MUNICIPAL EMERGENCY MANAGEMENT PLAN

SOUTHERN ALPINE Resort Management Board
ACKNOWLEDGEMENTS

The preparation of this Municipal Emergency Management Plan (MEMP) has been made possible by contributions from the following agencies, departments and organisations:

- Southern Alpine Resort Management Board
- Department of Environment, Land, Water and Planning,
- Parks Victoria,
- Department Health and Human Services,
- Ambulance Victoria,
- VicRoads,
- Country Fire Authority,
- Emergency Management Victoria,
- Victoria Police,
- Victoria State Emergency Service,
- Murrindindi Shire,
- Baw Baw Shire and
- Latrobe City Council.

A special thanks to the custodians and administrators of the following plans for assisting in the development of this MEMP through your generous sharing of information and lessons learned:

- Murrindindi Shire Council MEMP
- Baw Baw Shire Council MEMP
- Murrindindi Shire Council and Lake Mountain Alpine Resort Municipal Fire Management Plan
- Northern Victorian Integrated Municipal Emergency Management Plan: Mount Alexander Shire
- Falls Creek Alpine Resort MEMP
- Mount Buller Mt Stirling Alpine Resort MEMP
- Manningham MEMP
- South Gippsland MEMP
Emergency Management Region of **HUME**

[LMAR Website](#)  [Snow Cams](#)  [Road Conditions](#)  [Website Resort Maps](#)

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Emergency Management Region of **GIPPSLAND**

[MBBAR Website](#)  [Snow Cams](#)  [Road Conditions](#)  [Website Resort Maps](#)

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To forward electronic versions of media releases and information updates in emergencies:

[emergencymanagement@southernalpine.vic.gov.au](mailto:emergencymanagement@southernalpine.vic.gov.au)
NAVIGATION ON EMCOP

SARMB have uploaded all endorsed plans, appendix and committee minutes to EMCOP. Information uploaded to EMCOP is private and confidential and not for public access. A redacted version of the MEMP is uploaded to the SARMB, MBBAR and LMAR websites.

In order to access the information on EMCOP you will need to register for a personal log-in and password.

The following navigation menus have been provided to assist in locating SARMB Emergency Management information. The information is contained within one SARMB folder and may be accessed either through the Hume or Gippsland Region icons.

**Navigation through Mt Baw Baw link**

![Navigation through Mt Baw Baw link](image)

**Navigation through Lake Mountain link**

![Navigation through Lake Mountain link](image)

**Navigation to Regional Contacts in the HUME Emergency Management Region**

![Navigation to Regional Contacts in the HUME Emergency Management Region](image)

**Navigation to Regional Contacts in the GIPPSLAND Emergency Management Region**

![Navigation to Regional Contacts in the GIPPSLAND Emergency Management Region](image)
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INTRODUCTION

As from 1 January 2017, the Southern Alpine Resort Management Board (SARMB) became the committee of management for the Crown Reserves of Lake Mountain Alpine Resort (LMAR) and Mount Baw Baw Alpine Resort (MBBAR).

The Alpine Resorts (Management) Act 1997 Section 5, states that 'For the purposes of the Emergency Management Act 1986 and the Environment Protection Act 1970

(a) the board of an alpine resort is deemed to be a municipal council; and

(b) the alpine resort is deemed to be a municipal district.

SARMB, so deemed as a municipal authority, accepts the roles and responsibilities of a Municipal Council as described in Part 4 of the Emergency Management Act 1986 and Emergency Management Act 2013.

This plan is the result of the co-operative efforts of the Municipal Emergency Management Planning Committee (MEMPC), after consultation with those agencies identified herein.

The Municipal Emergency Management Plan (MEMP) has been prepared pursuant to Section 20(1) of the Emergency Management Act 1986 (the EM Act).

The Emergency Management Manual Victoria (EMMV) Part 6 states that Emergency management planning at the municipal level is a multi-agency responsibility, with councils playing an important role as direct participants as well as facilitating the planning process through the appointment of the planning committees.

The planning for, and the management of, emergencies is a shared responsibility involving many people and organisations in the community. It is not something done by one organisation or sector of the community although some organisations have specialist roles in dealing with emergencies.

Municipal emergency management planning involves the identification and documentation of the overall multi-agency arrangements in place for the prevention of, response to and recovery from emergencies that affect the municipal district.

The planning process includes the identification of risks that are likely to affect the assets and people in the municipal district and the steps to be taken to address those risks. It also allows organisations involved in dealing with emergencies and their impacts, the opportunity to discuss and better understand the capabilities of other organisations (including councils) that have a role in dealing with emergencies and develop a comprehensive plan. (EMMV Part 6.2)
MUNICIPAL ENDORSEMENT

This plan has been produced by and with the authority of Southern Alpine Resort Management Board pursuant to Section 20(1) of the Emergency Management Act 1986 (the Act – 1986).

SARMB understands and accepts its roles and responsibilities as described in Part 4 of the Emergency Management Act 1986; and Emergency Management Act 2013.

This plan addresses the prevention of, response to and recovery from emergencies within SARMB and is the result of the co-operative efforts of the Municipal Emergency Management Planning Committee (MEMPC) and incorporated audit advice from Victorian State Emergency Service, Central Region Headquarters. It recognises the previous planning activities of the municipal area.

This plan was endorsed by the Municipal Emergency Management Planning Committee at their meeting of 26 November 2019 and was presented to the Board to adopt on 19 December 2019.

This plan was formally endorsed and adopted by:

Gail Conman
Chief Executive Officer
Southern Alpine Resort Management Board

Allan Bawden PSM
Chair
Southern Alpine Resort Management Board

Kerren Clark
Chair
Municipal Emergency Management Planning Committee
BACKGROUND

The emergency management planning process can be seen as a series of steps that results in the development, maintenance and refinement of an emergency management plan. The diagram at Figure 2 illustrates the continuous nature of the planning process and identifies its main steps. (EMMV Part 6)

![Figure 2](image)

**AIM**

The aim of this plan is to detail the agreed arrangements for the planning, prevention, response and recovery from emergencies that could occur in the Mount Baw Baw and Lake Mountain Alpine Resorts.

The economic and social effects of emergencies including loss of life, destruction of property and dislocation of communities can be significant. However, through good planning for use of resources in preventative (risk management) activities, response to emergencies and relief and recovery of affected communities and environments, the plan endeavours to significantly lessen the harmful affects of emergencies.

**OBJECTIVES**

The key objectives of the plan are to ensure that SARMB has emergency management plans in place to:

- Ensure that emergency management is organised within a structure that facilitates planning, preparedness, operational coordination and community participation;
- Implement measures to prevent or reduce the causes or effects of emergencies;
- Manage arrangements for the utilisation and implementation of resources in response to emergencies;
- Manage support that may be provided from adjoining municipalities and other agencies;
- Assist the affected community to recover following an emergency; and
- Complement other local, regional and state planning arrangements.
AUTHORITY

This plan is developed and owned by the members of the Municipal Emergency Management Planning Committee (MEMPC) pursuant to Section 20, Part 4 of the Emergency Management Act, 1986.

The MEMPC will act in accordance with the Terms of Reference, along with its sub committees and working groups as documented in Appendix 7.1A, 7.1B, 7.1C.

All enquiries regarding this authority or the plan must be addressed in writing to:
Southern Alpine Resort Management Board
PO Box 55, Marysville VIC 3779
E: emergencymanagement@southernalpine.vic.gov.au

STRUCTURE

This plan has been structured to reflect the MEMPC’s approach to emergency management planning for the SARMB municipality and its two municipal districts of Lake Mountain Alpine Resort (LMAR) and Mount Baw Baw Alpine Resort (MBBAR). See Figure3 for a visual representation of the MEMP structure.

This plan describes the approach to planning, management and coordination of Preparedness, Response, Relief and Recovery.

Detailed operational arrangements and information including contact lists, resource lists, mapping and hazard specific plans are contained within the Appendix. Wherever possible, information contained within the Appendix are colour coded according to its relevance to either of the municipal districts or the municipality of SARMB.
**CONTEXT**

This plan summarises the prevention of, response to, and recovery from, emergencies for both Lake Mountain and Mount Baw Baw Alpine Resorts and is the result of efforts of the Municipal Emergency Management Planning Committee (MEMPC) and the sub committees for each resort.

The LMAR subcommittee and MBBAR sub committees will each contribute to the MEMP and produce hazard specific sub plans according to their relative CERA results. The sub committees will also detail the emergency operational arrangements for each resort contained within the Appendices.

Both resorts have limited resources available to manage emergencies, both in respect to available staff and physical resources. Assistance with emergency management operations are supported by Murrindindi Shire Council (MSC), Baw Baw Shire Council (BBSC) and Latrobe City Council (LCC). SARMB is a signatory to the Protocol for inter-council resource sharing auspiced by the Municipal Association of Victoria.

Under the Emergency Management Act, the municipal council (being SARMB) is required to maintain a single MEMP, appoint a MEMPC for the MEMP and respond to the Chief Officer, Operations of the Victorian State Emergency Service regarding the audit report.

At both resorts, telecommunications towers including ESTA relays, form part of the infrastructure. Neither resort has proximate townships. As well as being the land managers for the resorts, they operate a number of important facilities outside of the villages, to provide the resorts with including water supply pumps, water catchment, other asset storage sites and workshops, waste water treatment plant and additionally, the ski lifts (MBBAR) and snow making infrastructure, which support winter recreation within the resorts.

*Area characteristics for each Alpine Resort are detailed in the Appendix 7.2A and 7.2B*

**WHAT IS AN EMERGENCY?**

Emergencies may vary in scale and form and may occur with or without a warning. Emergencies vary greatly in terms of size, geographic area affected, the nature of the hazard and the impacts on the community.

The Act - 2013 defines “emergency” as;

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

- An earthquake, flood, windstorm or other natural event
- A fire
- An explosion
- A road accident or any other accident
- A plague or an epidemic or contamination
- A warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth
- A hi-jack, siege or riot
- A disruption to an essential service”
PUBLIC EVENTS THAT MAY AFFECT EMERGENCY MANAGEMENT

The resorts host numerous events throughout the year involving one or more outdoor activities. These events typically attract between 20 and 2,000 visitors as participants and spectators. Examples of these events include:

- Skiing and snowboarding events and terrain park competitions (June to September).
- Mountain bike events (October to April).
- Automotive events (October to May).
- Road cycling participation (October to May).
- Music festivals, weddings & other social events (October to April).

Details of events and expected attendance numbers are uploaded to the Gippsland and Hume Regional event calendars on EMCOP. The following links may only be accessed via an assigned login to EMCOP

LMAR – Hume Regional Calendar
[https://teamup.com/ksc87376edcc2bb10c/?view=mw4&title=HUM%20Regional%20Calendar](https://teamup.com/ksc87376edcc2bb10c/?view=mw4&title=HUM%20Regional%20Calendar)

MBBAR – Gippsland Regional Calendar
[https://teamup.com/ks55bf65017028c2fb/?view=mw4&title=Gippsland%20Regional%20Calendar](https://teamup.com/ks55bf65017028c2fb/?view=mw4&title=Gippsland%20Regional%20Calendar)
PLANNING ARRANGEMENTS

PLANNING STRUCTURES AND RESPONSIBILITIES

VICTORIAN ARRANGEMENTS

The *Emergency Management Act 1986* and the *Emergency Management Act 2013* provide the legislative basis for emergency management in Victoria.

The Emergency Management Manual Victoria (EMMV) contains policy and planning documents for emergency management and provides details about the roles different organisations play in the emergency management arrangements. The State Emergency Response Plan (SERP, EMMV Part 3), identifies the organisational arrangements for managing the response to emergencies within the State of Victoria. It applies to all agencies having roles or responsibilities in response to those emergencies, regardless of the scale of the emergency. There are a number of sub-plans for some hazards that provide specific information on the arrangements for managing these types of emergencies, these plans are available in Emergency Management – Common Operating Picture (EM-COP).

The SERP, in conjunction with the State Emergency Relief and Recovery Plan (EMMV Part 4), and other parts of the EMMV sets the strategic framework for preparedness, planning and emergency operations in Victoria.

SARMB EMERGENCY MANAGEMENT FUNCTIONS

MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE (MEMPC)

The Municipal Emergency Management Planning Committee (MEMPC) is formed pursuant to Section 21(3)&(4) of the EMA, to develop a Municipal Emergency Management Plan (MEMP) for land areas over which the Board has responsibility. Its Terms of Reference can be found in Appendix 7.1A.

MEMPC MEMBERSHIP

The Committee membership consists of relevant nominated representatives from the following organisations and authorities:

- SARMB Board Member (Chair)
- Executive Officer, or authorised delegate/s
- MEMO, MRM (Lake Mountain Alpine Resort)
- MEMO, MRM (Mount Baw Baw Alpine Resort)
- Country Fire Authority
- Victoria Police (relevant MERCs)
- Ambulance Victoria
- VICSES
- DHHS
- Parks Victoria
- DELWP
- Mt Baw Baw Stakeholders Association (MBBSA)
- Marysville and Triangle Community Foundation (MTCF)
- Marysville Triangle Business and Tourism Association (MTBT)
LMAR and MBBAR are each enclaves within two separate emergency management regions. See Figure 4 for a map overlay highlighting the resorts’ location within emergency management regions, roles and committees in relation to emergency management planning. The above-mentioned organisations were given the opportunity to identify a representative from one region to report on both resorts. In its initial stages, some organisations have elected to send representatives from each region.

Representatives from key community groups from both resorts have also been invited to attend. The relevant Local Government Authorities (LGA) will be invited to provide a representative (LGA MERCs or similar) to attend the Lake Mountain and Mount Baw Baw subcommittee meetings.

MEETINGS AND REPORTING

The MEMPC will meet a minimum of three (3) times per year reporting back to the Board via the Chair of the Committee. The Committee shall meet on other occasions should the need arise.

A quorum will be more than half of the members. The Committee may invite other people to attend as it sees fit or seek any information it considers necessary to fulfil its responsibility.

The Committee shall also report to the Regional Emergency Management Planning Committee (REMPC) either directly or via the resort’s association with the local MEMPC reporting procedure in accordance with the relevant REMPC’s meeting schedule.

EXTRAORDINARY MEETINGS

The MEMPC or relevant sub committees may meet following major emergency events or where a new risk is identified to consider any necessary changes to emergency management plans or arrangements.

MINUTES

Minutes of all meetings must be taken. The MEMPC Executive Officer or nominee will take minutes and distribute agendas for the MEMPC. A copy of the minutes will be sent to:

- All members of the MEMPC,
- Hume and Gippsland Region Emergency Response Coordinators (RERC),
• All members of LMAR and MBBAR sub committees.

The distribution list for all MEMPC and subcommittee minutes can be found in the contact directories in the Appendix.

MEMPC SUB COMMITTEES

The sub committees for LMAR and MBBAR has been formed to develop and maintain local Emergency Management Planning arrangements with Response, Relief and Recovery agencies and other organisations as determined by the membership of each sub committee. The makeup of each sub committee may differ based on each resorts needs and risk exposure. Membership and contact details will be listed in the Restricted Appendix.

Each sub committee will be required to maintain minutes and distribute an agenda prior to each meeting (responsibility of taking and distributing minutes to be determined in ToR of each sub committee).

LAKE MOUNTAIN ALPINE RESORT SUB COMMITTEE

Previously arrangements with MSC were acting as the Emergency Management Planning principal for Lake Mountain Alpine Resort from December 2003 until January 2017 at which point the boards for each resort of LMAR and MBBAR were dissolved and the Southern Alpine Resort Management Board became the committee of management. This change dissolved the principal agreement however LMAR and Murrindindi have maintained their close working relationship.

The Murrindindi Shire Council (MSC) will continue to refer and give consideration to the LMAR in the MSC MEMP.

The LMAR sub committee was formed under the endorsement of the SARMB MEMPC and the inaugural meeting was held 20 June 2019. The LMAR sub committee meets directly after the MSC MEMPC as both meetings engage a similar membership.

Further details of the sub committee and its membership can be found in Appendix 7.1C. Contact details can be found in Appendix 7.3B.

MOUNT BAW BAW ALPINE RESORT SUB COMMITTEE

The inaugural MBBAR MEMPC was conducted in June 2017. During that time there was no clarification or understanding of the requirements for the MEMP and MEMPC. The committee that met agreed to continue the drafting of emergency management arrangements and conducted a risk assessment for the resort. Clarification provided by EMV to VicSES in early 2018, advised of the need for combined MEMP and MEMPC.

The MBBAR sub committee was formed under the endorsement of the MEMPC and the inaugural meeting was held 21 May 2019. The MBBAR Sub committee meets directly after the Baw Baw Shire MEMPC as both meetings engage a similar membership.

Further details of the sub committee and its membership can be found in Appendix 7.1B. Contact details can be found in Appendix 7.3C.

MAINTENANCE OF THE MEMP

RESPONSIBILITY

The custodian of this plan is the MEMPC. The EMC will facilitate and action alterations and changes as required. Organisations delegated with responsibilities in this plan are required to notify the MEMPC and the EMC of any changes relating to their organisation contained within the MEMP (e.g. contact information) as they occur.

MEMP REVIEW

Content of this plan is to be reviewed by the MEMPC at least every three years prior to audit, after an emergency or exercise which has utilised any or part of this plan, or after changes to Emergency Management planning arrangements in the EMMV or through legislation.

A draft update of the plan is to be considered by the MEMPC and endorsed by SARMB at least annually by December. Each update will only come into effect if endorsed by the MEMPC.
DISTRIBUTION

After each review of the MEMP, the plans Appendix or updates to contact directories, the EMC will distribute advice according to the Distribution list in the appendix under Contact Directories and the processes outlined below.

Process for actioning updates to the plan and its appendix:

- **Amend** the footer of the plan to date of amendment and confirm the correct version number is displayed
- **Save** a FULL copy of the plan to SharePoint. SharePoint - Current MEMP
- **Upload** REDACTED version to EMCOP.
- **Link to** REDACTED version on MBBAR website [https://mountbawbaw.com.au/](https://mountbawbaw.com.au/)
- **Advise** all members of the MEMPC, LMAR & MBBAR sub committees’ of MEMP update and provide links to the FULL version of the MEMP. (refer to contact directory for details of members)
- **Advise** all contacts listed on distribution list for Non-members and provide links to REDACTED version of the MEMP (refer to contact directory for details).
- **Print** updates of hardcopies held at resorts and office in Lilydale.
- **Email** electronic copy of REDACTED version to legaldeposit@nla.gov.au and legaldeposit@slv.vic.gov.au

CONTACT LISTS

Contact lists will be reviewed and updated at each MEMPC meeting by members referring to the details listed on the sign in sheet. It is the responsibility of all participating agencies and organisations to advise the EMC of changes to personnel and contact details.

Process for actioning updates to contact directories:

- **Amend** the footer of the relevant contact list in the Appendix to date of amendment. [7.3A, 7.3B, 7.3C]
- **Update** the EXCEL spreadsheet with new contact details on SharePoint. [7.9A]
- **Advise** all members of the MEMPC, LMAR and MBBAR sub committees of update to contact directory and provide links to access. (refer to contact directory for details of members)
- **Advise** all contacts listed on distribution list for Non-members and provide links to REDACTED version of the MEMP (refer to contact directory for details)
- **Print** updates of hardcopies held at resorts and office in Lilydale.

VERSION CONTROL

A record of the version control is maintained via the version control table located at the back of this document. Amendments to this plan will be administered and notification of any updates provided to the members of the distribution list by the Executive Officer.

The most recent version of the plan will be available to MEMPC members via EMCOP, a confidential link to Sharepoint, the Executive Officer, the EMC or the MEMO/s. Contact details can be found within the contact directories located in **Appendix 7.3A, 7.3B, 7.3C**.
AUDIT REQUIREMENTS AND PROCESS

SARMB, pursuant the *Emergency Management Act 1986* section 21A, shall submit the MEMP to the VICSES for audit at least once every 3 years. This audit will assess whether the plan complies with guidelines issued by the Chief Officer, VICSES, and assists the MEMPC to develop and maintain a high quality MEMP.

The most recent version endorsed by the MEMPC and subsequently adopted by the Board will be submitted for audit at least once every three years. Audit questions can be found the Emergency Management Manual Victoria (EMMV), *Part 6*, Appendix 2.

An audit report will be provided to the Board, indicating whether the MEMP complies with these guidelines and if there are opportunities to improve the plan or planning process. The Board must within three months of receiving an audit report forward a copy of its written response to the Chief Officer, VICSES.

A MEMP that does not comply with these guidelines will be audited again in twelve (12) months.

MEMP TESTING AND EXERCISES

The MEMPC is responsible for ensuring that the MEMP (including its Hazard Plans for Lake Mountain and Mount Baw Baw) is tested every 12 months. Testing and exercising may include discussion or table-top exercises or exercising of operational sub plans. Exercises will include response, relief and recovery planning. Testing or exercising will, wherever practical, be conducted in collaboration with neighbouring municipalities and relevant agencies.

The EMC and/or MEMO will coordinate and have responsibility for the exercise on their resort which will involve all MEMPC and subcommittee member agencies where possible. Any procedural anomalies or short falls encountered during these exercises or ensuing operations must be addressed and rectified at the earliest opportunity.

Generally, unless other agencies volunteer, the EMC and/or MEMO will coordinate, develop, run and prepare exercises including developing a document outlining the exercise outcomes. All MEMPC members will be invited to a given exercise as well as other agency representatives as required.

REVIEWING RISK AND RISK ASSESSMENTS

Risk assessments completed as part of the MEMP planning process will be reviewed by the MEMPC and subcommittee prior to an audit (i.e. at least once every three years). A schedule of risks to be reviewed over the next three years is available to MEMPC and subcommittee members on SharePoint, Appendix 7.9B and EMCOP under the Southern Alpine link.

RELATIONSHIPS TO OTHER PLANS

This MEMP is established pursuant to the *Emergency Management Act 1986* and guidelines issued by the Minister for Emergency Services, contained in Part 6 and 6A of the Emergency Management Manual Victoria.

This plan is also referenced by the SARMB *Corporate Plan* and the MEMP’s of Murrindindi and Baw Baw municipalities.

LMAR and MBBAR Incident Response Plans may also reference or contain locally specific risk-based plans.
**SARMB EMERGENCY MANAGEMENT ROLES AND RESPONSIBILITIES**

**MUNICIPAL EMERGENCY MANAGEMENT FUNCTIONS**

The Board accepts responsibility for the provision and management of its resources and the coordination of local resources to counter the effects of an emergency during the response, relief and recovery from emergencies. This includes:

- The provision of emergency relief to affected persons during the response phase;
- The provision of municipal resources to support control and relief agencies;
- The Board’s assistance to agencies during the emergencies;
- The secondary assessment of the impact of the emergency; and
- Recovery activities within the Board’s area in consultation with the Department of Health & Human Services (Vic).

**MUNICIPAL EMERGENCY MANAGEMENT TEAM (MEMT)**

In order to carry out these management functions during an emergency, a Municipal Emergency Management Team (MEMT) will be formed at a location to be determined at the time. See Figure 5 for the structure of the emergency management team.

A MEMT, or part thereof, will convene when the scale of the emergency dictates the requirement for the provision of any of the functions outlined above. Members of the MEMT will liaise to determine what level of activation is required. The functions of the MEMT will be carried out in consultation with the Control Agency.

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**Figure 5** Municipal Emergency Management Team
**Emergency Management Coordinator (EMC)**

The EMC is appointed to coordinate the Emergency Management Functions. The role takes on an all hazards/all agencies approach to emergency prevention, preparedness, response, relief and recovery. The EMC is responsible for the maintenance of this plan and associated sub plans and documents as well as ensuring all emergency arrangements, including arrangements for the Municipal Emergency Management Team are in place, ready for activation in an emergency. Details of the EMC are found within the Contacts Directory.

**Municipal Emergency Management Officer (MEMO)**

The MEMO is responsible for the coordination of municipal resources used in emergency response and recovery and is a legislated position under the EM Act - 1986. There is a MEMO (and Deputy MEMO for leave) at each resort. Details for each MEMO are found within the Contacts Directory.

The MEMO role is detailed in [Part 6 of the EMMV](#) and Appendix 7.13A

**RESORT AUTHORITY:** The MEMO is responsible for the coordination of local resources in responding to an emergency. In accordance with the SARMB’s delegation register, the Resort General Manager has delegated powers to deploy and manage the resort’s resources during emergencies and the CEO has full delegated powers over the organisation.

**Municipal Recovery Manager (MRM)**

The MRM has responsibility for coordinating relief and recovery with the community during and after an emergency. The position is not currently a legislated position; however it is detailed in Part 6 of the EMMV. There is an MRM (and Deputy MRM for leave) at each resort. Details for MRM is found within the Contacts Directory

The MRM role is detailed in [Part 6 of the EMMV](#) and Appendix 7.13A

**Information Communication and Technology Manager (ICTM)**

The ICTM is not a legislated position, however the role is significant given the remoteness of the resorts and potentially higher susceptibility to technology failure due to black spots and lack of surrounding infrastructure. The ICTM also coordinates and maintains the resorts ‘snow cams’.

The ICTM role is detailed in Appendix 7.13A
**Leave Arrangements**

The restricted contact directory will be updated on SharePoint to reflect real time changes. A link to the restricted contact directory will be made available to members of the SARMB MEMPC and its sub committees.

During a period of extended absences, the following arrangements have been put in place. A decision will be made and reflected in the Contact Directory prior to extended leave being taken or as soon as possible in the event of sick leave:

<table>
<thead>
<tr>
<th>On Leave</th>
<th>Acting assumed by</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEMO</td>
<td>EO or Deputy MEMO</td>
</tr>
<tr>
<td>EO</td>
<td>EMC</td>
</tr>
<tr>
<td>Deputy MEMO</td>
<td>EMC or EO</td>
</tr>
<tr>
<td>MRM</td>
<td>Deputy MRM</td>
</tr>
<tr>
<td>Deputy MRM</td>
<td>EMC or EO</td>
</tr>
<tr>
<td>EMLO</td>
<td>EO or MEMO</td>
</tr>
</tbody>
</table>

**OTHER AGENCY - ROLES AND RESPONSIBILITIES**

**Municipal Emergency Response Coordinator (MERC)**

The MERC is a legislated position under section 56 of the Emergency Management Act 2013 and is responsible for the effective coordination of emergency response within the Resorts. Each Resort has the same MERC appointed as the municipality it sits within. LMAR and Murrindindi Shire Council have the same MERC. MBBAR and Baw Baw Shire Council have the same MERC. Contact details for the MERC are in the Contact Directory.

The role is detailed in the EMMV Part 3 and Appendix 7.13A

**Emergency Management Liaison Officer (EMLO)**

The primary role of SARMB’s EMLO is to provide a communication link between key agencies and the MECC. SARMB. An emergency response coordinator or controller may also request an EMLO for the State Control Centre, Regional Control Centre or Incident Control Centre. An EMLO may be requested through the EMC or the MEMO for the resort concerned. Contact details are in the Contact Directory.

**Municipal Fire Prevention Officer (MFPO)**

The municipal districts of LMAR and MBBAR are not located within the Country Fire Area of Victoria and therefore are not party to the Country Fire Authority Act 1958, therefore the mandatory requirement under this legislation for appointment of this position or the formation of a Municipal Fire Management Planning Committee (MFMPC) does not apply to SARMB or its resorts.

The opportunity to attend local MFMPC meetings to report or raise fire management issues remain for each location, otherwise all requirements for fire management will be covered via the MEMPC and resort subcommittee meetings.

**COMPENSATION OF REGISTERED VOLUNTEER EMERGENCY WORKERS**

Compensation for all Voluntary Emergency Workers will be as directed in Part 6 of the Emergency Management Act 1986. It is the responsibility (via the CVC) of SARMB to ensure that all the Volunteer Emergency Workers are registered.
PREVENTION AND MITIGATION ARRANGEMENTS

BACKGROUND/INTRODUCTION

It is recognised prevention and mitigation activities to reduce the risk, or minimise the effects are a key role for an emergency that may occur in the resorts. In conjunction with the MEMPC’s work in identifying and mitigating key hazards to the resorts, the aim is to reduce the impact and likelihood of emergencies through its implementation, enforcement and continued review of existing policies in land use, building codes and regulations, and urban planning. Work will be undertaken alongside the various agencies responsible for prevention activities throughout the community, and endeavour to take all measures possible to reduce the likelihood of emergency while also reducing any potential consequences.

The MEMPC has adopted an approach to develop Prevention/Mitigation Plans for all hazards where the risk is calculated at High or above as a priority, then develop Plans for Hazards outside of this category with a likelihood of “almost certain” (CERA rating above 4.0) as a secondary priority to support operational preparedness.

HAZARD, EXPOSURE, VULNERABILITY AND RESILIENCE

Community resilience plays a vital role in ensuring that communities recover from emergencies such as bushfires, storms etc. The strength and prosperity of any community, no matter how big or small, are enhanced by the resilience of its individuals and communities. Resilience can be defined as the ability of a system, community or society exposed to hazards to resist, absorb, accommodate and recover from the effects of a hazard in a timely and efficient manner.

Resilience is herein defined as the capacity at different levels – individual, family, community, region, State or even of an entire country – to anticipate and engage with a crisis without losing identity. When the community understands their risks so that they are better able to prepare, plan and respond to a crisis event and hence recover quicker and stronger. Resilience is when a community is well connected; where neighbours know and support each other, where volunteerism is high and residents have a strong sense of wellbeing.

Support will be provided in helping our local community build resilience through providing information and support, and aiding recovery and preparation. This will be undertaken through informal and formal networks via the MEMPC sub committees.

HAZARD

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

The hazards of concern to disaster risk reduction are of natural origin and related environmental and technological hazards and risks. Such hazards arise from a variety of geological, meteorological, hydrological, oceanic, biological, and technological sources, sometimes acting in combination.

This MEMP, informed by the Community Emergency Risk Assessment, includes identified hazards which would lead to sources of risks in the LMAR and MBBAR boundary areas. Risk statements are generated to establish a credible relationship between a source of risk and mitigation measures.

EXPOSURE

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

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

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

There are many aspects of vulnerability, arising from various physical, social, economic, and environmental factors. Examples may include poor design and construction of buildings, inadequate protection of assets, lack of public information and awareness, limited official recognition of risks and preparedness measures, and disregard for environmental management. Vulnerability varies significantly within a community and over time.
RISK ASSESSMENT PROCESS AND RESULTS

COMMUNITY EMERGENCY RISK ASSESSMENT (CERA) PROCESS

The Community Emergency Risk Assessment (CERA) process is utilised in the preparation of this MEMP by the MEMPC. It provides a framework for considering and improving the safety and resilience of their community from hazards and emergencies that aligns with the ISO 31000:2009 Risk Management Standard.

The CERA approach aims to understand the likely impacts of a range of emergency scenarios upon community assets, values and functions. As such, CERA provides an opportunity for multiple community impacts and consequences to be considered enabling collaborative risk treatment plans and emergency preparedness measures to be described. It introduces risk action plans and ensure that communities are aware of and better informed about hazards and the associated emergency risks that may affect them.

A full CERA workshop, facilitated by VicSES, was conducted for MBBAR on the 5th July 2019 and for LMAR on the 24th July 2019.

RISK IDENTIFICATION AND ANALYSIS

During the preparation of this plan, a risk analysis was carried out to identify potential natural and manufactured hazards with each resort’s local municipality. The history of occurrence and the nature of each hazard, especially community vulnerability, have been considered during the analysis process. Due to ongoing changes of seasonal conditions, community development and public attitudes, the rating of the identified threats may vary over a period.

See Table 1 for a summary of the identified risks and their risk ratings for both LMAR and MBBAR.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>LMAR</th>
<th></th>
<th>MBBAR</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Residual Risk Rating</td>
<td>Likelihood/Frequency</td>
<td>Residual Risk Rating</td>
<td>Likelihood/Frequency</td>
</tr>
<tr>
<td>Bushfire – large, regional</td>
<td>High</td>
<td>3.54</td>
<td>Medium</td>
<td>3.21</td>
</tr>
<tr>
<td>Fire Structure</td>
<td></td>
<td></td>
<td>High</td>
<td>4.00</td>
</tr>
<tr>
<td>Utilities Outage</td>
<td></td>
<td></td>
<td>High</td>
<td>3.45</td>
</tr>
<tr>
<td>Landslide</td>
<td>Medium</td>
<td>3.00</td>
<td>Low</td>
<td>2.43</td>
</tr>
<tr>
<td>Storm</td>
<td></td>
<td></td>
<td>Medium</td>
<td>4.36</td>
</tr>
<tr>
<td>Transport Accident</td>
<td>High</td>
<td>4.08</td>
<td>High</td>
<td>3.86</td>
</tr>
<tr>
<td>Mass Gathering</td>
<td>Medium</td>
<td>3.36</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Missing Persons</td>
<td>Medium</td>
<td>3.60</td>
<td>Medium</td>
<td>3.43</td>
</tr>
<tr>
<td>Dangerous Trees</td>
<td>High</td>
<td>4.25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazardous Materials Release</td>
<td></td>
<td></td>
<td>Medium</td>
<td>3.00</td>
</tr>
<tr>
<td>Food / Water Contamination</td>
<td></td>
<td></td>
<td>Medium</td>
<td>2.86</td>
</tr>
</tbody>
</table>
HAZARD PLANNING

The MEMPC has adopted the following process to address the treatment of risks identified through the CERA. Hazard planning will be developed for any hazard calculated with a Residual Risk Rating of ‘High’ or above. Hazards calculated with a Likelihood/Frequency of 4.0 or above will be developed as a secondary priority to support operational preparedness.

Hazard planning will made up of two sources of information for each hazard to facilitate a comprehensive and practical approach to the planning process; the CERA Risk Sheet and an Action Statement

CERA RISK SHEET

Upon the completion of each hazards CERA risk sheet, the hazard will be entered onto a schedule for review during the resort’s subcommittee meetings within two (2) years or after any major event triggered by the particular hazard. The risk sheets contain detailed information for each hazard and are available through the SARMB folder on EMCOP and able to be edited by the hazard control agency via a secured link to SharePoint. The risk sheets provide us with an existing resource which is comprehensive in defining the current situation regarding the hazard within the resort boundaries and a plan for further mitigation activities.

ACTION STATEMENTS

Action statements are being developed to document local arrangements and provide a clear process for response to the identified hazard. Whilst the CERA Risk Sheet provides a comprehensive understanding of the hazard, the action statement provides operational details for response. The action statements are divided into three parts; hazard triggers, resort response, control agency response. This process allows for the degree of isolation for each resort. Action statements for Lake Mountain assume a response delay of at least 60 mins from local emergency services and Mount Baw Baw assumes a delay of at least 120 mins.
RISK MITIGATION

Mitigation of identified risks is a core component of the CERA process plus Risk Committee assessment. Action plans detailing the treatment of risks is re-viewed by the sub committees.

Part of the CERA process is also examining how effective mitigation controls are at combating a specific risk. After the introduction of these mitigations, risk level may be reduced – this is known as the ‘residual risk’. Residual risk is the risk remaining after all possible treatments and mitigation measures are performed.

**Mitigation approaches**

1. Bushfire Management Plan
   - Targeted vegetation management program for identified areas and key infrastructure sites.
   - Maintenance of fire access roads.
   - Maintenance/testing of water supply, plant and equipment.
   - Evacuation procedure or Place of Last Resort
   - Code Red Procedure
2. Tree Risk due to Storm, Ice/Snow, deterioration & decay of dead trees
   - Inspection of all trail
   - Monitoring of conditions, warnings
   - Dangerous Tree identification & removal
   - Closure of trails & evacuation
3. Search & Rescue
   - Missing persons procedure
   - Trail sweep & search techniques
   - Annual training
4. Geotechnical Failure:
   - Inspection, maintenance and monitoring. Data collection and specific survey work
   - Funding provided by Alpine Risk Mitigation program.
   - Water Sensitive Urban Design
   - Trail design & erosion
   - Risk assessment updates of key sites.
5. Risks Associated with a remote area road
   - Inspection, maintenance and upgrade of road infrastructure.
   - Motor Vehicle Accident
   - Closure due to Landslip or Storm Damage
   - Winter conditions
6. Utility Failure
   - Inspection, maintenance and upgrade of urban service infrastructure.
   - Update to Risk Management Plans as required.
   - Implement required training for operational resources.
   - Risk identification and upgrade prioritisation with other third-party utility providers.
7. Structure Fire
   - EM Site Plan – Storage of Dangerous Goods
   - Fire reel & Extinguisher testing
   - Management of fire within village precinct.
   - Management & Storage of Bulk Fuel
   - Maintenance of fire monitoring system

These works are included in the budgeted and planned operational maintenance activities.
COMMUNITY AWARENESS

Information regarding safety awareness through signage, hard copy and digital information provided to visitors at LMAR and MBBAR can be found in the various marketing media for LMAR and MBBAR. Community education/information/preparedness available to both resorts visitors includes:

- Snowsafe program, winter driving and ski patrol education (safety in the snow, lost persons & hypothermia topics)
- Bushfire Keep Informed advice & Place of Last Resort
- Major Event Management Planning & application process
- Stakeholder consultation & information sessions
- Internal induction & training
- Inter-agency training & volunteer induction
- Resort policy and ‘how to’ Compendiums for all lodges

PROCEDURES

A number of internal organisational procedures have been prepared for use in an emergency prior to the arrival of first responders from the relevant control and support agencies. These plans are currently under review to be incorporated into action statements. The existing, board endorsed plans are available in SharePoint through a secure link which may be provided by the EMC or MEMPC EO.

These include:

- Bushfire Management Plan
- Code Red Fire Danger Rating - Procedure
- Fire Damaged Tree Risk & Evacuation
- Site Plan – Dangerous Goods
- Road Access Risk – Road Closure, Geotech, Traffic Accident, Storm/Blizzard incidents
- Missing Persons – Search & Rescue procedure

OTHER AGENCY PLANS

A number of risks identified in the CERA process may not be mitigated directly by the MEMPC sub plans. For example, the fire agencies such as DELWP, CFA and Parks Vic conduct controlled burns through their Operational Plans and as such mitigate the fire risk for the SARMB footprint. The MEMP, CERA and Action Statements are not the only risk mitigation for a given risk.

Access to other agency plans and SARMB’s inclusion for consideration in their planning process is achieved by maintaining membership and participation in various committee meetings and the inclusion of the relevant hazard agencies on the MEMPC and resort sub committees.

SARMB membership and inclusion in other plans includes, but not limited to;

- HUME REMPC
- HUME MEMEG
- MURRINDINDI MEMPC/MEMP/MFPMC
- GIPPSLAND REMPC
- GIPPSLAND MEMEG
• GIPPSLAND SOP’S FOR RESPONSE RELIEF AND RECOVERY FOR LOCAL GOVERNMENT
• BAW BAW SHIRE COUNCIL MEMPC/MEMP/MFPMC
• LATROBE CITY COUNCIL MEMPC
• INTER-COUNCIL EMERGENCY RESOURCE SHARING PROTOCOL

A full list of meetings and SARMB representative attending will be made available via a secure link to SharePoint and uploaded to the SARMB folder in EMCOP.
RESPONSE ARRANGEMENTS

INTRODUCTION

Emergency response is the action taken immediately before, during and in the first period after an emergency to reduce the effect and consequences of emergencies on people, their livelihoods and wellbeing, communities, essential and community infrastructure, industry, the economy and the environment and to meet basic human needs. Emergency relief and recovery activities should be integrated with emergency response activities and commence as soon as the effect and consequences of the emergency are anticipated.

These response principles apply, regardless of the size of the emergency, and of how many agencies are involved in the response. The response concept 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.

Most incidents are of local concern and can be coordinated from local Municipal resources. However, when local resources are exhausted, response provides for further resources to be made available, firstly from neighbouring Municipalities (on a Regional basis) and then, secondly on a State-wide basis.

STATE EMERGENCY MANAGEMENT PRIORITIES

The State has endorsed a set of emergency management priorities to underpin and guide all decisions made during emergencies in Victoria. The priorities focus on the primacy of life and the issuing of community warnings and information, in order to assist people to make informed decisions about their safety.

The priorities are:

- Protection and preservation of life is paramount. This includes:
  - safety of emergency response personnel and
  - safety of community members including vulnerable community members and visitors.
- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety.
- Protection of critical infrastructure and community assets that support community resilience.
- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability.
- Protection of environmental and conservation assets that considers the cultural, biodiversity, and social values of the environment.

The State Emergency Response Plan provides the mechanism for the build-up of appropriate resources to cope with emergencies. Most incidents are of local concern and can be coordinated from local resources. However, when local resources are exhausted, the plan provides for further resources to be made available, firstly on a regional basis and then, secondly on a state-wide basis.
OPERATIONAL TIERS

Emergency response operations is managed through the following operational tiers:

- State
- Regional
- Incident

Not all tiers will be active for every emergency. In general, the State and Regional tiers are active only for major emergencies or where major emergencies are anticipated to occur. Non-major emergencies are managed only at the Incident tier.

CLASSES OF EMERGENCIES

The Emergency Management Act 2013 contains specific definitions for emergencies.

A Class 1 emergency is either:

- a major fire or
- any other major emergency for which the control agency is the MFB, CFA or Victoria State Emergency Services (VICSES).

<table>
<thead>
<tr>
<th></th>
<th>Response coordination</th>
<th>Control</th>
<th>Command</th>
<th>Consequence management</th>
<th>Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>Emergency Management Commissioner (liaises with RERCs and MERCs through the SPLO)</td>
<td>State Response Controller</td>
<td>Agency chain of command</td>
<td>Emergency Management Commissioner</td>
<td>Emergency Management Commissioner</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(State Consequence Manager)</td>
<td>(supported by the line of control)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>all agencies</td>
<td></td>
</tr>
<tr>
<td>Region</td>
<td>RERC</td>
<td>regional controller</td>
<td>Agency chain of command</td>
<td>Emergency Management Commissioner</td>
<td></td>
</tr>
<tr>
<td>Incident</td>
<td>MERC / IERC</td>
<td>incident controller</td>
<td>Agency chain of command</td>
<td>Emergency Management Commissioner</td>
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<td></td>
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<td></td>
<td></td>
<td>(supported by the line of control)</td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td></td>
<td>all agencies</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>all agencies</td>
<td></td>
</tr>
</tbody>
</table>

Figure 6  Roles and responsibilities for Class 1 emergencies (Part 3, EMMV 2016)
A Class 2 emergency is a major emergency that is not:

- a Class 1 emergency or
- a warlike act or act of terrorism, whether directed at Victoria or at any other state or territory of the Commonwealth.

![Figure 7 Roles and responsibilities for Class 2 emergencies (Part 3, EMMV 2016)](image)

A Class 3 emergency (also known as security emergencies) as defined by the State Emergency Response Plan is:

- a warlike act or act of terrorism, where directed at Victoria or at any other state or Territory of the Commonwealth or
- a hi-jack, siege or riot.

![Figure 8 Roles and responsibilities for Class 3 emergencies (Part 3, EMMV 2016)](image)

A Major emergency is:

(a) a large or complex emergency (however caused) which:
- has the potential to cause, or is causing, loss of life and extensive damage to property, infrastructure or the environment or
- has the potential to have, or is having, significant adverse consequences for the Victorian community or a part of the Victorian community or a part of the Victorian community or
- requires the involvement of two or more agencies (fire service agencies if a major fire) to respond to the emergency or

(b) a Class 1 emergency or

(c) a Class 2 emergency.
A Major fire is a large or complex fire (however caused) which:

(a) has the potential to cause or is causing loss of life and extensive damage to property, infrastructure or the environment or
(b) has the potential or is having significant adverse consequences for the Victorian community or a part of the Victorian community or
(c) requires the involvement of two or more fire service agencies to suppress the fire or
(d) will, if not suppressed, burn for more than one day.
(e) Sections 37 and 38 of the Emergency Management Act 2013 prescribe specific arrangements for the Class 1 emergencies and fires other than major fires.

**CONTROL AND SUPPORT AGENCIES**

The EMMV Part 7 – Agency Emergency Management Roles nominates a control agency for the response to each form of emergency. The control agency is the agency primarily responsible for responding to the specific form of emergency. The responsibilities of a control agency are listed in State Emergency Response Plan (EMMV Pt 3, Appendix A).

There are complex emergencies where a shared accountability across several agencies occurs. In these cases, there is a need for a single agency to be responsible for the collaborative response of all the agencies. For the purposes of consistency, the term Control Agency will be used to describe this lead agency role.

Where an emergency type is not listed or where there is uncertainty in identifying a Control Agency, the Emergency Management Commissioner or relevant emergency response coordinator (RERC, MERC, or IERC) will determine the Control Agency. The Control Agency will generally be the agency with a role or responsibility that is most closely aligned to the emergency.

The Control Agency may change as the emergency progresses or is clarified. The Control Agency is based on the major effect of the incident/event rather than the cause and control can be transferred when the major effect of the incident/event reduces and another effect becomes more important.

The EMMV Part 7 – Agency Emergency Management Roles Identifies control agencies and nominates key support agencies for the response to each emergency.

**COORDINATION, COMMAND AND CONTROL**

Victoria bases its emergency arrangements on the management functions of control, command, coordination, communication and community connection, broadly described as follows (refer to figure 9):

**Control** – the overall direction of response activities in an emergency, operating horizontally across agencies. Controllers are responsible for leading all agencies responding to the emergency.

**Command** – the internal direction of personnel and resources of an agency, operating vertically within the agency.

**Coordination** – the bringing together of agencies and resources to ensure effective preparation for, response to and recovery from emergencies.

**Consequences** – the management of the effect of emergencies on individuals, the community, infrastructure and the environment.

**Communication** – the engagement and provision of information across agencies and proactively with the community to prepare for, respond to and recover from emergencies.

**Community connection** – the understanding and connecting with trusted networks, trusted leaders and all communities to support resilience and decision making.
Figure 9  Conceptual depiction of the relationship between Command, Coordination and Control

PHASES OF ACTIVATION

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

On advice from the MERC, the MEMO is responsible for notifying the MRM of the potential need for relief and recovery services. Together they will assess the relief and recovery needs of the emergency. In some instances, the Regional Recovery Coordinator may inform the MRM of the need for recovery activities.

The following phases of activation have been identified that will assist in preparing for and responding to an emergency and subsequently handing over to the MRM for recovery activities.

ALERT

Upon receipt of warning or information that a disaster may occur or affect the relevant area of responsibility, relevant agencies and resources will be alerted to ensure readiness to act if called upon.

Some of the activities that should be considered in this phase are:

- Establishing the nature and extent of the emergency;
- Warning key personnel including Board members and Executive team, MEMOs, emergency management team members, VicPol MERCs (if not already aware);
- Confirming/testing communication arrangements;
- Establishing the flow of information between the resort and relevant control and support agencies;
- Confirming the applicable Control Agency;
- Alerting other co-operating outside agencies; and
- Issuing public warnings, as authorised by the Control Agency.
STANDBY

As the threat, or the effects of the emergency becomes imminent, members of the relevant agencies or sections are placed on Standby, thus being ready to move immediately when they are called out. This will include:

- Communicating with local shires to arrange use of a MECC and to provide staffing if possible;
- Preparation of equipment and personnel for immediate action;
- Identification of assembly areas; and
- Maintaining communication with the Shire’s MRM and VicPol MERC in relation to implementation of any emergency relief or recovery services that may be required.

ACTION

This is the operational phase of the emergency when Control and Support Agencies are committed to contain or control the emergency. Some operations may necessitate moving to the ‘Action’ phase immediately without the ‘Alert’ and ‘Standby’ phases being implemented. For this reason, it is required that all organisations having a role in this Plan, be in a state of preparedness at all times.

Some of the activities that should be considered in this phase are:

- Mobilise personnel/equipment as requested/required;
- Identifying and establishing one or more Emergency Relief Centre(s) as required, including mobilising staff to manage the facility;
- Ensuring full records are maintained of all communications, including deployments;
- Maintaining records of financial commitments made by the Board in response to the emergency, or on behalf of requesting agencies in relation to the emergency;
- Produce situation reports on a regular basis for higher authorities;
- Ensure Volunteer Emergency Workers are registered; and
- Support response personnel whether the Board’s, other agencies or volunteers, by providing as necessary:
  - Food and water
  - Toilets, wash facilities
  - Rest areas, seats, beds etc.
  - Transport to and from incident response location(s).

Emergency Relief and Recovery usually also commences when Response commences. The Resort’s MRM will work closely with the MEMO, to determine the anticipated relief and recovery requirements early. Relief and recovery arrangements will be deployed when required, even during the Action phase.

SCALING DOWN

The process for transition from response to recovery will commence after consultation between the Control Agency, other relevant agencies, MERC, MERO and MRM once the threat of the emergency has passed, recovery is the main focus and response is scaling down.
DEBRIEF

The MERC or RERC is responsible for ensuring the Control Agency for the emergency organises an operational debrief with representatives from all participating agencies (including recovery agencies) as soon as practicable after end of response activities.

The purpose of the debrief is to:

- Ensure participating agencies understand what happened during the emergency and why; and
- Assess the adequacy of the response, identify any problems, highlight areas that were handled well, and recommend any changes to the relevant agency plan(s) and future operational response activities in order to improve the safety, efficiency and effectiveness of future emergency responses.

It may also be appropriate to conduct a separate recovery debrief to address recovery issues. This should be convened and chaired by the MRM and all agencies and volunteers engaged in the recovery process.

ACTIVATION PROCEDURE

In the first instance, the control agency will contact the MERC requesting resources or assistance. The MERC will contact the MEMO. At the municipal district level, resources owned or under the control of SARMB may be used to supplement those of the control and support agencies.

SARMB’s emergency contact numbers can be found at the beginning of this document.

The activation level is dependent upon the scale of the emergency and is determined by the MERC, MEMO and MRM

Small Scale Emergency (less than 24hrs impact)

A small-scale emergency that can be resolved using local or initial response resources. The MECC may not necessarily be activated. The MERC and MEMO will be in close communication throughout the event. Consequently, the MERC and MEMO will undertake the planning and logistics functions concurrently and will activate the MRM as required to provide relief and recovery support if required (Virtual MECC). They will also monitor the emergency and its impact on the area, the community, the weather, and other elements/variables that might lead to a higher level of activation.

Medium Scale Emergency

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

A large-scale emergency is characterised by levels of complexity that require the activation and establishment of all MECC functions, Emergency Relief Centre(s) activated and an Emergency Call Centre established (if required). This level of emergency will require forward planning as the emergency continues and will specifically require recovery planning during the early stages of the response phase of the emergency.

COORDINATION OF EMERGENCIES AT THE REGIONAL AND MUNICIPAL LEVELS

In accordance with section 56 of the Emergency Management Act 2013 and on the request of the Emergency Management Commissioner, the Chief Commissioner of Police has appointed members of the police force as:

- a Regional Emergency Response Coordinator (RERC) for each region
- a Municipal Emergency Response Coordinator (MERC) for each municipal district.

RERCs and MERCs are responsible for emergency response coordination at the regional and municipal tiers respectively. Their role and responsibilities are outlined below.

The most senior member of Victoria Police at the first response to a non-major emergency is the incident emergency response coordinator (IERC). For a minor incident or in the absence of the MERC the IERC performs the coordination role of the MERC. The IERC is assisted by the MERC if required.

Regional Emergency Response Coordinator (RERC)

The member of Victoria Police appointed by the Chief Commissioner of Police as an emergency response coordinator for each Victorian Government region is known as a Regional Emergency Response Coordinator (RERC). The RERC may from time to time appoint deputies. The RERC is responsible for bringing together agencies and resources within a region to support the response to emergencies.

Contact details for the RERC are in the contact directories on EMCOP.

The RERC role is detailed in Part 3 of the EMMV and Appendix 7.13A

Municipal Emergency Response Coordinator (MERC)

The member of Victoria Police appointed as an emergency response coordinator for each municipal district is known as a MERC. The MERC is responsible for bringing together agencies and resources within a municipal district to support the response to emergencies. The MERC communicates with the Emergency Management Commissioner through the RERC (and subsequently the SPLO).

Contact details for the MERC are in the contact directories on EMCOP

The MERC role is detailed in Part 3 of the EMMV and Appendix 7.13A

Incident Emergency Response Coordinator (IERC)

The IERC is usually the senior member of Victoria Police at the initial scene of an emergency or at the place where control is being exercised at incident level. This role usually relates to the first response to an emergency, and the person fulfilling the role may change in seniority as the emergency escalates or de-escalates.

The IERC role is detailed in Part 3 of the EMMV and Appendix 7.13A
LOCAL RESPONSE AND ESCALATION

Most incidents can be managed and coordinated from SARMB resources. However, when local resources are exhausted, and additional resources are needed the request can be escalated from the MERC to the RERC. Additional resources may come from neighbouring Municipalities (on a Regional basis) and then, secondly on a state-wide basis.

The Boards emergency response is coordinated from the MECC of the resort affected by the emergency event. The primary role of these facilities is to provide a coordinated approach to emergency response, relief and recovery. Requests from the Relief and Recovery Centres are directed to the MECC to provide support for affected communities.

To compensate for limited resources at both LMAR and MBBAR, SARMB have entered into several local arrangements.

- Protocol for inter-council emergency management resource sharing
- MOU with Murrindindi Shire Council regarding support and resource sharing arrangements (LMAR)
- Gippsland Emergency Response and Recovery Standard Operating Procedure (MBBAR)
- Gippsland Emergency Relief Standard Operating Procedure (MBBAR)

These agreements and SOP’s will inform the development of SARMB’s SOP’s for emergency activation over the next 6 months.

THE BOARD’S RESPONSIBILITIES IN RESPONSE ACTIVITIES

Part 7 of the EMMV includes the following indicative list of the activities expected to be carried out by councils during the Response phase of an emergency:

- Provision of available municipal resources needed by the community and response agencies;
- Provision of facilities for emergency services’ staging areas;
- Facilitation of the delivery of warnings to the community;
- Provision of information to public and media;
- Coordination of the provision and operation of emergency relief (includes catering, emergency relief centres, emergency shelters and material needs);
- Clearance of blocked infrastructure and local roads, including tree removal; and
- Support to VicRoads for partial/full road closures and determination of alternative routes.

Most of these activities are carried out by councils in close conjunction with, or with direct support by, Government departments and agencies.

MUNICIPAL EMERGENCY COORDINATION CENTRE (MECC)

To cope effectively with disaster response, both LMAR and MBBAR will establish an operational, well-equipped co-ordination centre. The Centre must be capable of accommodating personnel, services and communication equipment necessary to the operation of an Emergency Coordination Centre.

The MECC will be the location from which relevant personnel coordinate and organise emergency provision of SARMB and community resources within SARMB. It will also maintain an overall view of the operational activities within SARMB’s area of responsibility for record and debrief purposes. The location of the MECC will need to be
located and function without impact on the normal operational or admin day to day activity of the resort. The MECC may also become operational during support operations to a neighbouring municipality.

Some SARMB staff have been identified to undertake roles within the MECC however planning for the MECC is in its infancy and further recruitment and training is still required. A list of staff with emergency roles may be located in the restricted appendix under SARMB Emergency Management Team located within the Contact Directories.

In the event that the scale of the emergency requires the MECC to be open for a protracted period, staff from other municipalities may be utilised and will be activated through the Gippsland resource sharing arrangements for MBBAR and the Hume resource sharing arrangements for LMAR.

In the event of a large-scale emergency the MERC may request activation of the MECC. The MECC can be activated at the request of the MERC in consultation with the MEMO and the MRM as shown in the diagram below.

SARMB has become a member of the Gippsland MEMEG and agreed to the use of Gippsland’s Response, Relief and Recovery SOP’s. Refer to Figure 10 for an overview of the process followed from ‘standby’ to ‘Activation’. In cases where standby arrangements have not been possible, the process should be followed from ‘Cold Start’
Figure 10  Gippsland’s Response, Relief and Recovery SOPS’s MCC and ERC Activation flow chart.
EVACUATION

Evacuation is the planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return. Evacuation may be undertaken by individuals, families and households on their own volition and independent of advice, or it may be after an assessment of information provided by a Control Agency.

The decision to evacuate rests with the Incident Controller in conjunction with VicPol and other available expert advice (refer to Figure 11). Victoria Police is responsible for the coordination of evacuation in consultation with the Control Agency. Consideration must be given to the area to be evacuated, the route to be followed, the means of transport and the location to which evacuees will be asked to attend. Evacuations may be pre-warned or immediate depending on the circumstances.

In circumstances where extreme weather conditions are experienced or there is isolation from emergency services, evacuation will be coordinated through VicPol and other first responders using resources available.

The Incident Controller/Control Agency delivers the warning or recommendation to those affected of impending evacuation – the process of further disseminating this to the community will be assisted by the Resort’s MEMO.

Victoria Police are responsible for managing the withdrawal from the affected area and for coordinating shelter of evacuated people. Depending on the circumstances evacuated people may be directed to an emergency relief centre. The Board is responsible for ensuring that the relief centre is established and managed by the relevant Shire Council.

Victoria Police are responsible for coordinating the return of evacuated people upon advice of the Control Agency that it is safe to return.

Once the decision to evacuate has been made, the resort MEMO should be contacted to assist in the implementation of the evacuation. Depending on the type of emergency, the Incident Controller may determine the need for a Relief Centre to be established outside the resort management boundary and within a neighbouring municipality. The MEMO or the neighbouring municipalities MERO will provide advice regarding the most suitable Emergency Relief Centre, potential staging areas or assembly points and other resources that may be required (e.g. public health, emergency relief considerations or requirements and special needs groups).

The method of alerting people to the need for evacuation will depend on a number of factors. Consideration should be given to:

- the type of emergency;
- the number of people affected;
- the ethnic origins of the affected people; and
- vulnerable persons including special needs groups.

Assistance in an evacuation may also need to be provided by private transport operators. The Board may be called upon to assist with this process.
NEIGHBOURHOOD SAFER PLACES (PLACES OF LAST RESORT) AND FIRE REFUGES

There are no Neighbourhood Safer Places or Fire Refuges within the resorts.

LMAR

Shelter in Place locations have been identified for fire events under the Murrindindi Shire Council Bushfire Fire Management Plan. These are:

- Gerratys Car Park (LMAR) has been identified by CFA as the best location to shelter during an unexpected bushfire. While not meeting the criteria for an NSP it is a far better option than a remote access road. No such place has been identified for MBBAR at this point in time.
- Direction to use one or more of these locations (or an alternate location) will be done in consultation with the CFA.

MBBAR

There are no Neighbourhood Safer Places, Fire Refuges or Shelter in Place locations identified for MBBAR. It should also be noted that no Neighbourhood Safer Places have been identified for Baw Baw Shire Council either.

WARNINGS AND INFORMATION

The Joint Standard Operating Procedure JSOP J04.01 details the protocols for public information and warnings.

It is extremely important to ensure that public information and warning provides timely, relevant and tailored community information and warnings before, during and after emergencies for the primary purpose of protecting life and property. This provides the public with the necessary information to develop an
understanding and awareness of the issues associated with the prevention of, response to and recovery from emergencies.

**PREVENTION (BEFORE EMERGENCIES)**

Any information released to the public on behalf of the resorts will be to educate and assist the community to prepare for emergencies. This information must be approved by the SARMB MEMPC.

**RESPONSE PHASE**

Releasing information is the responsibility of the Control Agency(s). This information will be forwarded to other agencies including the Board for dissemination to the public. Any information released by the Resort must be approved by the MEMO (General information) or SARMB CEO - (Policy / Financial / Political matters).

Information can be categorised under the following headings:

*Pre impact*

To enable the public to take reasonable measures to prevent or lessen the potential effects of emergencies and to cope during the impact phase of an emergency.

*During impact*

To produce suitable news releases through the media concerning the effects of the emergency and what action can be taken by the public. A communications plan should be developed in consultation with the EMT and Incident control in the early stages of response.

*Post impact*

To maintain the crucial information flow to those in need of assistance and direction.

**RECOVERY PROCESS**

Releasing information through a defined communications plan will be the responsibility of the Board and the Department of Health and Human Services. Any information released must be approved by the MRM (General information) or SARMB CEO - (Policy / Financial / Political matters). Liaison must take place so duplication and confusion does not occur.

**DISSEMINATION**

Immediate use of the media should be made to avoid phone congestion. The public should be advised to direct calls to appropriate agencies and centres with adequate facilities, staff and knowledge to answer questions or disseminate information. Police “Advice Line” should be used if possible.

The “Standard Emergency Warning Signal” may be used to alert the public to an actual or impending emergency or maintain the dissemination of public information. Authority to use the signal over electronic media must be given by the Incident Controller.

**Methods**

All methods of disseminating information should be considered including;

2. Vic emergency phone app
3. Social media – existing and new profiles
4. Emergency Radio Stations
5. Vic Emergency Hotline on 1800 226 226
6 Local Telephone Information Lines
7 Newspapers (particularly in extended response and recovery phases)
8 Television
9 Community newsletters
10 Information Centres
11 Manual door knock of each residence/lodge/commercial premises within the Resort boundary
12 Public address systems
13 E-mail
14 SMS text messages
   - TTY users phone 106 then ask for either 000 or 132 500 or 1800 226 226
   - Speak and Listen users phone 1800 555 727 then either 000 or 132 500 or 1800 226 226
   - Internet relay users connect to the NRS then either 000 or 132 500 or 1800 226 226
16 Translation services for Cultural and Linguistically Diverse (CALD) visitors

**Disabled or Non-English Speaking Persons**
Special considerations need to be given to warning and communicating with disabled and non-English speaking groups.

Using the Google translation service through iPads or computers will assist with communicating with CALD people https://translate.google.com.au/


The National Relay Service http://relayservice.gov.au/ is a 24 hour service that will assist people with speech and hearing disabilities:
TTY/voice calls 133 677, Speak & Listen 1300 555 727 SMS relay 0423 677 767

Posts on the website/s and Facebook can be translated into many languages

**Information Centre**
If required, a public and media information centre may be established within the resort. All public and media releases shall be issued from this centre. The MRM’s or appointed delegates for each resort will be nominated as the Media Liaison Officers

**PLANNING FOR CROSS-BOUNDARY EVENTS**
LMAR emergency plans are considered in the Murrindindi Shire Council MEMP. The MSC MEMP has strategic arrangements in place with the Hume Region Local Government Network to assist if required. LMAR will continue to utilise these as necessary.
MBBAR sits within Baw Baw Shire Council (BBSC), although a route of principle access passes through Latrobe City Council (LCC). To ensure effective management of incidents that may impact on both government authorities, SARMB and MBBAR have established local arrangements with each municipality through membership of the BBSC and LCC MEMPC’s that will provide clarity to cross boundary events; prior to, during and after an event. MBBAR is also a signatory to the Gippsland SOP’s for Response, Relief and Recovery.

Both resorts are also members of their regional REMPC and MEMEG.

### RESOURCE AVAILABILITY AND SHARING ARRANGEMENTS

LMAR has around 12 permanent staff and a up to a further 130 casual staff over winter. There are a further 25 paid and volunteer ski patrol staff (approx.). As mentioned previously in the event of a major emergency which cannot be managed by LMAR resources LMAR will look to the MSC and emergency management agencies for the necessary support.

MBBAR has around 20 permanent staff, a further 100 temporary staff are employed over the snow season, and 25 paid and volunteers Ski Patrollers. To be able to effectively coordinate response activities, MBBAR is likely to need to draw upon external resources to supplement its own staff depending upon the duration and nature of the emergency.

To compensate for limited resources at both LMAR and MBBAR, SARMB have entered into several local arrangements.

- Protocol for inter-council emergency management resource sharing. Appendix 7.10A
- MOU with Murrindindi Shire Council regarding support and resource sharing arrangements (LMAR). Appendix 7.10B
- Gippsland Emergency Response and Recovery Standard Operating Procedure (MBBAR) Appendix 7.8B
- Gippsland Emergency Relief Standard Operating Procedure (MBBAR) Appendix 7.8A

These agreements and SOP’s will inform the development of SARMB’s SOP’s for emergency activation over the next 6 months.

A comprehensive list of resources available at both resorts can be found in Appendix 7.4A and 7.4B

### RESOURCE SHARING PROTOCOLS

SARMB is a signatory to the Municipal Association of Victoria’s (MAV) Protocol for Inter-Council Emergency Management Resource Sharing which is promoted across Victoria and has been signed by neighbouring municipalities. This protocol details the process for initiating requests for resources from another council and identifies associated operational and administrative requirements.

The purpose of the Protocol is to ensure a formal agreement is documented for utilisation of resources which do not fall under the control of SARMB but are supplied from neighbouring municipalities, and may be used for emergency prevention, response and recovery activities. These resource sharing protocols are contained in the Gippsland Regional Response and Recovery Standard Operating Procedures.

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

Resources can be requested at any time during an emergency including the recovery stages. Requests for assistance may be initiated by the CEO (or person acting in this role) or by any person nominated by the CEO at the receiving council. Requests should be directed to the CEO, or any person nominated by the CEO, at the assisting council. It is noted that in many cases the person nominated by the CEO will be the MERO/MEMO at both the assisting and receiving council.
Such requests may be oral or in writing, however oral requests must be confirmed in writing as soon as is practicable and in most cases will be logged within Council’s Records Management System. Requests for assistance should include the following information:

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

The MERC or RERC should be contacted before the resources are moved. Where additional resources are required for Relief and Recovery, request for resources will be escalated to the Regional Recovery Coordinator.

Requests for resources should be emailed to the relevant resorts MEMO (details at the front of the MEMP).

It is anticipated that a requesting council will initially seek assistance from surrounding councils. This will reduce travel times and expenses for assisting councils to respond and return.

**SARMB RESOURCES**

SARMB is expected to use its resources in an emergency within the resort boundaries within reason. Where equipment and/or personnel are sourced from external providers, SARMB is responsible for providing those resources. However, SARMB will only cover costs for SARMB managed resources requested and used during normal business hours. Costs outside of this, including costs of sourcing private contractors, will be recovered from the relevant requesting agency.

Some further reimbursement may also be available. Extraordinary expenditure incurred, (e.g. for overtime, or equipment hire used in emergency protection works, restoration of publicly owned assets or relief provided to emergency-affected people) may qualify for reimbursement by the Department of Treasury and Finance, refer to Appendix 1 Part 8, Emergency Management Manual Victoria.

**EMERGENCY PAYMENT RESPONSIBILITIES**

The following emergency payment responsibilities apply to SARMB:

- Where an agency’s expenditure is in order to fulfil its own responsibilities, that agency is responsible for the cost.
- Where one agency requests services and supplies in order to fulfil its own responsibilities as articulated in plans, that agency is responsible for costs incurred.
- When a control agency requests services and supplies (for example, catering) on behalf of a number of supporting agencies, the control agency will be responsible for costs incurred.

Municipal councils and Alpine Resort Management Boards are responsible for the cost of emergency relief measures provided to emergency-affected people.

**DEBRIEFING ARRANGEMENTS**

Debriefing between all agencies that participated in the emergency should take place as soon as practicable after the emergency. The control agency will ensure that a debrief meeting will be arranged by the MEMO or EMC to assess the adequacy of the MEMP and recommend any changes.

**RESPONSE/RECOVERY TRANSITION**

It is essential to ensure a smooth transition from the response/relief phase to the recovery process. While it is recognised that relief activities will have commenced shortly after impact, at some point there will be a cessation of response activities and a hand over to recovery agencies. The early involvement of the MRM or Deputy in the initial emergency stages will ensure a smooth transition of ongoing activities from response to recovery.
Accounts and financial commitments made during the response phase are the responsibility of the MEMO through the MEMP arrangements.

The EMCOP Transition to Recovery template will be utilised as an agreement for transition of coordination arrangements from response to recovery. This document will assist emergency management agencies involved in response and recovery to achieve a seamless transition of information, resources, management and coordination of activities and can be accessed online via the EM-COP library.

**TERMINATION OF RESPONSE AND HANDOVER OF FACILITIES AND GOODS**

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

In some circumstances, it may be appropriate for certain facilities and goods obtained under Emergency Management arrangements during response to be utilised in recovery activities. There may be an actual handover to the Recovery Manager of response facilities and/or goods to be utilised in recovery activities. This handover will occur only after agreement has been reached, and after any necessary documentation has been completed to the mutual satisfaction of the Response and Recovery Coordinators.

Resources acquired for the response, which are not required for recovery, remain under the control of the requesting response agency. That agency is responsible for their return or disposal. Payment for goods and services used in the recovery process is coordinated by the MRM.

**IMPACT ASSESSMENTS**

Impact assessment is required to inform the relief and recovery needs of the community affected by an emergency event. Impact assessment should begin during the response phase of an emergency, where practicable. IIA data is made available to the Board, response, relief and recovery agencies as to inform planning and provision of requirements relating to the impact of an emergency.

There are three levels of impact assessment for emergency events. These are:

- Initial Impact Assessment (IIA)
- Secondary Impact Assessment (SIA)
- Post Emergency Needs Assessment (PENA).

**Initial Impact Assessment (0 – 48 hours)**

As soon as is practicable following the impact of an emergency, the control agency will coordinate the gathering of data on the loss and damage resulting from the emergency. These data are broad in nature and are gathered to define the magnitude of an event, and may include extents of property and infrastructure damage, human and stock casualty numbers and other information that can assist in informing the response, and initial relief and recovery planning. These data also inform the planning and implementation of secondary and post impact assessment.

**Secondary Impact Assessment (48 hours – 4 weeks)**

Secondary impact assessment will be undertaken during the relief/early recovery period of an emergency. SIA is intended to further clarify those data gathered during the IIA phase. Generally, on-ground assessments are undertaken (informed by the IIA data) to capture further details on the magnitude and extent of loss and damage in the four environments: social, economic, natural and built. SIA is coordinated at the local level by Council, and at Regional level by DHHS. Resources to undertake assessments are sourced from Council and all other applicable agencies/organisations identified when undertaking deployment and assessment analysis prior to resource deployment into the field.

As part of the IIA, information regarding the occupancy of buildings will be undertaken by the Board as follows:
• A Municipal Building Surveyor (sourced from the local municipality) will assess the buildings. Buildings deemed unfit for occupation will be closed pending rectification action has been taken to the satisfaction of the Municipal Building Surveyor.

• The Board’s Asset & Services Manager or qualified nominee will assess the integrity of essential resort infrastructure, services and utilities.

• Survey and collate the extent of damage estimating the level of financial and material aid needed

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

• Monitor the acquisition and application of financial and material aid needed or made available in the restoration period

• The Emergency Management Group may co-opt persons within the community with them appropriate expertise to assist with the above tasks.

• Should the emergency extend beyond the boundaries of the resort, the post impact assessment may be merged with that of the other affected municipality(s).

**Post Emergency Needs Assessment (PENA) (4 weeks – ongoing)**

The final level of impact assessment is PENA. These assessments occur during the recovery phase of an emergency event. The data collected during IIA and SIA are utilised to inform priority areas for post impact assessment. The PENA is typically coordinated by Council at local level, DHHS at regional level. Resources are identified by need/type of support required. However, the default will be Council since they are responsible for servicing the community in the first instance.

This is the most detailed phase of impact assessment, where assessment are undertaken on a per building level. Specific data on the impact incurred in alignment with the four recovery environments is collected and reported back to the Council and coordinating agency(s) to further inform planning and the implementation of recovery activities.

Templates and guidelines for Impact Assessment can be found on EMCOP under the library tab in the IMT toolbox.
INTRODUCTION AND OVERVIEW

Relief and recovery begins when an emergency occurs (refer to Figure 12). Many response, relief and recovery activities occur concurrently. Typically, relief is provided during and in the immediate aftermath of an emergency. Recovery is generally a long-term process for affected individuals and communities.

Recovery is defined in the Emergency Management Act 2013 as ‘the assisting of persons and communities affected by emergencies to achieve an effective level of functioning’.

Relief and recovery are responsibilities that require collaboration and coordination shared between the affected site, individuals and communities, non-government organisation’s, businesses and government agencies. The MEMP is intended to support and guide the work of the broad relief and recovery sector in responding to any emergency event that might impact the resort.

The implementation of relief and recovery arrangements in response to an emergency at a local level is a challenge for Southern Alpine Resort Management Board (SARMB). This is exacerbated in the white season when the population at both resorts increases significantly with day-trippers and overnight visitors.

The Board is a signatory to the following local agreements.

- Protocol for inter-council emergency management resource sharing
- MOU with Murrindindi Shire Council regarding support and resource sharing arrangements (LMAR)
- Gippsland Emergency Response and Recovery Standard Operating Procedure (MBBAR)
- Gippsland Emergency Relief Standard Operating Procedure (MBBAR)

SARMB is deemed to be municipality for the purposes of the Emergency Management Act 1986 and Emergency Management Act 2013. As such, SARMB are responsible for coordinating relief and recovery activities at the local level at MBBAR and LMAR. The Victorian Government supports SARMB to fulfil these responsibilities.

![Figure 12](image)

Emergency relief and recovery activities over time (Part 4, EMMV 2018)

OBJECTIVES OF THE RELIEF AND RECOVERY ARRANGEMENTS

The objectives of relief and recovery are to support both resort communities and visitors to successfully deal with the impacts of an emergency on the key recovery elements relevant MBBAR and LMAR. All relief and recovery arrangements are in accordance with the Victorian State Emergency Relief and Recovery Plan. The principles of relief and recovery are that they should:

- Empower and engage individuals and the resort community to promote self-sufficiency and, where possible, meet their own relief and recovery needs;
- Be coordinated and collaborative, jointly owned by affected individuals and the resort community as well as the non-government organisations’, businesses and government agencies that support them;
- Be adaptive and scalable, recognising the unique, complex and dynamic nature of emergencies;
• Focus on consequence management, where everyone involved appreciates the potential consequence of their decisions and actions; and
• Be able to support the delivery of concurrent community, local, regional and state response, relief and recovery activities.

**RELIEF AND RECOVERY ARRANGEMENTS IN VICTORIA**

Section 46 of the Act 2013 appoints the Emergency Management Commissioner with the responsibility for the coordination of agencies in line with the State Emergency Relief and Recovery Plan ([EMMV Part 4](#)). Municipal Councils take the lead in delivering on the ground relief and recovery services because they are closest to an affected community. It is the role of the Victorian Government to support municipalities to fulfil these local responsibilities. **Figure 13** shows the relationship between the state, regional and local levels for relief and recovery coordination.

![Figure 13](#) The three levels of relief and recovery coordination in Victoria ([Part 4, EMMV 2018](#))

**IMPLEMENTATION**

The Municipal Recovery Manager (MRM) is to initiate Recovery activities as documented in this section of the Plan as soon as possible after an emergency occurs.

The Municipal Recovery Manager (MRM) shall convene a meeting of the Municipal Recovery Representatives as soon as is practical where the emergency is of a magnitude that requires their involvement.

A range of recovery activities may be required during and after an emergency.

An MRM has been nominated for each resort and part of their role will be to develop, monitor and advise the MEMPC on matters directly related to recovery. Relief and Recovery will be included as a standing agenda item for the MEMPC and both resort sub committees.

**COMMUNITY RECOVERY COMMITTEE**

Where the magnitude of the event requires community input into the recovery process, one or more Community Recovery Committees (CRC’s) may be established within the affected area.
CRCs help individuals and communities achieve an effective level of functioning. They can coordinate information, resources and services in support of an affected community, establish priorities and provide information and advice to the affected community and recovery agencies.

CRCs are formed as soon as is deemed necessary by SARMB, MEMPC, or by consultation with relevant stakeholders and disband when the need is no longer apparent. In some circumstances CRCs have been known to operate for years, rather than weeks or months. They are a community led committee focusing on the recovery planning, needs and activities at a local level.

COMMUNITY RECOVERY COMMITTEE MEMBERSHIP

The composition of the committee will vary depending on the affected area and type of incident. The membership of the committee should key community stakeholders of the resort, appropriate recovery stakeholders and representatives, ensuring that the four functional areas of recovery are considered and may include the following:

- Municipal Recovery Manager
- Alpine Village Resort Executives and/or senior staff
- Department of Health and Human Services
- Government Agencies (State & Federal)
- Facility Owners (or Representatives)
- Affected Persons
- Local Community Representatives
- Relief support agencies

ROLE OF DEPARTMENT OF HEALTH & HUMAN SERVICES IN RECOVERY

In the Recovery Processes of an emergency, the Department of Health & Human Services:

- Acts as principal recovery planning and management agency at regional level;
- Assumes a role of facilitation in developing a co-ordinated response as appropriate to the circumstances e.g. When the event is of a magnitude which is beyond the resources of the municipality or the incident affects only a few people, but the affected population is dispersed (refer to Figure 13). The involvement of the Department of Health & Human Services does not determine the level of responsibility that management of SARMB has during recovery from an incident.

SUPPLY OF GOODS/SERVICES

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

When goods/services cannot be provided by or participating agencies, the Department of Health & Human Services in conjunction with the Municipal Recovery Manager will arrange for the goods/services necessary for effective recovery from the Emergency.
VICTORIAN GOVERNMENT ASSISTANCE MEASURES

These are contained in Part 4: Emergency Management Manual Victoria; State Emergency Relief and Recovery Plan

GOVERNMENT POST-EMERGENCY ASSISTANCE MEASURES IN RECOVERY

A number of post-emergency assistance measures which may be made available to assist in various aspects of the recovery process can be found at Appendix 1 Part 8 Emergency Management Manual Victoria. Most are provided by Victorian Government agencies; a few Commonwealth assistance measures are also listed. Important factors to note are:

- Assistance measures are identified as being generally available at departmental discretion, or requiring a specific Government decision on each occasion
- The table in Part 8 of the EMMV is intended to list specific assistance in the form of financial or in-kind measures.
- Other recovery services are listed under Services and Agencies for Recovery in the EMMV

The assistance measures cover:

- Individual human need
- Residential and community reestablishment
- Community safety/health
- Economic recovery
- State Government assistance to municipal councils
- Commonwealth Government assistance to persons/municipal councils.

NATURAL DISASTER RESILIENCE PROGRAM

The Part 8 of the EMMV Appendices and Glossary Appendix 1 – Financial Arrangements, details the funding arrangements of the Natural Disaster Resilience Program (NDRP) supports initiatives to reduce the impact of natural disasters, enhance community resilience and support emergency volunteers. The Department of Justice administers the Natural Disaster Resilience Grants Scheme for Victoria.

NATURAL DISASTER FINANCIAL ASSISTANCE

Natural Disaster Financial Assistance (NDFA) for local councils in Victoria is provided by the Victorian State Government to assist in the recovery process and alleviate some of the financial burden that may be experienced following a natural disaster, in accordance with Commonwealth-State Natural Disaster Relief and Recovery Arrangements (NDRRA).

The NDRRA defines eligible natural disasters as ‘any one of, or a combination of, the following natural hazards: bushfire; earthquake; flood; storm; cyclone; storm surge; landslide; tsunami; meteorite strike; or tornado. These arrangements do not apply to disasters where human activity is a significant contributing cause (e.g. poor environmental planning, commercial development, personal intervention (other than arson) or accident.

Refer to Department of treasury & Finance for details and a range of publications providing guidance for financial assistance:

AGENCIES ASSISTING IN RECOVERY

Agencies able to provide Recovery services to the municipality include:

- Department of Health & Human Services (advice and information, counselling, debriefing, financial hardship, personal hardship assistance grants, temporary accommodation, community redevelopment);
- Murrindindi Shire Council (Provision of ERC or Assembly Point ‘Off Mountain’ re: LMAR)
- Baw Baw Shire Council (Provision of ERC or Assembly Point ‘Off Mountain’ re: MBBAR)
- Latrobe City Council (Provision of ERC or Assembly Point ‘Off Mountain’ re: MBBAR)
- Destination Gippsland
- Red Cross (Food and water, donations, material aid, registration, personal support)
- Ski Patrol (first aid)
- DFAT (International Guests – via DHHS)
- Salvation Army (material aid, catering, accommodation)
- Victorian Council of Churches, Emergency Management (counselling)
- Department of Environment, Land and Water Planning (DELWP)
- Parks Vic

Each agency manages its own staff, resources & service provision according to the predetermined and planned role in the Municipal/& Regional Plan, and each requires its own operational plan.

THE ROLE OF LOCAL AGENCIES IN RECOVERY

The, locally based Recovery Teams will be established to facilitate a coordinated approach to recovery and to oversee specific recovery functions.

These teams will be composed of representation from all appropriate local agencies and have nominated team-leading agencies.

The Recovery functions identified for are:

- Emergency accommodation/Relief Centres (liaison with MSC, BBSC and LCC as required for “Off Mountain sites”)
- Catering
- Material Needs
- Personal Support and Counselling
- Registration & Enquiry (Register, Find & Reunite)
- Volunteer Recruitment & Coordination
- Public Education & Information
<table>
<thead>
<tr>
<th>TYPE OF SERVICE</th>
<th>CO-ORDINATED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Services</td>
<td>SARMB (LMAR and/or MBBAR)</td>
</tr>
<tr>
<td>Material aid</td>
<td>Nominated Agency as required</td>
</tr>
<tr>
<td>Financial Assistance</td>
<td>Department of Health and Human Services through the Municipal Recovery Manager (MRM) or representative.</td>
</tr>
<tr>
<td>Temporary Accommodation</td>
<td>MRM and service providers identified in recovery plan.</td>
</tr>
<tr>
<td>Language Services</td>
<td>Resort MRM or representative.</td>
</tr>
<tr>
<td>Rebuilding &amp; Utility Restoration</td>
<td>Local Council in conjunction with the statutory authority responsible for the affected unit</td>
</tr>
<tr>
<td>Community Development</td>
<td>DHHS in conjunction with local recovery resources and the MRM</td>
</tr>
<tr>
<td>Personal Support Services</td>
<td>DHHS in conjunction with the MRM and local recovery committees</td>
</tr>
</tbody>
</table>

**RELIEF ACTIVITIES**

Relief is defined in this Plan as the provision of assistance to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency, including isolation in the event of a long-term road closure.

An Emergency Relief Centre (ERC) is a building or place established to provide essential needs to persons affected by an emergency. This Centre would normally be established on a temporary basis to cope with the immediate needs of those affected during the initial response to the emergency and will be opened once the nature, extent and the location of an emergency event are known.

The Gippsland Emergency Relief Centre Standard Operating Procedures have been developed by the six municipals councils that constitute the Gippsland Regional Municipal Emergency Management Enhancement Group (Gippsland MEMEG). The aim is to provide a standard approach to setting up and operating emergency relief centre/s across the Gippsland region. SARMB are the seventh municipal council to join both the Gippsland and Hume MEMEG. The MEMPC has agreed to utilise the Gippsland SOP’s for LMAR as well as MBBAR in the absence of standard SOP’s existing for Hume.

An ERC can be activated by the MEMO, MRM or MERC. An ERC is coordinated by the MRM and managed by SARMB support staff. With limited people resources outside of the snow season, it is likely that additional resources will be called upon from neighbouring municipalities under Protocol for Inter-council Emergency Management Resource Sharing Relief Centre Activation.

When a decision has been made to activate the Emergency Relief Centre the following Action Statements will be referenced *(Action Statements are yet to be compiled)*:

- Prepare Emergency Relief Centre for Activation; and
- Activating and Operating the Emergency Relief Centre/s.
An Emergency Relief Centre Kit is accessible through the relevant resort MRM. The contents of the kits differ based on MBBAR providing visitor accommodation. No accommodation is provided at LMAR. The MRM is responsible for ensuring the kit is maintained. The Relief Centre Kit contains all the following:

<table>
<thead>
<tr>
<th>LMAR</th>
<th>MBBAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Personal Information Forms</td>
<td>• Personal Information Forms</td>
</tr>
<tr>
<td>• Space Blankets</td>
<td>• Space Blankets</td>
</tr>
<tr>
<td>• Wool Blankets</td>
<td>• Emergency Lighting</td>
</tr>
<tr>
<td>• Camp Rolls</td>
<td>• Torches</td>
</tr>
<tr>
<td>• Emergency Lighting</td>
<td>• Water Purification Tablets</td>
</tr>
<tr>
<td>• Torches</td>
<td></td>
</tr>
<tr>
<td>• Water Purification Tablets</td>
<td></td>
</tr>
</tbody>
</table>

The following items will be sourced from existing Resort equipment and furniture:

<table>
<thead>
<tr>
<th>LMAR</th>
<th>MBBAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Portable tables</td>
<td>• Wool blankets</td>
</tr>
<tr>
<td>• Portable Chairs</td>
<td>• Portable Tables and Chairs</td>
</tr>
<tr>
<td></td>
<td>• Bedding</td>
</tr>
</tbody>
</table>

The following items will be sourced from existing housekeeping supplies and Resort equipment and furniture:

<table>
<thead>
<tr>
<th>LMAR</th>
<th>MBBAR</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Wool blankets</td>
</tr>
<tr>
<td></td>
<td>• Portable Tables and Chairs</td>
</tr>
<tr>
<td></td>
<td>• Bedding</td>
</tr>
</tbody>
</table>

‘ON MOUNTAIN’ RELIEF CENTRES

LMAR and MBBAR have very limited building infrastructure for the provision of an ideal ERC, however, the following options may be considered in the event of isolation due to long term road closure. The preferred option will be to evacuate the resort if safe to do so and dependent on the emergency event. A relief centre will be opened on the mountain if appropriate as determined by the Incident Controller.

The following are considered to be the Relief Centre locations at LMAR:

- Primary Relief Centre:
  - Bistro/Public Shelter

The following are considered the Relief Centre locations ‘On Mountain’ at MBBAR:

- Primary Relief Centre:
  - Alpine Hotel
‘OFF MOUNTAIN’ RELIEF CENTRES

If evacuation is possible and the need for an ERC for evacuees has been established, the Incident Controller in liaison with the MERC and neighbouring MERO will determine the most appropriate location.

LMAR

Contact details for the Murrindindi Emergency Management Team are located in this plans Contact Directory

MBBAR

MBBAR sits within Baw Baw Shire Council (BBSC), although a route of principle access passes through Latrobe City Council (LCC). To ensure effective management of incidents that may impact on both government authorities, SARMB and MBBAR have established local arrangements with each municipality.

Contact details for the BBSC and LCC Emergency Management Team/s are located in this plans Contact Directory

A list of ERC’s for neighbouring municipalities can be found in Appendix 7.8A

EMERGENCY RELIEF AND RESOURCE SUPPLEMENTATION

At Regional level, Coordination of Emergency Relief is the responsibility of the Department of Health and Human Services. At Municipal level, this responsibility is with SARMB.

EMERGENCY RELIEF

Aim

To co-ordinate the provision of Emergency Relief Services to an affected community, when required to open and operate, Emergency Relief Centre/s as determined necessary.

Role

To establish a system for the provision of any or all of the functional services under Emergency Relief.

Emergency Relief Management

In the event of requirement for any or all of the functional services of Emergency Relief, the decision to open ERC/s must be channelled through the Municipal Emergency Response Co-ordinator (MERC) to the Municipal Emergency Management Officer (MEMO). The Municipal Emergency Management Officer (MEMO) will activate the required functional services. Once open and operating functional services will operate and monitored by the Municipal Recovery Manager (MRM).
EMERGENCY RELIEF FUNCTIONAL SERVICES

FOOD AND WATER

(Red Cross)

Aim
To ensure feeding in the event of an emergency, in both the Response & Recovery phases, for evacuees, homeless, casualties and support personnel.

Procedure
Australian Red Cross is responsible for the coordination of food and water. The Red Cross Regional Catering Coordinator will be activated via the Municipal Emergency Response Co-ordinator (MERC) to arrange food and water. Red Cross is to be alerted or activated when the nature of the incident indicates any of the following apply;

- More than one substantial meal for participants or other affected persons is required to be supplied;
- Reimbursement for incurred costs will be claimed by local providers;
- Goods are required to be purchased by authorised Red Cross Purchasing Officers.

Red Cross Regional Catering coordinator/Emergency Management Liaison Officer will, in conjunction with local catering providers, ascertain the level of involvement necessary by Red Cross, ensuring that local resources including those already in operation, are fully utilised.

Red Cross Regional Catering Co-ordinator will contact the Municipal Recovery Manager, as appropriate, following activation.

ACCOMMODATION/EMERGENCY RELIEF CENTRES

Aim
To provide emergency shelter for persons affected by an emergency who have either, evacuated their accommodation or whose accommodation have become uninhabitable or inaccessible.

To arrange the provision of Emergency Relief Centres ‘On Mountain’ or with either (MSC, BBSC or LCC via the MERC) regarding an ‘Off Mountain’ ERC, with appropriate resources and staff, in the event of an evacuation.

Procedure
The MEMO will keep a register of all facilities that are appropriate to be used as emergency or substitute accommodation.

Each register will include after-hours contact persons, location of keys and access to ERC kit.

All offers of accommodation received during the emergency will also be recorded and assessed by the appointed Incident Management Team.

Following advice from the Police or controlling authority that an evacuation or relocation is to take place, the Municipal Recovery Manager (MRM), in conjunction with Emergency Relief Centre Manager(s) will:

- Arrange the opening and activation of the designated Emergency Relief Centre/s.
- Arrange the activation of statutory authorities, agencies, and community groups to provide bedding, clothing, feeding, registration, first aid and other support services as necessary.

MATERIAL NEEDS

(Salvation Army)

Aim

To provide clothing, household items, furniture and other supplies necessary for the support of people affected from declared disasters or other emergencies.

To co-ordinate the collection, recording, storage and distribution of donated goods.

Procedure

The Salvation Army will arrange the provision of material aide (clothing), furniture and other personal items through purchase from local suppliers, donated goods, local social agencies and other statutory authorities or agencies.

Where possible, affected persons are provided with new items purchased locally. The Lead Agency is to establish contact with local commercial retailers to ensure high quality articles are available, as required.

Donations of new goods and non-perishable foods are to be encouraged in order to preserve the dignity and self-esteem of affected persons.

PERSONAL SUPPORT & COUNSELLING

(Neighbouring LGA through MOU)

Aim

To provide services directed towards minimising the impact and trauma of an emergency, by the provision of information and guidance, childcare, personal supports and counselling for all affected persons, including workers and volunteers.

Procedure

Will, in conjunction with DHHS, Red Cross and VCC EM, have available experienced and trained counsellors who will be able to respond to the psychological, emotional and spiritual needs of disaster affected persons.

Will ensure the coordination of all other personal and family support services, including interpreters, legal, financial and insurance advisers, and care of special individual cases, such as unattached young children, or elderly persons, or interstate/international guests. However, should the demand for such services exceed the capability of available service providers, will seek additional assistance via neighbouring LGA’s and/or DHHS.

REGISTRATION & ENQUIRY
Aim
To provide a detailed record of each person relocated and to record all details and intended movements subsequent to the departure from the threat area.

Procedure
Victoria Police are responsible for the registration of emergency affected people but have delegated the physical task of registration to Australian Red Cross.

REGISTER, FIND & REUNITE, will be activated for all emergencies which are co-ordinated at municipal level.

Upon call-out by Victoria Police, Red Cross will dispatch Registration Teams to Emergency Relief Centres or Assembly Areas, to ensure all persons in attendance are registered in accordance with REGISTER, FIND & REUNITE principals and procedures.

VOLUNTEER RECRUITMENT & COORDINATION

Aim
To provide a management system to register and coordinate offers of assistance in the event of an emergency, and
To register and coordinate spontaneous volunteers and offers of assistance as well as providing access to pre-event registration lists for rapid deployment to requesting agencies.

Procedure
All people volunteering their services or resources during an emergency will be referred to the relevant agency that will obtain particulars and register offers of assistance. Any agency requiring the use of volunteer support during an emergency will refer to the Lead Agency.

PUBLIC INFORMATION

(Incident Controller-Control Agency)

Aim
To support incident with public education and information resources within the SARMB.
To support incident with community awareness campaigns (e.g. Standard Emergency Warning Signal) by making available Resort resources and expertise.
To establish a liaison between Media Unit and Resort’s Media and to provide a focal point for the collection and subsequent distribution of all public information and advice, during the recovery effort.

Procedure
Upon request from ICC, will establish liaison with the MECC to put in place whatever strategies are appropriate.
Such strategies may include:

- Establishing the affected resorts Guest Services as distribution points for accurate and timely information concerning the emergency, and as a point for receiving and processing community enquiries;
- Opening and staffing the Centres after hours and on weekends, if appropriate;
• Facilitating involvement between Media Unit, RECC, and local radio, newspapers, council websites, CFA Information Unit and other community information systems

The Municipal Recovery Manager is to ensure that the community is advised of all recovery services through various means such as:

• Emails to lodges, businesses and the community;
• Mobile communications; and
• Internet notices.

The communications can aid with clarification of the emergency event (Control Agency) by providing:

• Advice on services available (Recovery Agencies);
• Input into the development of management Strategies (the Board); and
• Advice to affected individuals on how to manage their own recovery, including the provision of preventative health information (Specialist Advisors).

Where the emergency has a criminal component, the MRM will need to consult with VicPol.

RESOURCE SUPPLEMENTATION

Resource Supplementation at municipal level occurs when functional services, or control authorities, exhaust their own avenues of supply and there is a requirement for continued supply. Functional Service agencies supplying a service and requiring additional resources will submit their request to the Municipal Emergency Management Officer (MEMO).

The control and support agencies will make their request through the Municipal Emergency Response Co-ordinator (MERC). The MEMO will endeavour to obtain those resources through existing Resort arrangements. If unsuccessful, the request will be passed back to the MERC then to the Regional Emergency Response Co-ordinator.

Once formal transition to recovery has taken place the MRM (Municipal Recovery Manager) will assume the coordinator role previously undertaken by the MERC. The MEMO will continue to provide response to the MRM.

Note: That other agencies may assist key designated service providers depending on the scale of the emergency e.g. Lions may assist Red Cross with catering.

OTHER FUNCTIONAL AREAS

COMMUNICATIONS

TELEPHONE COMMUNICATIONS

The Telstra line network will be the initial and primary means of communication in the event of an emergency, when it is available, and should be utilised to capacity where possible. When identifying locations for use as Emergency Co-ordination Centre (ECCs), Assembly Areas and Emergency Relief Centres, consideration should be given to the communications facilities already in place at that location.
Additional telephones can be provided by Telstra, upon request to the Municipal Emergency Response Co-ordinator (MERC), who will, in turn, if unable to be met at a municipal level, escalate such requests to the Regional Emergency Response Co-ordinator for action. All costs, related to such installations, are the responsibility of the requesting organisation.

**COMMUNICATIONS RESOURCES**

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

- Wireless Institute Civil Emergency Network (WICEN) provide communications for and between welfare organisations, supplement participating authorities’ communications and provide a service to the community where conventional communications are not available.
- Mobile Phone Network.
- Police, SES, CFA, DELWP, Ambulance Victoria.

**HEALTH AND MEDICAL**

The Health and Medical arrangements should be considered in conjunction with the Regional Public Health Emergency Response and the State Hospital Emergency Response Plan (SHERP).

**Aim**

The aim of these arrangements is to identify Health and Medical facilities available at the Resort and identify the arrangements for activation.

Due to the dual nature of these arrangements, it will be divided into two components, each being addressed accordingly. These components will be Health and Medical.

**HEALTH**

The Environmental Health Officer is responsible for all public health matters at the resort. (Arrangement in place for the BBSC to provide advice on the following)

The responsibilities of the Environmental Health Officer in emergencies include:

- Advice on water supply;
- Ensuring hygienic food handling including safe production, storage and distribution;
- Advice on sanitary and hygienic accommodation when required;
- Refuse removal;
- Pest Control;
- Control of infectious diseases (immunisation); and
- Disposal of dead stock and animals.

**MEDICAL**

Implementation of the medical arrangements will be automatic where people are injured or require medical assistance. This automatic response will be initiated by Ambulance Victoria and Medical resources at the Resort via the appointed Health Commander.

Ambulance Victoria will be responsible for contacting additional first aid support if/when required (e.g. Ski Patrol, other qualified resort staff)
MANAGEMENT OF MEDICAL RESPONSE

Medical response management at an emergency scene will be carried out by a designated Health Commander.

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

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

TRANSPORT AND ENGINEERING

Aim

The purpose of these arrangements is to identify available transport and engineering resources within the municipality. This will include specialist and technical advice and deployment of those resources.

REQUESTING PROCEDURE

All requests for transport and engineering resources should be directed to the MERC, who will request them through the MEMO.

MANAGEMENT OF RESOURCES

Responsibility for the management of resources shall rest with the Municipal Emergency Management Officer (MEMO).

RECOVERY ENVIRONMENTS

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

- **Social environment** – The social environment considers the impact an event may have on the health and wellbeing of individuals, families and communities. This environment is primarily concerned with safety, security and shelter, health and psychosocial wellbeing.

- **Built environment** – The built environment considers the impacts that an event may have on essential physical infrastructure including essential services, commercial and industrial facilities, public buildings and assets and housing.

- **Economic environment** – The economic environment considers the direct and indirect impacts that an event may have on business, primary producers and the broader economy.

- **Natural environment** – The natural environment considers the impact that an event may have on a healthy and functioning environment, which underpins the economy and society. Components of the natural environment include air and water quality; land degradation and contamination; plant and wildlife damage/loss; and national parks, cultural and heritage sites.

Whilst each of these environments overlaps considerably, each also has a specialist skill requirement to address issues arising after an emergency. Each area will need internal coordination as well as coordination with the other functional areas. The lead agency for coordinating the recovery environments is DHHS with support from the Board.
Based on the four functional areas, the Board has identified key functions that require resolution in the event of an incident. The delivery of recovery functions within each environment will be part of a detailed Recovery Plan, developed immediately following an emergency.

**RECOVERY PHASES**

There are four broad phases in emergency recovery operations that are related to a time continuum. Community and individual needs will vary in each phase, so it is important that clear and specific plans are developed for each phase to ensure the correct recovery services are able to be delivered. The phases are:

- During the incident (24 hours).
- Immediately after the incident (1 to 7 days).
- Short to Medium Term (2 to 4 weeks).
- Long Term (1 to 6 months and onwards).

**During the incident – 24 hours**

It is important that recovery activities run parallel with response activities during an incident. In planning for this, there will need to be consideration of a number of factors:

- How will initial impact and loss information be collected?
- What plans are in place for the provision of recovery staff.
- Process for the establishment of relief centres and the planning for establishment of recovery centres.
- What will be the communications strategy for recovery, during the incident?
- How will the transition agreement be managed?

**Immediately after the incident – 1 to 7 days**

When the response phase has finished, Recovery Plans need to be robust and well-crafted to ensure that the momentum of recovery activities is not lost when response activities are completed. Planning for this phase should detail:

- Loss and damage data collection.
- Consideration of the needs of affected communities – needs assessment plans and the establishment of the Community Recovery Committee.
- Maintain information to the affected community on a regular basis.
- The ongoing management of recovery resources – in particular protecting staff from burnout that may have occurred during response.
- Designated agency to coordinate the ongoing impact and needs assessment of the affected community.
- The designation of recovery tasks across the four areas of recovery.

**Short to Medium Term - 2 to 4 weeks**

Planning for this phase should focus on the ongoing assessment of impacts and service delivery across the four areas of Recovery. This may include:

- The development of an exit strategy and the provision of continuing recovery service delivery when external support is withdrawn.
• Draft Community Recovery Committee membership and terms of reference – these can be modified depending upon the incident that occurs at the time of formation.
• Identification of resources required to meet the needs of the recovery process.

There will need to be plans in place for maintaining business continuity at the Municipality. In a large event, recovery may become protracted spreading across months or years. Business continuity planning must be undertaken by the planning committee before a major event to ensure that the core business of the municipality is maintained. Additionally, there may need to be plans to access additional support from State or Federal Government.

There are a range of assistance measures that may be available to an affected municipality and accessing these post event will need to be planned for before an event occurs to ensure that the process is carried out as smoothly as possible. If the event occurs across two or more municipalities, there may be a requirement for a Regional Recovery Committee established by DHHS. Plans will need to be developed as to how this committee will operate, the membership and terms of reference.

**Long-Term – 1 to 6 months and onwards**

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

• Case management of affected community members.
• Task forces will complete their recovery action plan and finalise as required.
• Completion of community development officer action plan/s as part of an ongoing community engagement strategy.
• Draw together the planning that has been undertaken for a community-based exit strategy and begin activation. Ensure that the community is fully involved.
• Conduct a final debrief with all agencies at the conclusion of the recovery process. Maintain a reporting program through the recovery process and prepare a final report. Learning’s from the event must be documented.
• On completion of the insurance process the resort concept master planning will be used to rebuild the resort’s infrastructure.
## APPENDICES

<table>
<thead>
<tr>
<th>SARMB</th>
<th>MBBAR</th>
<th>LMAR</th>
</tr>
</thead>
</table>

## PLANNING

### TERMS OF REFERENCE

<table>
<thead>
<tr>
<th>7.1A</th>
<th>SARMB MEMPC</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1B</td>
<td>SARMB MEMPC – Mount Baw Baw Sub committee</td>
</tr>
<tr>
<td>7.1C</td>
<td>SARMB MEMPC – Lake Mountain Sub committee</td>
</tr>
</tbody>
</table>

### AREA CHARACTERISTICS

Topography, Natural Environment, Access, Infrastructure, Demography, Tourism and Economy, Municipal Locations, Map, History of Emergencies

<table>
<thead>
<tr>
<th>7.2A</th>
<th>Lake Mountain</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.2B</td>
<td>Mount Baw Baw</td>
</tr>
</tbody>
</table>

### ROLE DESCRIPTIONS

<table>
<thead>
<tr>
<th>7.13A</th>
<th>Emergency Management Role Descriptions</th>
</tr>
</thead>
</table>

## COORDINATION

### CONTACT DIRECTORIES


<table>
<thead>
<tr>
<th>7.3A</th>
<th>SARMB</th>
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</thead>
<tbody>
<tr>
<td>7.3B</td>
<td>LMAR Sub committee</td>
</tr>
<tr>
<td>7.3C</td>
<td>MBBAR Sub committee</td>
</tr>
</tbody>
</table>

### RESORT RESOURCE LISTS

Plant & Equipment, Communications, People, Buildings

<table>
<thead>
<tr>
<th>7.4A</th>
<th>Lake Mountain</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.4B</td>
<td>Mount Baw Baw</td>
</tr>
</tbody>
</table>

## LOCAL ARRANGEMENTS
<table>
<thead>
<tr>
<th>7.10A</th>
<th>Protocol for Inter Council Emergency Management Resource Sharing</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.10B</td>
<td>SARMB – Murrindindi Shire Council - MOU</td>
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</table>

**HAZARD SPECIFIC PLANS**

<table>
<thead>
<tr>
<th>7.5A</th>
<th>LMAR Bushfire not yet drafted</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.5B</td>
<td>LMAR Dangerous Trees not yet drafted</td>
</tr>
<tr>
<td>7.5C</td>
<td>LMAR Transport Accident not yet drafted</td>
</tr>
<tr>
<td>7.5D</td>
<td>MBBAR Fire Structural not yet drafted</td>
</tr>
<tr>
<td>7.5E</td>
<td>MBBAR Transport Accident not yet drafted</td>
</tr>
<tr>
<td>7.5F</td>
<td>MBBAR Utilities Outage not yet drafted</td>
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**SPECIAL PLANS**

<table>
<thead>
<tr>
<th>7.6A</th>
<th>LMAR Road Closure Procedure in draft</th>
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<tbody>
<tr>
<td>7.6B</td>
<td>MBBAR Road Closure Procedure in draft</td>
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<tr>
<td>7.6C</td>
<td>Serious Injury and/or fatality plan</td>
</tr>
<tr>
<td>7.6D</td>
<td>Procedure for response to death/serious injury/serious incident</td>
</tr>
<tr>
<td>7.6E</td>
<td>Code red fire danger rating procedure</td>
</tr>
<tr>
<td>7.6F</td>
<td>Procedure for assessing tree risk</td>
</tr>
<tr>
<td>7.6G</td>
<td>Missing person report/search and rescue procedure</td>
</tr>
<tr>
<td>7.6H</td>
<td>Resort emergency response procedures</td>
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**MAPS**

<table>
<thead>
<tr>
<th>7.7A</th>
<th>LMAR Infrastructure</th>
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<tbody>
<tr>
<td>7.7B</td>
<td>LMAR Topographical</td>
</tr>
<tr>
<td>7.7C</td>
<td>LMAR Trail</td>
</tr>
<tr>
<td>7.7D</td>
<td>LMAR Water Supply Map</td>
</tr>
<tr>
<td>7.7M</td>
<td>LMAR Resort Map</td>
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<td>7.7E</td>
<td>MBBAR Infrastructure</td>
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### RELIEF

<table>
<thead>
<tr>
<th>7.8A</th>
<th>Gippsland Emergency Relief Centre SOP 2018</th>
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<tr>
<td>7.8B</td>
<td>Gippsland Emergency Response Recovery SOPs 2019</td>
</tr>
<tr>
<td>7.8C</td>
<td>Gippsland Emergency Response Relief and Recovery Appendix</td>
</tr>
<tr>
<td>7.8D</td>
<td>Appendix A – Role Statement MEMO</td>
</tr>
<tr>
<td>7.8E</td>
<td>Appendix B – Role Statement MRM</td>
</tr>
<tr>
<td>7.8F</td>
<td>Appendix C – Role Statement MCC Manager</td>
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<tr>
<td>7.8G</td>
<td>Appendix D – Role Statement EMLO</td>
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<tr>
<td>7.8H</td>
<td>Appendix E – EMT – ICC Interface</td>
</tr>
<tr>
<td>7.8I</td>
<td>Appendix F – Situation Report &amp; Prognosis Summary</td>
</tr>
<tr>
<td>7.8J</td>
<td>Appendix G – Crisisworks (not applicable)</td>
</tr>
<tr>
<td>7.8K</td>
<td>Appendix H – Municipal Action Plan</td>
</tr>
<tr>
<td>7.8L</td>
<td>Appendix I – Municipal Incident Specific Recovery Planning Template</td>
</tr>
<tr>
<td>7.8M</td>
<td>Appendix J – GERF Referral Process</td>
</tr>
<tr>
<td></td>
<td>Appendix K – GERF Referral Template</td>
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<table>
<thead>
<tr>
<th>LMAR ERC Location</th>
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<tbody>
<tr>
<td>MBBAR ERC Location</td>
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### SUPPORTING DOCUMENTATION

#### ADMINISTRATION

<table>
<thead>
<tr>
<th>7.9A</th>
<th>Contact directories (EXCEL format)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.9B</td>
<td>SARMB Emergency Management Schedule (includes meetings, plan and risk reviews)</td>
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### LINKED PLANS

<table>
<thead>
<tr>
<th>Plan</th>
<th>Reference</th>
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### SARMB PLANS

<table>
<thead>
<tr>
<th>Code</th>
<th>Plan Description</th>
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<tr>
<td>7.11A</td>
<td>Corporate plan – 2019-21</td>
</tr>
<tr>
<td>7.11B</td>
<td>Water Supply Annual report – 2019-21 (provides details of water infrastructure and equipment for both resorts)</td>
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## LIST OF ACRONYMS AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Entity</th>
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<tbody>
<tr>
<td>AV</td>
<td>AMBULANCE VICTORIA</td>
</tr>
<tr>
<td>AR (M) Act</td>
<td>ALPINE RESORTS (MANAGEMENT) ACT</td>
</tr>
<tr>
<td>BBSA</td>
<td>BAW BAW SHIRE COUNCIL</td>
</tr>
<tr>
<td>CFA</td>
<td>COUNTRY FIRE AUTHORITY</td>
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<td>DELWP</td>
<td>DEPARTMENT of ENVIRONMENT, LAND, WATER and PLANNING</td>
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<tr>
<td>DHHS</td>
<td>DEPARTMENT of HEALTH and HUMAN SERVICES</td>
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<tr>
<td>EM Act</td>
<td>EMERGENCY MANAGEMENT ACT</td>
</tr>
<tr>
<td>EMC</td>
<td>EMERGENCY MANAGEMENT COORDINATOR</td>
</tr>
<tr>
<td>EMCOP</td>
<td>EMERGENCY MANAGEMENT COMMON OPERATING PICTURE</td>
</tr>
<tr>
<td>EMMV</td>
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### MEMP AMENDMENT RECORD

Version control is maintained via the version control table below. Amendments to this Plan will be administered and notification of the updates provided to the members of the distribution list by the Executive Officer to the MEMPC. The most recent version of the Plan will be available to MEMPC members via EMCOP, a confidential link to Sharepoint, the Executive Officer or the MEMO (contact details can be found either within the contact lists located in the Appendix or on pg 2 of this document).

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<td>First draft developed in May 2018 for MEMPC.</td>
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<td>A.2</td>
<td>Review of draft by MEMPC in August 2018.</td>
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<td>1.0</td>
<td>Emergency Management Plans for LMAR and MBBAR.</td>
<td>19/11/18</td>
<td>20/12/18</td>
<td>Dec 2019</td>
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<td>1.1</td>
<td>Restructure of draft MEMP to produce one plan.</td>
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<td>26/11/19</td>
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