citizens (who need assistance) have been assigned a case worker and community recovery meetings have informed the public of the available services, by about the sixth or seventh week into the

recovery operation, an ***outreach activity*** (explained further on in this document) might need to be conducted. Planning for this should commence at least two weeks prior so training can be prepared and volunteers recruited.

Recovery Milestones:

People impacted by emergencies might need support over an extended period of time, particularly upon reaching certain milestones ….. six week, six month and 12 month points in time have proven to be important stages for some people in their recovery process. The Personal and case support agencies needs to keep these milestones in mind when planning service delivery.

Recovery Task Forces and action plans

Task forces (or recovery workgroups) will be formed within the Emergency Recovery Committee to develop and implement recovery action plans. They will largely align themselves with the five recovery environments (social, built, economic, natural and agricultural), but additional environments/groups might need to be formed where a specific function or community group requires extra coordination. Examples in the past have seen Tourism and Communication task forces formed to prepare and implement separate recovery action plans.

The formation of these task forces allow the Council staff, agencies and service coordinators, specific to their particular environment (or function), to meet and develop their action plans in a focused manner. Each task force will be required to do the following:

- Appoint a Chair for the workgroup – (eg Council engineer for the built environment)
- Assess the needs identified in the Post Impact Assessment
- Determine the recovery services required to meet those needs
- Prepare an action plan which sets out an implementation plan and timeline
- Apply for funding through the recovery assistance program on offer at the time
- When ready, implement the recovery action plan
- Meet regularly to monitor progress
- The Chair attends the Emergency Relief and Recovery Committee meetings to provide progress reports and liaise with the other task forces
- Conducts a task force debrief and reports to the Municipal Relief Recovery Committee on its outcomes

Donations, Spontaneous Volunteers Management and Appeals

In an emergency, community goodwill could result in a flood of material goods or volunteer offers of help. The MEMP Relief and Recovery Plan should have a clear policy on the handling of donations which will need to be implemented by the MRM starting from the MECC and continue through the recovery operation.

To ensure the effective management of offers of material aid and volunteer support, it is important that those making offers:

- Receive a professional and courteous response from Council staff;
- Understand the conditions where offers of support will or will not be accepted; and
- Are made aware of ways to get involved in recovery activity (service clubs, volunteer agencies etc).

Pyrenees SC Policy

Donated Goods

Unsolicited goods and services donations can cause many problems, largely related to logistics and administration overheads needed to manage them. Also, only a small percentage of them end up being

useful. The introduction of large quantities of commodities into an affected area can also hurt the local economy if it is already vulnerable.

The following recommendations on goods and services management should be considered:

- The municipality should refuse offers of donated goods that are unsuitable as they will cause resource problems for distribution or disadvantage local suppliers and businesses. An alternative approach could be to record (or log) offers of goods and services with a return contact number. Should the need arise, the donor will then be contacted.
- All donations (when solicited) should become resources to be used in the recovery process where best needed and not subject to conditions by the donor or returned.
- Donors who attempt to donate unsolicited or unsuitable goods, such as clothing, should be directed to community agencies who manage these products. Donors could also be encouraged to sell these goods and donate the cash.
- Corporate donors will be subject to the same guidelines as individuals, but where their offers are accepted, the following should be considered:
    - All goods should be labelled and provide an inventory list when shipped
    - All corporate goods must be tracked to their end-point, for transparency and auditing purposes (they are tax deductible for the company)
    - Those donated goods not distributed can be sold and added to the appeal total

The specific goods required will vary between emergencies, and in some instances there may be no need to call for donations of specific goods. If calling for specific goods it is important to repeat the key messaging that the management of these donated goods will be undertaken by the partner agency listed. Social media has proven to be a very useful tool to broadcast timely messaging around the call for specific donated goods.

NOTE**:** Due to food handling regulations, donations of perishable food **CANNOT** be accepted under any circumstances. Non-perishable food donations will be handled by the ***Pyrenees Food Pantry***.

Spontaneous Volunteers

These are people who have the desire to help in emergencies even though they may not have had actual experience, or training.

So what's the difference between a volunteer and a spontaneous volunteer?

A volunteer is:

- Affiliated - a member of an organised recognised group
- Might have been trained to some degree in emergency management relevant skills
- Accountable and responsible (through their organisation)
- A known quantity

A spontaneous volunteer is:

- Unaffiliated – not a member of an organised, recognised group
- Unlikely to have been trained in emergency management relevant skills
- Not responsible or accountable to any given organisation
- An unknown quantity
- Possibly a 'previous' volunteer (no longer involved)

Volunteers are an essential resource which needs to be used in a recovery operation, but spontaneous volunteers require careful pre-planning and preparation as well as close supervision.

There will be tasks and circumstances where these volunteers can be utilised, and there will be times when their offers will be declined. While the Council might not wish to use spontaneous volunteers in their recovery operations, it needs to take into consideration that people will present themselves regardless. It is

wise therefore, to have a pre-arranged agreement about how people who present will be communicated with.

Simply telling people they are not wanted and sending them away can lead to very bad feeling in the community when people perceive (rightly or wrongly) a need. It is more appropriate to direct people to other organisations who might be able to use their services. It is valuable to develop a clear message for spontaneous volunteers in advance of an emergency event. Any message should thank them for their offer and their time, and direct them to actions they can undertake or organisations they can assist with.

Pyrenees SC, on those occasions when spontaneous volunteers are not required, the following process will be implemented:

- Individuals wanting to volunteer will be encouraged to affiliate themselves with a responding voluntary agency, or an organised group of their choice.
- Unaffiliated volunteers will be discouraged from going directly to any emergency site and informed that their presence might hamper relief and recovery efforts. They will be encouraged to contact voluntary agencies in their area.

Monetary Appeals

The optimum and preferred situation in any emergency relief and recovery situation is to have all individuals and organisations wishing to make monetary donations. This will eliminate the logistics involved in managing goods and services. The funds can be used to purchase what people need which meets their individual preferences and circumstances. Monetary gifts are also the least labour intensive.

Should an event be of such a magnitude, or if it becomes apparent that there is significant public interest in making cash donations, then the MRM shall determine whether a public fundraising appeal should be conducted.

Pyrenees Shire Council will co-ordinate the appeal by utilising the existing structures in place within Bendigo Bank's Community Enterprise Foundation, in combination with the Deductible Gift Recipient status of PSC's personal support provider.

Refer to ***Appendix 23.6***, the ***Pyrenees Shire Council Donations and Appeals Operations plan*** for more information on how this should work.

Outreach

Outreach services are defined as a visitation process for delivering and gathering of information at the home or business of affected households or individuals. Essentially it is a coordinated door knocking excercise with the intention of providing personal support (which is essentially a sympathetic ear to gauge how they are travelling and the provision of recovery services information). The Outreach model for providing effective personal support services will aim to assist people to recover from emergencies which might have been stressful and traumatic events, whilst supporting and working within the existing service system structure.

A coordinated proactive Outreach model is one of the primary tools which achieve the following:

- The ability to assess the level of needs within the community
- Ensure key services are been delivered and that they meet community expectations
- Reduce the number of visits by agencies to affected people
- Provide effective personal support which might reduce the requirement for counselling and formal mental health services at a later date

While it is recognised that many homes might be in the geographic area impacted by an emergency, careful prioritising and monitoring will need to be undertaken to maximise the ability to provide outreach to the areas most affected.

When planning the initial outreach visits, consideration needs to be given to:

- Local understandings about the community profile
- Which areas have experienced severe damage from the event
- The extent of the loss of essential services. Districts without essential services might also have vulnerable people living in those areas

The procedure for conducting an outreach activity is contained in ***Appendix 23.6****, the* ***PSC Outreach Operations Plan****.*

Community Development

An emergency can have a range of impacts on a community which might cause social networks to be disrupted or completely break down. These emergencies can range from single incidents (such as a house fire) to catastrophic events (such as a flood or a major bushfire).

These impacts may cause losses of:

- Primary residences
- Essential services (transport, utilities, local store or service station)
- Community assets (community hall or sporting facilities)
- Volunteer support (due to them being directly impacted or overworked)
- Community and sporting networks
- Income (through drop in business activity)

One or a combination of these may cause people to 'disconnect' from the community support networks which can add to their stress level and/or trauma. There are a range of recovery activities that can be undertaken to assist with a return to normality. These include:

- Rebuild lost community infrastructure
- Engage a Community Development Officer (CDO) to prepare and implement a plan which encourages people to reconnect, and thus assist them to recover from the emergency
- Send key messages to the impacted community providing information on the community development process and associated activities

Economic Development

An emergency can also have a range of impacts on the business community which might cause economic activity to be disrupted or completely break down. These impacts may cause losses of:

- Building and production infrastructure
- Customer base (negative impact on tourism numbers)
- Supply chain
- Jobs or employees

One or a combination of these may cause a negative impact on economic activity and the community. There are a range of recovery activities that can be undertaken to assist with a return to normality. These include:

- The Council Economic Development Coordinator visit the impacted businesses and note their concerns and provide support information
- Engage a Business Development Officer (BDO) to prepare and implement a business support plan which will aid their recovery
- Send key messages to the impacted business community providing information on the business development process and associated activities

Recovery Personnel and Staff Welfare

The following should be considered when maintaining an effective workforce within the recovery team.

- Staffing numbers and workload

- Rotations/rosters
- Use of volunteers
- Mutual aid from neighbouring municipalities

Staff welfare is often overlooked due to the priority given to supporting the management of the recovery operation. It is important to recognise that emergency relief and recovery staff may be emotionally affected, as they are likely to be dealing with people who have been affected by the emergency. In addition, they might have concerns about their own families and friends who have been similarly impacted. Also, their relief and recovery role is unlikely, in some cases, to be part of their normal Council function and they might feel pressured to undertake these daily tasks a well.

As a result, there is a potential for a substantial amount of stress and work overload among the relief and recovery staff. The Pyrenees SC Business Continuity Plan, if implemented as it is designed, should address some of the workload issues, but won't resolve all of them. Therefore, the Critical Incident Management Team, in conjunction with the Relief and recovery Management Team, should take steps to provide welfare support to relief and recovery staff including:

- Providing a supportive working environment
- Providing backfill into their substantive role when required
- Ensuring regular breaks
- Making available psychological support and counselling
- Providing information and assistance regarding staff families and related issues
- Managing workloads
- Recognising post-event staff needs

The relief and recovery operation cannot operate without the relevant individuals to source resources and provide support to the recovery operation. As such, the workforce management issues and welfare of staff, including personnel from other agencies, should be paramount.

Evaluation and Reporting Requirements

Evaluation

At the conclusion of the various relief and recovery activities (e.g. Relief and Recovery Centres) and the implementation of recovery action plans, a debrief should be held to evaluate how well the relief and recovery functions and the overall operation performed. This process helps identify good practices and areas for future improvement.

The review also allows any issues falling out of the relief and recovery operation to be aired, for affected individuals to be identified and have their welfare needs addressed, and for lessons learned on the way to be included into the future planning arrangements.

The improvement action items arising out of this evaluation need to be documented, placed on file and worked through by the Relief and recovery Planning Committee. Confirmation that those improvement activities were undertaken will be sought during the next MEMP review, which occurs every three years.

Reporting

The Relief and recovery Committee will be required to prepare reports on a range of activities at various stages in the emergency recovery continuum. These include:

- Loss and damage to private and community infrastructure
- Affected households and businesses
- Funded relief and recovery action plans
- Vulnerable people and clients

4.7 Recovery service areas and lead agencies

The following table outlines the key recovery services that may be called upon following an emergency and includes:

- The responsible coordinator for that service
- Supporting service provider agencies

Pyrenees Shire Council

Activation of any of the following services will be via notification from the Municipal Recovery Manager to the Recovery Service Coordinator of that specific area

Recovery Environments: **Additional Environment:**

Social, Health & Community | Built | Natural | Economic | Agricultural | Planning

Relief and recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
Temporary Accommodation ▪ *Assist in the provision of temporary accommodation after an incident (up to a week)*	**PSC Community Services**	• PSC	*Refer to Relief and recovery Plan Temp Accommodation Register*
		• Agencies in neighbouring municipalities	*Uniting Care*
Aged & Disability Support ▪ *Plan for and co-ordinate the relief and recovery process for aged and disabled people in the Shire.* ▪ *Vulnerable People Register used to prioritise service provision*	**PSC Community Services**	• Aged Care Providers	*Beaufort & Skipton and Maryborough Health Services*
		• PSC HACC	*Beaufort & Skipton HS provide meals*
		• Dept of Human Services (DHHS)	*Liaise with agencies re: possible additional support required*
		• Rural Access Worker	*Based in Ararat*

Pyrenees Shire Council

Relief and recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
Catering ▪ *Provide food services as required for and attendees at Emergency Relief Centres.* *NOTE: more detail on the provision of this service is provided in the SOP in the MEMPlan Appendices*	**Red Cross**	• Red Cross • PSC	*Emergency Relief Centres - Coordinates provision of food and water and might provide catering teams as well* *Coordinates catering for other EM functions*
Children's Services ▪ *Plan for and co-ordinate the relief and recovery process for children under 12 years.* ▪ *Provide Childcare to relief/relief and recovery centres.*	**PSC Community Services**	• Family Day Care Provider • Maternal and Child Health Nurse	*Eureka Community Kindergarten (ECKA)* *PSC*
Communication ▪ Coordinate and provide accurate information to the public and media after an emergency. *NOTE: more detail on the provision of this service is provided in the SOP 22.2 of the PSC Relief and recovery Operations Sub-Plan*	**PSC Manager Risk and Governance**	• Media Liaison Officer • PS Council Mayor • Local Media	*Council Communications Officer*

Pyrenees Shire Council

Relief and recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
Community Development ▪ Coordinate community events and activities that will assist communities' relief and recovery from the impacts of an emergency. ▪ Employment of a Community Development Officer (CDO) could be a key part of this relief and recovery service.	**PSC Manager Community Wellbeing**	• PSC Community Wellbeing Manager	*Planning for, and managing, a CDO*
		• Community Health Service providers	*Ballarat Community Health, Beaufort & Skipton and Maryborough Health Services*
		• Dept of Human Services (DHHS)	*Assistance with gaining funding for Community Development Officer (CDO)*
		• Department of Planning and Community Development (DPCD)	*Funding provider and coordinator*
		• Community group representatives	
Donations Coordination ▪ Coordinate the collection and distribution of donated goods, services and money following an emergency. *NOTE: more detail on the provision of this service is provided in the SOP # in the PSC Relief and recovery Operations Sub-Plan (under development)*	**PSC Community Liaison Officer**	• Pyrenees Food Pantry	*Will receive and distribute food donations*
		• Salvation Army	*Will provide material aid*
Financial Assistance ▪ Coordinate the distribution of information on financial aid to individuals and communities after an emergency.	**PSC Manager Risk and Governance**	• Media Liaison Officer	*Council Communications Officer*
		• PSC	*Newsletters, community meetings*

Pyrenees Shire Council

Relief and recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
Material Aid ▪ Co-ordinate distribution of material aid to affected members of the community following an emergency.	**Salvation Army**	• Salvation Army	
		• Pyrenees Food Pantry	
Personal Support ▪ Coordinate the provision of personal support and counselling services during and after an emergency. ▪ Case management of affected members of the community will be the preferred approach. ▪ Outreach services will be coordinated from this service area *NOTE: more detail on the provision of this service is provided in the MOU in the PSC Relief and recovery Operations Sub-Plan*	**PSC Manager Community Wellbeing**	• Community Health Service providers	*Personal support, case management, outreach services, counselling* *NOTE: Refer to Personal Support MOU for procedures in a minor incident*
		• Regional & State authorities	Personal Support, eg. VicRail in the event of train crash, TAC in the event of road accident
		• Victorian Council of Churches (VCC)	*Personal support, outreach services*
		• Beyond Blue	*Will provide resources for community events*

Pyrenees Shire Council

Relief and recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
Relief and recovery Centre Management ▪ Coordinate and staff relief and relief and recovery centres as established by the MERO and MRM, and liaise with other Service Coordinators. ▪ Regular maintenance of the centre register and support resources is part of the coordinator's role. *NOTE: more detail on the provision of this service is provided in the SOP 22.4 in the PSC Relief and recovery Operations Sub-Plan*	**PSC Manager Economic Development & Tourism**	• Identified centre managers and deputies	*MRM usually determines relief and recovery centre activation*
		• Dept of Human Services (DHHS)	*Relief and recovery centre support; emergency grants, information & coordination*
		• Community Health service providers	*Personal support and case management*
		• Salvation Army	*Material aid and grants*
		• Centrelink	*Financial advice and grants*
		• Avoca Community Food Pantry	
		• Others support Agencies include Rural Finance, Telstra Countrywide, DSE, Insurance Council of Victoria etc as required	*Provide information and relief and recovery services*
Volunteer Co-ordination ▪ Recruit, support and coordinate the work of volunteers after an emergency. ▪ Assist other relief and recovery service areas through provision of volunteers as required. (This could include cleaning up, fencing and garden restoration.)	**PSC Community Liaison Officer**	• PSC Community volunteer group	
		• Service Clubs	*Lions, Apex and Rotary*
		• Others as determined	*Football club etc*

Pyrenees Shire Council

Relief and recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
Animal/Stock Welfare ▪ Coordinate pets at relief centres ▪ Assist/destroy injured stock/wildlife. ▪ Coordinate disposal of dead stock. ▪ Coordinate emergency feed/fodder supplies. ▪ Identify holding areas for stock/pets etc. ▪ Provide cages/leads etc. for animals and relief/relief and recovery centres. ▪ Round up escaped stock. *NOTE: more detail on the provision of this service is provided in the SOP 22.5 in the PSC Relief and recovery Operations Sub-Plan*	**LGA Ranger**	• LGA Animal Welfare Officer	*Coordinate accommodation of pets at the relief centres*
		• Department of Economic Development, Jobs, Transport and Resources (DEDJTR)	*Containment and disposal of stock, feed distribution and advice to farmers*
		• Environmental Health Officer (EHO)	*Siting of stock pits in consultation with EPA*
		• PSC Manager Works	*Create stock disposal pits*
		• RSPCA	*Pet accommodation*
		• Victorian Farmers Federation (VFF)	*Assist DEDJTR with farm animal support*
		• Parks Victoria	*Wild life assistance*
		• Animal Aid Agencies	*Wild life assistance*
Economic Development	**PSC Manager Economic Development & Tourism**	• Business Development Officers	*Economic development assistance*
		• Tourism Development Officers	*Tourism development assistance & marketing*
		• DPCD	*Economic development assistance and planning*
		• Centrelink	*Financial assistance*
		• Community Service providers	*Business For Beaufort & Avoca Business and Tourism*
		• Dept of Transport & Regional Services (DoTARS)	*Marketing*
		• Rural counsellors	*Business planning advice*

Relief and recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
Clean up/Equipment Provision ▪ Plan for and coordinate the clean-up process after an emergency, including the provision of temporary resources as required, eg. toilets, generators, earthmoving equipment, furniture.	**PSC Manager Works**	• PSC Works Department	*Outdoor staff*
		• Environmental Health Officer (EHO)	*Health hazard management*
		• Arborists	*Tree clean up*
		• CFA Volunteers	*Volunteer support*
		• Local Contractors (e.g. earthmovers)	
Infrastructure ▪ Rebuild and restore community infrastructure/utilities after an emergency.	**PSC Manager Assets**	• PSC Manager of Assets	*Coordinate restoration of roads, bridges, public infrastructure*
		• Powercor	*Restore power supply to properties*
		• Local water	*Restore water supply to properties, repair water supply infrastructure*
		• Telstra	*Restore phone connections to properties*
		• Catchment Management Authority (CMA)	*Protect catchment areas/assets*

Relief and recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
Environment ▪ Assess, advise on and repair damage after an event, including tree safety/assessment; replanting/revegetation; erosion prevention and control.	**PSC Manager Engineering, Waste Operations & Contracts**	• Department of Economic Development, Jobs, Transport and Resources (DEDJTR)/Parks Victoria	*Restoration of public lands and national parks; Farm advice and programs for weed and feral animal control*
		• Catchment management authorities	*Possible funding for restoration of fence lines and vegetation*
		• Landcare Groups	*Volunteer work teams*
		• PSC Works Department	*Restoration of Council public open spaces*
		•	
		• Local water authorities	*Manage local water supply issues*
		• Municipal Environmental Health Officer	
Environmental Health ▪ Assess, advise on and minimise the public health impact of an emergency e.g. safe water supply, food safety/disposal, septic systems, safe disposal of waste, provision of temporary toilets/facilities etc. *NOTE: more detail on the provision of this service is provided in the SOP in the PSC MEMPlan appendices*	**PSC Environmental Health Officer**	• Contracted EHO support service	
		• Regional DOH Environmental Health Officer	*Public Health warnings, advice & info*
		• Municipal Environmental Health Officer	*Public Health warnings, advice & info, eg. disposal of hazardous materials*
		• Health Services	*Coordinate and address local community health matters*

Relief and recovery Service	Service Coordinator	Service Providers	Comments/Additional Information
Municipal Impact Assessment ▪ Coordinate assessment of damage and losses following an emergency. ▪ The gathered information will greatly assist the relief and recovery planning and service provision in the relief and recovery process. *NOTE: more detail on the provision of this service is provided in the SOP 22.3 in the PSC Relief and recovery Operations Sub-Plan*	**PSC MIA Coordinator**	• Department of Economic Development, Jobs, Transport and Resources (DEDJTR)	*Primary producers*
		• Municipal Building Inspector	*PIA Coordinator*
		• Municipal EHO	
		•	
		• Personal Support Coordinator	*Red Cross, VFF*
		• Support agencies – other LGA staff	*Additional EHO, building surveyor*
		• SES, CFA	*Assessor support*
		• Arborists	