

Loddon Municipal Emergency Management Plan 2025 - 2028

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How to read this document

Accessibility

In line with the Victorian Government Accessibility Guidelines, the Loddon Municipal Emergency Management Planning Committee ("Committee") has formatted this document to increase its readability and accessibility to the wider community.

The Loddon Municipal Emergency Management Plan ("Plan") has been written in plain English, as concisely as possible, and avoids the use of acronyms wherever possible.

Hyperlinks

Because many of the documents, policies and websites referred to in this Plan are controlled by external authors and are subject to ongoing review and amendment, hyperlinks are provided throughout this document so that readers can access the most up-to-date version or content. The aim is to provide a 'single source of truth'.

To assist the reader in navigating the linked document, wherever possible a page or table reference is given (see endnotes).

Hyperlinks are regularly checked to ensure they are correct, however documents and websites may be moved, relocated or removed by their owners. If you are having difficulty accessing a site linked from this Plan, please notify the Chair of the Committee on emergencies@loddon.vic.gov.au

Operational information

Previous plans traditionally contained large amounts of council operational information and procedural detail relating to emergency management functions.

Instead, operational detail, standard operating procedures, and internal processes relating to emergency management within the municipality will now be incorporated into specific subplans (where there is a requirement for inter-agency coordination) or within internal documentation for each of the emergency service agencies represented on the committee.

More detail regarding the legislative changes can be found on page 8.

Distribution List

This Plan upon completion is to be distributed to the Committee, Northern Victorin Emergency Management Cluster (the 'Cluster') and neighbouring committees and the Loddon Mallee Regional Emergency Management Planning Committee.

Questions or suggestions

If you would like to know more about emergency management within Loddon, have a specific question about this document, or would like to discuss how you or your community group could become involved in making Loddon better prepared for emergencies, please send an email to emergencies@loddon.vic.gov.au for the attention of the Committee Chair.

If you need this information in an accessible format such as large print, please telephone (03) 5494 1200 or email emergencies@loddon.vic.gov.au

Section 1 - Introduction

Foreword

All Victorian communities are likely to experience emergencies from time to time, many of which are due to factors outside of their control. Changed climatic conditions and extreme weather events, combined with the challenges of urbanisation, growing populations and rapid changes in technology have seen a marked transformation within the emergency management space in the last decade.

Reducing the likelihood, effect and consequences of emergencies involves both individuals and organisations within the community. It is only when emergency services, industry, business, government, and community come together that it becomes possible to prepare for, respond efficiently to, and minimise the effects and consequences of emergencies.

The goal of municipal emergency planning is to complement and support emergency planning strategies developed at national, state and regional levels, by providing local knowledge and expertise and documenting capacity and responsibilities within a defined municipal district.

The preparation of a Plan involves identifying and reducing the risks specific to the geographical area, outlining capability and capacity of local agencies, and documenting relief and recovery strategies that can be delivered at a local level to help communities become safer and more resilient in the face of an emergency.

Acknowledgement of Country



The Committee acknowledges the Dja Dja Wurrung and Barapa Barapa peoples as the Traditional Custodians of the land within Loddon Shire area. The Committee also respects and acknowledges their unique Aboriginal cultural heritage and pay our respect to their ancestors, descendants and emerging leaders as the Traditional Owners of this country. The Committee is committed to working with Aboriginal and Torres Strait Island communities to achieve a shared vision of safer and more resilient communities.

Authority

This Plan has been prepared in accordance with the <u>Emergency Management Act 2013</u>¹ ("Act") requirements and complies with all of the <u>Guidelines for Preparing State</u>, <u>Regional and Municipal Management Plans</u>² ("Guidelines") issued under section 77 of that Act.

Important changes to the Emergency Management Act 2013

In late 2020, the <u>Emergency Management Legislation Amendment Act 2018</u>³ amended the <u>Emergency Management Act 2013</u> to provide for new integrated arrangements for emergency management planning in Victoria at the state, regional and municipal levels.

These changes included a requirement for the establishment of a Committee (a summary of the reforms can be found here).

Under the revised legislation, the Committee becomes the peak planning body for emergency management within the municipal district. It is the forum for government and non-government agencies to develop policies, procedures, strategies, and frameworks to support coordinated emergency management planning for the municipal district.

'The new arrangements establish an enabling environment that supports collaborative planning and gives **flexibility to accommodate the different approaches** across Victoria.' Refer to EMV Fact Sheet #2⁵.

The Committee is a multi-agency collaboration group that includes local representation from all the emergency service control agencies, recovery and relief agencies in Loddon, as well as representation from relevant community groups and council (refer to Municipal Emergency Management Planning Committee Terms of Reference for Committee membership). Each member of the Committee brings organisation, industry or personal expertise to the task of emergency management planning for the municipal district.

The Committee is responsible for developing and revising the Plan and ensuring it meets all the assurance criteria under the *Act* and Guidelines. This Plan builds on the arrangements outlined in the State and Regional Emergency Management Plan and details arrangements for mitigation, response, and recovery, and identifies the roles and responsibilities of each agency in relation to emergency management specific to the municipality.

This shift from a council 'owned' document to a collaborative document where council is now one of the partner agencies within the emergency management committee, means that the Plan needs to transform from a plan largely containing council operational information, to a plan that guides and directs emergency management activities across all the control and support agencies within the municipality.

To support this Plan, all member agencies of the Committee are expected to develop, review and have in place their own agency plans, procedures and protocols to ensure that they are operationally ready should the need arise. The council operational information traditionally contained in the previous plan, now moves to Loddon Shire Council's own policies and procedure documents.

This Plan is not intended to be read or 'activated' during an emergency event, instead it provides the overarching context surrounding the planning activities of the Committee and provides information and direction to the many supporting documents, policies and procedures that contain the operational detail.

Assurance

A Statement of Assurance (including a checklist and certificate) has been prepared and submitted to the Loddon Mallee Regional Emergency Management Planning Committee pursuant to the <u>Emergency Management Act 2013</u> (s60AG).

Approval

This Plan is approved by the Loddon Mallee Regional Emergency Management Planning Committee. This Plan comes into effect when it is published and remains in effect until it is superseded by an approved and published update.

Audience

This Plan has been made more accessible by simplifying the language used and minimising the use of acronyms wherever possible. This way all members of the community will have a better understanding of how emergencies are managed within Loddon.

The vision for the <u>Victorian emergency management sector</u>⁶ is to 'build safer and more resilient communities' and this can only be achieved by ensuring that the community itself is involved and understands their role in the emergency management process.

Avoiding duplication

....to the extent possible, the emergency management plan does not conflict with, or duplicate, any other plans in relation to emergency management that are currently in force within Australia. <u>Emergency Management Act 2013</u> 60AC(c).

To avoid duplication and potential conflicts, this Plan will provide hyperlinks to the most current version of relevant legislation, documents, policies, or websites instead of repeating the information. These hyperlinks will be regularly reviewed to ensure their functionality.

Commitment to Collaboration and the Integrated Municipal Emergency Management Planning Committee

The Committee is committed to collaborating with Municipal Emergency Management Planning Committees of neighbouring municipalities, particularly the four neighbouring municipalities that together with Loddon make up the Northern Victorian Emergency Management Cluster - Campaspe, Central Goldfields, Mount Alexander Shire Councils and City of Greater Bendigo.

These Councils have entered into a Memorandum of Understanding to formalise resource sharing between them. This collaborative approach includes emergency management planning and reflects the common nature of many of the risks as well as the commitment to share resources across the Cluster.

The five aforementioned Cluster municipalities including Loddon, are all part of the Integrated Municipal Emergency Management Planning Committee.

The Integrated Municipal Emergency Management Planning Committee functions as five Municipal Emergency Management Planning Committees meeting as one integrated multi-agency committee, including all legislated core members from each Local Government Area along with shared membership covering the footprint of the Cluster.

Each of the five Municipal Emergency Management Planning Committees is separately responsible for discharging the responsibilities imposed by the <u>Emergency Management Act</u> 2013.

Refer to appendix F for more details of the Northern Victorian Emergency Management Cluster and the Integrated Municipal Emergency Management Planning Committee.

Section 2 - Loddon

Introduction to Loddon

The Loddon Shire Council is located in North Central Victoria, about 175km north-west of Melbourne.

The Loddon Shire is situated in the Northern Country Region of Victoria. It is bounded by Gannawarra Shire in the north, the Shire of Campaspe and City of Greater Bendigo to the east, Mount Alexander and Central Goldfields Shires to the south and Northern Grampians and Buloke Shires are to the west.

The shire is predominantly rural, with many small towns and communities. Loddon has a total land area of about 6,700 square kilometres with a population of 7,759 (2021 census) residents living in 4,324 dwellings (2023).

The history of broad-scale agricultural use has changed the landscape significantly in the Shire, particularly in the north. Boort, Wedderburn and Inglewood are classed as subregional centres within the municipality and the major centres for employment, retailing, services, business and community services in the Shire. The estimated GDP of Loddon is 625.17 million (2024) which is predominantly generated through agriculture or ancillary industries.

Significant areas of the Shire are subject to bushfire risk, including rural areas adjoining vegetated crown land, residential areas abutting crown land and rural living areas. The shire has a vast history of flooding with the Loddon River flood plain extending from Bridgewater in the south of the municipality to well beyond the boundary in the north of the municipality.

Loddon lies within land of Dja Dja Wurrung and Barapa Barapa peoples. Aboriginal people's physical and spiritual connection with this country extends back over 40,000 years. In 2021, 2.2% of Loddon Shire's population was of Aboriginal and/or Torres Strait Islander origin compared to 2.0% in Regional Victoria.

Loddon is part of the Loddon Campaspe Region for the purpose of planning and integration of future transport demands and growth of infrastructure. The Loddon Campaspe Integrated Transport Strategy is the framework document that guides future requirements and ensures the existing network remains fit for purpose and adaptable for future needs.

Information on the Loddon community and access to publicly available data can be found via Loddon Shire id community profile⁷.

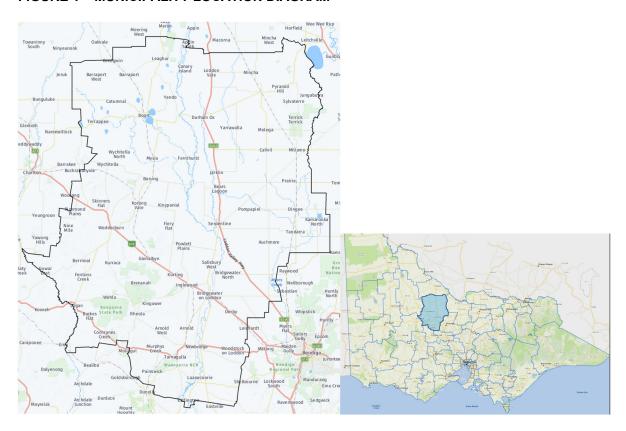


FIGURE 1 - MUNICIPALITY LOCATION DIAGRAM

If you would like to access more detailed or specific information about Loddon:

- The <u>Loddon Shire Council</u>⁸ website hosts a wide variety of information related to the municipality. The demographic information is used to inform a variety of <u>Council plans</u>, <u>strategies and policies</u>⁹ covering a diverse array of topics.
- The Environmental Scan Report for the Loddon Mallee Region¹⁰ includes both demographic and major infrastructure information for all municipalities across the region, relating more specifically to emergency management and planning.

Capacity and capability to deal with emergency incidents

Loddon is well serviced by all emergency service agencies with seven Victoria Police stations, 26 Country Fire Authority brigades, one State Emergency Service unit and three Ambulance Victoria branches.

Loddon Shire Council has staff appointed to emergency management roles including Municipal Emergency Management Officer, Municipal Fire Prevention Officer and Municipal Recovery Manager as required under the <u>Emergency Management Act 2013</u> along with other staff that have emergency management functions as part of their position descriptions.

The Municipal Emergency Management Officer is responsible for coordinating emergency management activities for council and liaising with other emergency service agencies about emergency management activities for their municipal district (a full role description can be found on page 64 of the State Emergency Management Plan, and in Section 59 G of the Emergency Management Act 2013).

The Municipal Recovery Manager coordinates council and community resources to support recovery activities once an emergency event has impacted the community (a full role description can be found on page 67 of the State Emergency Management Plan, and in section 59 H of the *Emergency Management Act 2013*).

The Municipal Fire Prevention Officer is responsible for assessing fire threats to life or property within the municipal district and has the power to issue fire prevention notices that require owners or occupiers of land to take steps to remove or minimise that threat (the role is required by section 96 A of the *Country Fire Authority Act 1958*).

Each agency has a limited amount of capacity and capability within Loddon. The Committee have discussed the issues associated with increasing capacity in times of need, whilst still meeting workplace health and safety, insurance, and duty of care responsibilities for staff and volunteers.

In most cases, each agency has their own processes for escalation of their response and for resource sharing during times of increased need.

Agencies identify what resources are available locally based on experience and needs to meet their operational requirements. This includes establishing supplier/vendor financial arrangements to process purchase orders and payments.

The Committee does not control or maintain a list of local resources but can facilitate discussion or agreements between agencies to identify and access resources.

There are three examples of resource sharing for Councils within the Cluster and Victoria. The Northern Victorian Emergency Management Cluster level agreement, a statewide agreement amongst Councils organised and hosted by the Municipal Association of Victoria and the State Resource Requesting System

The Cluster Memorandum of Understanding provides for the support and resources from other Cluster councils. To share resources and personnel, the Chief Executive Officers of the affected councils must approve the deployment and receipt of personnel and resources.

Loddon Shire Council is a signatory to the Inter-Council Emergency Management Resource Sharing Protocol¹¹ organised and hosted by the Municipal Association of Victoria, which sets out an agreed position between councils regarding the provision of resources to assist other municipalities with response and recovery tasks during and after emergencies. At the Cluster level, resource sharing is guided by the Northern Victorian Emergency Management Cluster Resource Sharing Guidelines.

Regional or Incident Controllers use the <u>Joint Standard Operating Procedure J03.09 Resource</u> Request Process¹² to request resources via the State Resource Requesting System (SRRS).

All agencies are expected to initially use their own resources during an emergency. Where additional resources are required, there are detailed processes and protocols (p.24), including funding arrangements (p.34) detailed in the <u>State Emergency Management Plan¹³</u>.

Control or supporting agencies with a legislated role are expected to manage their own capacity and capability, but it is important that the Committee are aware of any short falls, or limitations of those agencies, understanding that capacity and capability will continue to evolve and change, particularly in the relief and recovery sector.

Section 3 – Emergency Management Planning Process

Victoria's Emergency Management Framework

In Victoria there are three tiers of emergency management planning required under the <u>Emergency Management Act 2013</u> – state, regional and municipal. The <u>State Emergency Management Plan</u> states that each tier produces an emergency management plan that records agreed arrangements for mitigation, response, and recovery with the aim to 'reduce the likelihood of emergencies, their effect, and consequences for communities' (p.6).

Each of these tier plans may also have sub-plans that have been prepared and assured in the same collaborative, multi-agency manner as the main plan. Sub-plans are generally hazard-specific and give the opportunity to provide additional detail and describe more complex or specific arrangements where the consequences of a particular event are likely to be significant.

All plans and sub-plans are expected to be clear regarding hierarchy, and no plan or sub-plan should conflict with or duplicate any other management plans that exist. This provides for a consistent, integrated, and complementary approach where everybody understands their role in the management of emergencies.

State Emergency Management Plan

The Victorian <u>State Emergency Management Plan</u>, prepared by the Emergency Management Commissioner, provides the overarching detail regarding how emergencies are managed in Victoria.

The State Emergency Management Plan acknowledges that everyone has a role to play in emergency management – from individuals, families and businesses to responder agencies tasked with taking control during an emergency.

It contains comprehensive information about the classification of emergency events (p.18), and how the various responding agencies will work together, ensuring effective control, coordination and management of emergency events and the process for escalating and deescalating through the emergency management tiers (p.19-29).

The State Emergency Management Plan has several sub-plans which detail more specific or complex arrangements in relation to certain risks/hazards¹⁴:

- State Animal, Plant, Marine and Environmental Biosecurity Sub-Plan
- State Bushfire Plan
- State Cyber Security Sub-Plan
- State Earthquake Sub-Plan
- State Energy Sub-Plan

- State Extreme Heat Sub-Plan
- State Flood Sub-Plan
- State Health Emergencies Sub-Plan
- State Maritime Emergencies (non-search and rescue) Plan
- State Public Transport Disruption Sub-Plan
- State Storm Sub-Plan
- State Tsunami Sub-Plan
- State Viral (Respiratory) Pandemic Sub-Plan

The <u>State Emergency Management Plan</u> also has an entire sub-section defining the <u>roles and responsibilities</u>¹⁵ for each 'agency' involved in the emergency management sector. This includes responsibilities for mitigation, and during the 'response', 'relief' and 'recovery' phases of an emergency event. Many of these roles and responsibilities stem from requirements imposed under various other pieces of legislation, and the <u>agencies listed</u>¹⁶ may have different roles in different types of emergencies, or during different stages of the same emergency event.

Throughout this Plan, there are many references to the various emergency management roles, and the agencies responsible for activities before, during and after an emergency event.

Pages 45-83 of the <u>State Emergency Management Plan</u> provide a comprehensive list of 'Who's Who', and pages 84-89 provide additional definitions.

There is also a full list of agencies, and a Role Statement for each which summarises their responsibilities.

All of the emergency service agencies represented within Loddon are committed to following the directions contained within the <u>State Emergency Management Plan</u> and fulfilling their responsibilities as defined.

Regional Emergency Management Plan

Loddon sits within the Victorian Government's 'Loddon Mallee' Region, which includes 10 Local Government Areas.

The <u>Loddon Mallee Regional Emergency Management Plan</u>¹⁷, prepared by the Loddon Mallee Regional Emergency Management Planning Committee, provides further detail and context relevant to emergency management in the region. The Loddon Mallee Regional Emergency Management Plan is one of eight (8) regional plans that sit underneath the <u>State Emergency Management Plan</u>.

The <u>Loddon Mallee Regional Emergency Management Plan</u> V2.0 currently has five Regional Sub-Plans and five Complementary Emergency Management Plans, the details of which can be found in the plan.

Note: Similar to all pre-existing sub-plans, these regional sub-plans are currently under review. In line with the legislative changes, the updated and revised versions will be required to undergo the assurance process prior to being published on the <u>Emergency Management Victoria</u> website. More detail on sub-plans can be found here (Appendix A).

Municipal Emergency Management Plan

This Plan, prepared by the Committee, provides the local tier detail and context specific to the Loddon municipal district. It, along with the Municipal Emergency Management Plans from 10 other council areas, sits under the <u>Loddon Mallee Regional Emergency Management Plan</u>.

Sub-Plans

At all levels of the Victorian Emergency Management Framework, there is the provision for the development of sub-plans. A sub-plan aims to manage a risk that is not the responsibility of a single legislated control agency and where an integrated, multi-agency effort is required.

At the municipal level, the Committee may decide to develop a sub-plan to outline more specific arrangements for managing an emergency event, or for managing a local risk that has significant consequences, where multiple agencies each have a role to play.

Under the revised legislation, Municipal Emergency Management Sub-Plans must be prepared in the same multi-agency, collaborative manner as the Plan itself. There are the same requirements for consultation, approval, review and assurance, and the sub-plan itself is published in the same way as the Plan on the <u>Emergency Management Victoria Website</u>¹⁸.

A list of sub-plans detailing emergency management arrangements in Loddon are included in Appendix A.

The Committee has determined that all multi-agency sub-plans will need to be developed and undergo the new assurance process to ensure that they comply to the revised legislation.

Complementary Plans

Complementary plans are prepared by industry/sectors or agencies for emergencies that do not fall within the <u>Emergency Management Act 2013</u> Part 6A. They are often prepared under other legislation, governance or statutory requirements for a specific purpose. Complementary plans do not form part of this Plan and are not subject to approval, consultation and other requirements under the <u>Emergency Management Act 2013</u>.

Examples of complementary plans are:

- A plan prepared by a water corporation under the <u>Water Act 1989</u>.
- A responsible entity's emergency risk management plan prepared under the critical infrastructure resilience arrangements in *Emergency Management Act 2013* Part 7A.

• An individual agency's plan for a specific hazard.

A list of complementary plans that have significance to the comprehensive, coordinated and integrated emergency management arrangements in Loddon are at <u>Appendix A</u>.

Other plans

Each control agency has developed their own operational plans and procedures. These documents largely remain internal documents to those agencies but may be referred to and utilised during the management of emergency incidents within the Loddon municipal district.

There are also state level operational plans and operating procedures such as the <u>Victorian Emergency Operations Handbook</u>¹⁹, <u>Joint Standard Operating Procedures</u>²⁰ and <u>Emergency Management Team Arrangements</u>²¹ that provide over-arching guidance and direction of agencies as they respond to an incident.

Municipal Emergency Management Planning Committee - structure and process

The Committee consists of representatives as stipulated in Section 59A of the <u>Emergency</u> <u>Management Act 2013</u>, namely:

The Chairperson is nominated by the Chief Executive Officer of Loddon Shire Council.

Membership representatives from the following:

- Loddon Shire Council
- Victoria Police
- Ambulance Victoria
- Australian Red Cross
- Country Fire Authority
- Fire Rescue Victoria
- Department Energy, Environment and Climate Action
- Department of Health
- Department of Families, Fairness and Housing
- Emergency Recovery Victoria
- Victoria State Emergency Service
- Aboriginal Corporations

Invited members with key skills or knowledge, including community and First Nations representatives, local relief and recovery agencies, and those who hold a local role in relation to recovery from emergencies.

A copy of the Committee Terms of Reference is available on <u>Loddon Shire Council's</u> <u>website</u>. The Committee has set the Strategic Planning Goals and Targets for 2025-2028 and can be found in <u>Appendix B</u>.

It is important to note that the Committee does not have financial delegation and does not hold a budget. As Chair of the Committee, Council facilitates meetings and provides some limited secretariat function to the Committee to ensure that it functions efficiently.

Risk – how do we identify and assess different types of risk

The Committee has the responsibility of ensuring preparedness and resilience to emergencies within the municipality. They share this role with both the state and regional level emergency management tiers, and it is through a coordinated and integrated approach that mitigation strategies and plans for response and recovery are developed and employed.

Planning considerations include the full spectrum of prevention, preparedness, response, and recovery and apply to all hazards and all communities. Potential risks considered by the committee are not just the obvious ones such as bushfire and flood, but also those risks that may affect the built, economic, social, cultural and natural environments within the municipal district.

There is also the consideration of potential consequences associated with each risk type and the potential on-flow impacts to the community following an emergency event. Consequence management is an important part of planning for emergency events and community recovery.

The history of emergencies within Loddon are varied but mainly relate to fire and floods and can be found in Appendix E. These emergencies had a significant impact on the community or were large enough to activate a municipal (or wider) response.

Lessons management involves the identification and learning of lessons captured through assurance and learning activities (including debriefing, monitoring and reviews) occurring before, during and after emergencies. Learnings from these events inform and continuously improve the Plan.

How risks are identified and assessed in Loddon

Municipal level planning aims to apply risk-based analysis to identify and interrogate potential risks that could impact the local area.

All of the significant emergency risks that have previously been identified with a potential to occur within Loddon are reviewed and considered regularly, considering changes and development within the municipal district, and in light of lessons learned from events across the emergency management sector. This includes the 14 <u>Victorian Significant Emergency Risks</u>²² that have been identified in the <u>State Emergency Management Plan</u> and form the basis of the <u>roles and responsibilities tables</u>.

New or emerging local risks may also be identified by the various emergency service agencies, emergency management planning committee members, or via the state or regional emergency management tiers, and raised for consideration by the Committee.

Once a risk has been identified, a documented and consistent process needs to be used to analyse the risk and its potential consequences, determine the ownership of the mitigation,

response, and recovery efforts, and implement municipal level strategies or treatments to reduce the occurrence and consequences of emergencies and improve community outcomes.

Climate change impacts and risk

The compounding and cascading impacts of climate change are not just affecting the frequency and severity of disasters such as bushfire, floods, storms and extreme heat. They also threaten the built environment (utility disruptions such as electricity, and water supply) and increase our vulnerability to emergency animal disease and emergency plant disease.

The <u>Emergency Risks in Victoria 2023</u>²³ report identifies Victoria's top 18 state-level emergency risks and contains information on how climate change is increasing emergency risks.

<u>Victoria's Climate Science Report 2024</u>²⁴ summarises the latest scientific evidence on the climate for our state and includes projections based on both low emissions and high emissions scenarios.

The <u>Loddon Campaspe Climate Projections (2024) Factsheet</u>²⁵ shows that the climate of Loddon Campaspe has already changed and will continue to change:

- Minimum and maximum daily temperatures will continue to increase until at least 2050.
- Hot days and nights will become hotter and more frequent, with longer, more intense heatwaves
- Rainfall will continue to decline
- Extreme rainfall events will become more intense
- Bushfire season will extend from October to April and increase in intensity.

FIGURE 2 - EMERGENCY RISKS IN VICTORIA

Victorian Significant Risks	Risk Control Agency	Risk Mitigation
Bushfire	Department of Energy, Environment and Climate Action/Forest Fire Management Victoria – public land Country Fire Authority/Fire Rescue Victoria – private land	State Bushfire Plan Bushfire Management Overlay Joint Fuel Management Program
Earthquake	Victoria State Emergency Service Geoscience Australia	State Earthquake Sub-plan Building Code of Australia Critical Infrastructure Resilience Strategy
Electricity Supply Disruption	Department of Energy, Environment and Climate Action Australian Energy Market Operator Energy Safe Victoria Australian Energy Regulator	State Energy Sub-Plan Critical Infrastructure Resilience Strategy
Emergency Animal Disease	Department of Energy, Environment and Climate Action Agriculture Victoria	State Biosecurity Sub-Plan Livestock Production Assurance Emergency Animal Disease Response Agreement Australian Veterinary Emergency Plan
	Department of Energy, Environment and Climate Action Agriculture Victoria	Animal, Plant, Marine and Environmental Biosecurity Sub-Plan Emergency Plant Pest Response Deed

Victorian Significant Risks	Risk Control Agency	Risk Mitigation
Emergency Plant Disease		Australian Emergency Plant Pest Response Plan
Flood	Department of Energy, Environment and Climate Action Victoria State Emergency Service	State Flood Sub-plan Land use planning (strategic and statutory) Victorian Floodplain Management Strategy Victoria State Emergency Service Community Resilience Strategy 2016-19 and Renewal Strategy 2019-22
Gas Supply Disruption	Department of Energy, Environment and Climate Action Australian Energy Market Operator Energy Safe Victoria Australian Energy Regulator	State Energy Sub-Plan Critical Infrastructure Resilience Strategy
Hazardous Materials Incident	Country Fire Authority/Fire Rescue Victoria Environment Protection Authority	Environment Protection Act 2017 National Industrial Chemicals Notification and Assessment Scheme Australian Dangerous Goods Code
	Emergency Management Commissioner	State Extreme Heat Sub-plan Heat Health Plan for Victoria
Heatwave Maritime Emergency	Department of Transport Australian Maritime Safety Authority Country Fire Authority/Fire Rescue Victoria	State Maritime Emergencies (non-search and rescue) Plan National Plan for Maritime Environmental Emergencies
Pandemic Influenza	Department of Health	Victorian Action Plan for Pandemic Influenza Health Emergencies Sub-Plan
Storm	Victoria State Emergency Service Bureau of Meteorology	State Storm Sub-Plan
Water Supply Disruption	Department of Energy, Environment and Climate Action	Integrated Water Management Framework for Victoria Critical Infrastructure Resilience Strategy Water Sector Adaptation Action Plan

Community Emergency Risk Assessment

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

The Committee, during 2023 and 2024, reviewed the risks identified in the Community Emergency Risk Assessment and has updated and refined the risks and strategies for Loddon (refer Figure 3 below).

The Committee considered emergency risk within the following context using the International Standard ISO 31000:

- Whole of community perspective;
- Responsibility for the whole municipality;
- Consideration of events which require multi agency responses;
- Consideration and acknowledgement of existing controls;
- Mitigation activities and their effectiveness, and
- Residual risk.

Risks were assessed and rated according to consequence and likelihood scales and risk matrices in the Community Emergency Risk Assessment tool kit. Through the Community Emergency Risk Assessment process an overall 'risk rating' ranging from medium to high was determined.

FIGURE 3: UPDATED LIST OF RISKS IN LODDON

Risk	Residual risk rating	Confidence rating
Emergency Animal Disease	High	Medium
Emergency Plant Pest	Medium	Medium
Extreme temperatures (heat and cold)	Medium	Medium
Human disease (pandemic)	Medium	High
Essential Services Disruption	High	Medium
Transport Incident	Medium	High
Hazardous Material Release - land	Medium	High
Earthquake	Medium	Medium
Bushfire/ Grassfire	Medium	Medium
Storm	High	High
Flood (riverine)	High	High

To ensure appropriate planning and mitigation strategies are in place for the risks identified as having high residual risk and high confidence ratings, hazard specific plans will be developed and adopted as Sub-Plans to this Plan. Relief and recovery considerations, arrangements and planning have been considered in Sections 5 and 6 of this plan.

The Community Emergency Risk Assessment was conducted in a manner that did not intend to exclude any form of emergency, with the document adopting a flexible "all hazards approach".

The Committee is responsible for reviewing the Community Emergency Risk Assessment process at least once every three years prior to audit. This process will be administered by the Victoria State Emergency Service and if required an updated Plan will be presented to the Committee for endorsement. Sub-Plans will be reviewed for currency annually or as required. When required this work will be the responsibility of the relevant sub-committee or working group for that hazard.

Although the Community Emergency Risk Assessment tool provides a standardised method for assessing and comparing identified risks, there also needs to be consideration of the residual risk to the community, as well as the consequences should an emergency event occur. Consequences have the potential to significantly impact local communities just as much as the emergency event, these may also need to be managed or mitigated to minimise their impact.

External risk registers

Since the development of the previous Plan, there have been risk management strategies and assessment tools developed at the state level as a result of emergency management reforms.

Examples include:

- Critical Infrastructure Resilience Strategy²⁶
- Victorian Preparedness Framework²⁷
- State Emergency Risk Assessment Report²⁸
- <u>Bushfire At-Risk Register</u>²⁹ Identifies at risk kindergartens, childcare and schools
- <u>Vulnerable People in Emergencies Policy</u>³⁰ Vulnerable Persons and Facilities' Registers

The <u>Victorian Fire Risk Register – Bushfire</u>³¹ is a systematic process that helps to identify assets at risk from bushfire, assesses the level of risk to those assets and highlights the treatments currently in place. This register is used to identify and address bushfire risks within Loddon Shire.

There are also a variety of department-specific risk registers such as the Department of Education's <u>Bushfire At-Risk Register</u> (listing at risk schools, kindergartens and child care centres), the Vulnerable Persons Register and Vulnerable Facilities Register (Department of Families Fairness and Housing). The Vulnerable Persons and Facilities Registers are derived from the <u>Vulnerable People in Emergencies Policy</u>.

Another key policy document is the <u>Victorian Emergency Management Planning Toolkit</u>³² for People Most at Risk, developed by Department of Families Fairness and Housing and managed by Emergency Management Victoria. It aims to support shifting Victoria's emergency management planning to be more dynamic and situation-based, with a focus on people who are most at risk in specific circumstances.

The Committee recognises that their role is not to duplicate the information or risk management strategies conducted at state, regional, and control agency level, but to be aware of the various risk registers and risk management strategies and to understand the municipal context in supporting the conduct of mitigation, response and recovery activities for risks managed at a higher tier.

Assurance process

One of the more significant changes introduced by the <u>Emergency Management Legislation</u> <u>Amendment Act 2018</u> is the transition from external 'auditing' of Municipal Emergency Management Plans, to an 'assurance' system.

The new assurance system requires the authors of the document, in this case the Committee, to prepare a statement outlining how they have met the <u>assurance criteria</u>³³ in the Plan, and for them to certify that all the legislated requirements for an emergency management plan have been included within the document.

This Plan along with the assurance checklist and <u>certificate</u> has been submitted to the Loddon Mallee Regional Emergency Management Planning Committee for approval and endorsement on 26th November 2025

Scheduled review of Municipal Emergency Management Plan

All Plans are required to be reviewed and updated at least every three years to ensure that they provide up to date information.

Emergency management plans are 'living documents'. They link to, refer to and rely on sources of information that are being constantly reviewed, modified, and updated. Plans need to constantly evolve and develop to ensure that they consider new and emerging risks, learnings from emergency events, and demographic and capability changes within the area they cover.

Urgent updates of the Plan are permitted if there is significant risk that life or property will be endangered if the plan is not updated (*Emergency Management Act 2013* 60AM).

Continuous Improvements

Loddon supports the State's commitment to a culture of continuous improvement that is outlined in the 2015 <u>EM-LEARN Framework³⁴.</u>

Lessons management involves the identification of lessons captured through assurance and learning activities (including debriefing, monitoring and reviews) occurring before, during and after emergencies.

The Committee also aims to learn from events that have no direct impact on the municipal district ensuring the Plan remains in line with best practice.

Loddon will support this practice in the form of

- After action reviews.
- Debriefing.
- Reviews of systems of work rather than individuals.
- Public forums.
- Independent reviews.

Information captured during these phases will be captured and shared across the Municipal Emergency Management Planning Committee agencies and the Loddon Mallee Regional Emergency Management Planning Committee.

Section 4 – Mitigation

Introduction

The Victorian State Emergency Management Plan defines mitigation as 'the elimination or reduction of the incidence or severity of emergencies and the minimisation of their effects.' (p.14).

Mitigation involves employing strategies to reduce the risk of an emergency occurring, and for those events that cannot be prevented, reducing the impacts or intensity of such an event, should it occur.

Because all members of the community have a role in reducing risk, mitigation includes educating and engaging the community so that individuals, households, and families can better understand the risks that may impact them or their property, and what they need to do to reduce these risks. With information, they can then play their part in preparing for emergency events.

Strategies at the municipal level also aim to promote community resilience and mitigate the post-emergency complications and consequences seen during the relief and recovery stages of an emergency. This includes undertaking pre-planning events and facilitating the development of community plans and ensuring community resources/facilities are fit for purpose should an emergency event occur.

Mitigation - roles and responsibilities

The Victorian State Emergency Management Plan is very clear in regard to the roles and responsibilities of each of the agencies in relation to mitigation.

'The organisations listed in this document are those with either broad or state-wide presence, Government organisations, those with a statutory emergency management involvement and some private corporations with specific roles.' <u>State Emergency Management Plan.</u>

Much of the mitigation responsibility for those emergencies considered 'landscape risks' (such as bushfire and flooding) and those unlikely to be restricted to a single municipality (such as

pandemic, exotic animal disease or disruptions to power or gas supplies) reside with control agencies at the state and regional levels, or with state government departments and authorities.

A full list of the Mitigation Roles and Responsibilities listed in the Victorian State Emergency Management Plan can be downloaded by <u>clicking here</u>³⁵.

Figure 4 – An example of mitigation roles and responsibilities taken from the <u>Victorian State</u> <u>Emergency Management Plan</u> (note: the State Emergency Management Plan has a listing of all acronyms used).

Emergency Risk: Heatwave Activity Participating agencies Education and community resilience DH Weather forecasting **BoM** Monitor and broadcast warnings of heat events **BoM** <u>DH</u> Urban design and planning Councils DTP Heat safety awareness for organisers for public Community organisations events (SEMP Extreme Heat Sub-Plan) Councils Service providers State government departments Well designed and maintained (resilient) Infrastructure asset owners infrastructure. This includes continued improvements and maintenance of road and transport infrastructure.

Risk mitigation in Loddon

For every potential risk assessed by the Committee, a recommendation is made regarding the need for mitigation treatments. Each potential hazard is assessed in regard to the municipality's exposure, vulnerability, and resilience. For existing risks undergoing review, there is also monitoring and assessment of the success of any mitigation strategies already in place, so that resources are directed at those strategies that are most successful.

The <u>State Emergency Management Plan</u> is specific in regards to assigning the roles and responsibilities for mitigation strategies for all 15 of the <u>Significant Victorian Emergency Risks</u>, most of which could potentially occur in Loddon. Agencies tasked with mitigation roles are required by law to undertake mitigation activities in all regions and locations affected by the risk, and they do this in conjunction with their locally based staff.

It is not the place of this Plan to duplicate or contradict the state or regional emergency management plans. Instead, at the municipal level, the mitigation focus is to support these higher-level mitigation strategies, and ensure documented roles and responsibilities are carried out in the local context.

Mitigation activities within Loddon

Throughout Loddon, local units of the various emergency service agencies are involved in supporting the mitigation strategies of state and regional level agencies. These activities are wide-ranging and include local fuel reduction activities, 'readiness planning', community safety and education activities including <u>Person Centred Emergency Preparedness</u>³⁶ and day to day management of resources within the municipal district.

Section 5 – Response and Relief Arrangements

Responding to emergencies

The <u>Victorian State Emergency Management Plan</u> defines 'response' as the 'action taken immediately before, during and in the first period after an emergency to reduce the effects and consequences of the emergency on people, their livelihoods, wellbeing and property; on the environment; and to meet basic human needs (p.16).'

Although most people would think of 'response' as the actual combatting of the emergency, there are several activities that may all occur as part of the response phase:

The <u>Victorian State Emergency Management Plan</u> (Pg 17 – 25) provides the following definitions:

Readiness – increasing the ability for timely response with activities immediately before and in anticipation of an emergency.

Command, Control and Coordination – combating the emergency and providing rescue services through command, control, and coordination.

Command is 'the direction of response activities internally within an agency to use its people, resources, governance, systems and processes to discharge its responsibilities in line with relevant legislation.'

Control is 'the direction of response activities across agencies, horizontally, including the coordination and tasking of other agencies.'

These are the activities that most people would traditionally consider as 'response' – members of the relevant emergency service agencies responding to an incident and working cohesively together until the danger has passed.

Relief – providing assistance during and immediately after an emergency to meet essential individual and community needs. This includes essentials such as food, water, and shelter, along with medical and immediate psychosocial support.

To ensure that the response is appropriate and coordinated, the State Emergency Management Plan has detailed sections outlining the roles and responsibilities for all classes of incident, including 'non major emergencies'. There is further detail outlined in the various 'Hazard-specific' Sub-Plans³⁷ that form part of the state plan.

Depending on the type, scale, and severity of the emergency, there are documented roles and responsibilities for nearly every player in the emergency management sector including a variety of state government departments. These roles may be lead roles, support roles or relief roles, but they are all clearly defined for each emergency type.

A full listing of the roles and responsibilities for response and relief can be found in the <u>State</u> <u>Emergency Management Plan</u> or in the <u>roles and responsibility statements</u>. There is further detail on <u>incident management</u>³⁸ provided in a number of other documents and procedures

including the <u>Victorian Emergency Operations Handbook</u>³⁹, the <u>Emergency Management Team Arrangements</u>, and the <u>Joint Standard Operating Procedures</u>.

Response to emergencies and incidents in Loddon

The majority of incidents that occur in Loddon are classified as non major emergencies – they are fairly simple, isolated incidents where the response is considered 'day-to-day' business for the control agency.

A Non-Major Emergency (formerly Single Incident Emergency) is defined as an event that has occurred on a small scale (residential) where an individual or family have had their home or possessions severely damaged or destroyed. Examples include house fire, small to medium grass & scrub fire, localised flood event, severe weather event, burst pipes, vehicle into structure or structural defect. It may also include a situation where the affected persons have been directed to evacuate and have not been able to return to their residence to assess the damage.

Non-major emergencies are usually resolved relatively quickly, there is generally no need for activation of regional or state level controls, and they can be dealt with using the resources located within the municipal district. Non-major emergencies have little or no impact on the wider community or infrastructure, so relief and recovery activities are usually not required, or the control agency will request relief and recovery assistance directly from Council for those individuals affected.

If an incident in Loddon escalates, or is a more significant event, there are clear guidelines in the <u>State Emergency Management Plan</u> for the escalation and de-escalation of control, command and coordination and for the requesting of additional resources from outside the local area.

All control agencies within Loddon are legally required to follow the processes outlined within the <u>State Emergency Management Plan</u>, which includes the <u>Fundamentals of Emergency Management</u>⁴⁰, the <u>Victorian Emergency Operations Handbook</u> and the <u>Joint Standard Operating Procedures</u>.

Municipal Operations Centre

Under the <u>Emergency Management Act 2013</u> it is not mandatory for councils to establish a physical Municipal Operations Centre during an emergency, although councils can elect to do so if appropriate. Depending on the size and complexity of an emergency, Loddon Shire Council may determine to have a virtual Municipal Operations Centre whereby coordination is done electronically.

Loddon has planned for the establishment of a Municipal Operations Centre. The MOC will coordinate the provision of human and material resources within the municipality during emergencies. These resources may be provided to support control agency activities or for the purposes of meeting relief and early recovery needs. The MOC will also maintain an overall view of the operational activities for recording, planning and debriefing purposes. The MOC may also be activated to support a neighbouring municipality.

Evacuation

Evacuation is the planned relocation of persons from dangerous or potentially dangerous areas to safer areas and their eventual return. The decision to evacuate rests with the Incident Controller.

Self-relocation may be undertaken by individuals, families and households of their own volition and independent of advice, or it may be after an assessment of information provided by the control agency. Evacuations may be pre-warned or immediate depending on the circumstances.

Victoria Police is responsible for the coordination of evacuation in consultation with the incident controller. Consideration must be given to the area that is to be evacuated, the route to be followed, the means of transport and the location to which evacuees will be asked to attend.

A Joint Standard Operating Procedure for <u>Evacuation for Major Emergencies</u>⁴¹ standardises the procedures for the decision, warning withdrawal, shelter and eventual return of persons impacted by major emergencies.

Bushfire Place of Last Resort (Formerly Neighbourhood Safer Place)

A Neighbourhood Safer Place – Place of Last Resort (NSP) may as a last resort provide improved protection (a safer place) for people from the immediate life threatening effects of a bushfire if their plan has failed. They are places or buildings designated and signposted by the municipal Council and that meet guidelines issued by the Country Fire Authority.

For access to Bushfire Places of Last Resort in an emergency see Appendix C – Bushfire Place of Last Resort.

Activation of Emergency Relief Centres

The decision to activate an Emergency Relief Centre can be made by Victoria Police, the Incident Controller, Municipal Emergency Management Officer or the Municipal Recovery Manager as outlined in the State Emergency Management Plan.

An Emergency Relief Centre is a building or place established to provide support and essential needs to persons affected by any emergency (including evacuees). Emergency Relief Centres are coordinated and staffed by Council together with other support agencies such as Red Cross, Salvation Army, Department of Families, Fairness and Housing, VCC- Emergencies Ministry and Victoria Police being in attendance, as the situation scales up or down.

An Emergency Relief Centre provides basic needs such as food and water, emergency sleeping arrangements, psychological first aid, vital information and the company of other people. Some Emergency Relief Centres may be able to take domestic pets. In times of emergency there may be a requirement for Council to staff an Emergency Relief Centre 24 hours a day and municipalities may be requested to open a regional level Emergency Relief Centre. Where a municipality requires additional emergency shelter resourcing beyond their

capacity to supply, these requests will be made to the Incident Control Centre for action as per the State Emergency Management Plan.

The Department of Families, Fairness and Housing are the lead agency for Emergency Shelter (as per the State Emergency Management Plan) while Emergency Recovery Victoria are tasked with overall Relief coordination.

The Municipal Recovery Manager, in consultation with the Emergency Relief Centre and/or Incident Controller, will select a suitable centre and arrange to have the building opened and staffed.

The Northern Victorian Emergency Management Committee Emergency Relief Centre Standard Operating Procedure details all guidelines regarding the activation and operation of an Emergency Relief Centre. Standard Operating Procedures are restricted documents, available on EM-COP https://cop.em.vic.gov.au/

Financial Considerations in Relief

Municipalities and relief agencies buy and pay for goods and services through their own systems. If they can't provide certain goods or services, the Municipal Recovery Manager with the assistance of Australian Red Cross or Salvation Army will help coordinate the acquisition and/or supply. To ensure claims via Disaster Recovery Funding Arrangements are successful, the relevant council needs to provide evidence and demonstrate eligibility. Refer to the current Disaster Recovery Funding Arrangements⁴² for more information.

Community organisations may also have useful resources during an emergency. The affected municipality is responsible for managing and coordinating these offers of assistance and keeping contact details of relevant organisations.

Transition to Recovery

The Incident Controller, Municipal Emergency Response Coordinator and Municipal Recovery Manager should commence transition planning as soon as possible following the start of an emergency.

Other relevant agencies should also be involved to ensure everyone has a shared and clear understanding of the planning, timing, and expectations for the transition.

A transition agreement details any transition activities and tasks, information management, communication and signatories. The agreement should be developed between the Incident Controller, the Municipal Emergency Response Coordinator, the Municipal Recovery Manager Where more than one Council area is impacted, authorised delegates from each affected Council will be involved in the transition arrangements and will include the Regional Recovery Coordinator (Emergency Recovery Victoria) and the Regional Emergency Response Coordinator will be the Victoria Police signatory rather than individual Municipal Emergency Response Coordinators.

In large or prolonged emergencies, it will be necessary to continue providing relief/recovery services to the affected community after response activities have ceased.

The template "An Agreement for the Transition of Coordination Arrangements from Response to Recovery" and further detail regarding transition arrangements can be found in the <u>State Emergency Management Plan</u> - Transition to Recovery section.

Sometimes, facilities and goods used during an emergency response can be used for recovery activities. In these cases, there should be a formal handover to the authorised delegates from the affected Council area(s) after response and recovery managers agree.

Resources not needed for recovery stay with the response agency, which is responsible for their return or disposal.

Crisisworks

Crisisworks is a cloud-based emergency incident operating system designed for agencies responding to emergencies and is used to manage incidents ranging from single incident to major events.

Crisisworks provides enhanced coordination, communication, situational awareness and resilience across all phases including planning, preparedness, response and recovery. It also incorporates Post Impact Assessment, Recovery and Vulnerable Persons Registers.

Impact Assessments

The Emergency Management Commissioner coordinates and reports information on the impact of an emergency. This is done through impact assessments at the local level.

After a Class 1 emergency as defined in the <u>Emergency Management Act 2013</u> and the <u>State Emergency Management Plan</u>, impact assessments help understand the community's needs for immediate and long-term recovery. The process involves three stages:

- Initial Impact Assessment
- Secondary Impact Assessment
- Post Emergency Needs Assessment

Emergency Management Victoria released Interim Impact Assessment Guidelines 2022 for the 2021/22 Summer period to provide a framework of agreed procedures for coordinating and managing the Impact Assessment function and defined end-to-end process of impact assessment and how it fits into the Victorian emergency management arrangements. The interim guidelines can be requested by emailing emergencies@loddon.vic.gov.au

The following table briefly details the impact assessment procedures that may have to be undertaken. Other departments, agencies and utilities will also be gathering and sharing impact assessment data.

Table 9 – Impact Assessment Chart

TASK	WHO	NOTES
Initial Impact Asses	ssment	
 Within first 48 hours, broad preliminary assessment. Gives indication of extent of damage 	Control Agency	The starting point for prioritisation of recovery. Risk assessments
Secondary Impact	Assessment	
Built environment / Environmental Health - Public and private assessment - Includes roads, roadsides, bridges, drainage, community infrastructure, utilities	MEMO EHO Council Teams	 Teams to undertake drive-bys and site inspections. Also, data gathered at Emergency Relief Centres. Enter data into Crisisworks Utilities will also conduct their own impact assessment and report to IC. DEECA and RRV also have responsibility on certain roads. Information to be shared. Data and photos from Council asset management program may be used to inform Secondary Impact Assessments of infrastructure. Building Surveyors will be activated to survey damaged houses and report back to Council.
Social environment - Includes psychosocial support, accommodation, health, basic needs	MRM DFFH ERV	- Emergency Relief Centre data collection - Home visits – Consider taking personal support workers such as Victorian Council of Churches – Emergency Management - Phone calls - Data entered into Crisisworks Recovery module.
Natural environment Includes dangerous trees, native animals, restoration and erosion prevention	MEMO Agencies	Drive-bys and site inspections Data entered into Crisisworks Impact Assessment module
Agriculture - Impact assessment led by Agriculture Victoria, with council as support - Includes livestock care and burial, fencing, fodder, water replacement.	Agriculture Victoria MEMO	Face to face and phone calls Site visits Data entered into Crisisworks Impact Assessment and Recovery modules
Post Emergency No	eeds Assessment	
Economic - Assessment of businesses affected and needs - Community Health and wellbeing	MRM Eco Dev DJSIR MRM	- Face to face meetings - Meetings, social gatherings - Social media
Reporting on cost of restoration and recovery Early estimations move to detailed costings	DFFH MRM Finance	Face to face with community leaders Crisisworks and internal reports prepared for NDRRA
- Inform recovery planning	MRM ERV	- Recovery Committee

Single Incidents (Non-major Emergencies)

Single incidents, like house fires, floods, or storms, usually affect one or two homes or businesses. Multiple agencies may help with response and recovery.

Each municipality has a Single Incident Protocol to manage these situations. After the initial response, the Municipal Recovery Manager will assist with emergency accommodation, psychological and material support, pet welfare, and information access.

Section 6 - Recovery Arrangements

Introduction and objective of recovery

Once the initial threat of an emergency has subsided or resolved and the immediate survival needs of those affected have been addressed, the recovery process encompasses all the steps and strategies that work towards rehabilitation of the community and the local environment; from addressing the emotional, physical and economic effects of those impacted by the emergency, to restoring infrastructure and rehabilitation of the natural environment.

Recovering from an emergency may take many years depending on the scale of the event, and it has been acknowledged that, in many instances, it will be a return to a 'new normal' rather than a return to an identical pre-emergency state.

'There is no timeframe for recovery. Recovery cannot be measured by how long it takes or by a definition of what a successful recovery looks like. It is impossible to return to a pre-disaster state. In many instances, people may never recover fully from a disaster'. – Resilient Recovery Strategy⁴³.

Ideally, the process of recovery begins as soon as possible after an emergency begins, with some strategies being implemented concurrently with response and relief activities. This can only occur if there is the capacity and capability at the municipal level, and clarity around the coordination and support for recovery activities. Therefore, planning for recovery is a very important step in the emergency management process.

A lot has been learned from the large-scale emergencies of the last decade, and there are now a raft of resources such as the <u>Resilient Recovery Strategy</u>, <u>National Principles for Disaster Recovery</u>⁴⁴ and the <u>Disaster Recovery Toolkit for Local Government</u>⁴⁵ to help direct those involved in the recovery planning process. It has been recognised that recovery cannot be prescriptive, instead it needs to include the community and address their actual, rather than perceived, needs.

Under the Resilient Recovery Strategy, the strategic priorities of recovery include:

- 1. **Deliver a people and community centred recovery.** A community-centred approach ensures government and those delivering recovery services partner with community and allow people to play a greater role in their recovery.
- 2. Strengthen recovery through better emergency management planning. By bringing community into the planning process before an emergency, and drawing on community involvement after an emergency, recovery activities will be able to better reflect community needs and values.

- 3. **Streamlined and flexible recovery system.** Improving operating processes and providing clearer, more-timely resourcing for recovery will ensure recovery services and supports are delivered in a more coordinated and effective way.
- 4. **Support the recovery workforce.** This strategy aims to better connect and enhance existing support and wellbeing programs across the sector to ensure appropriate wellbeing support for all people working in recovery.

Managing recovery

Emergency Recovery Victoria sets out five <u>lines of recovery</u>⁴⁶ – people and well-being, Aboriginal culture and healing, business and economy, environment and biodiversity, and buildings and infrastructure. The State Emergency Management Plan provides details of the <u>roles and responsibilities in recovery</u> under the established recovery coordination arrangements.

Even when the scale of the emergency dictates that regional or state level assistance is required, escalation builds on the local arrangements. Council staff with nominated recovery roles coordinate the recovery activities and are assisted and supported by other agencies as required.

People are impacted by disaster in different ways, based on their gender and other intersecting factors. Violence against women has been found to increase after disasters globally, and climate change exacerbates existing inequalities. Applying a 'gender lens' in all phases of emergency management is critical. <u>Gender and Disaster Australia</u>⁴⁷ support the inclusion of gendered perspectives in emergency planning, preparedness, relief and recovery including their <u>Gender and Emergency Management Guidelines</u>⁴⁸.

<u>Women's Health Loddon Mallee</u>⁴⁹ also support the inclusion of a gendered lens in emergency management within the Loddon Mallee region.

Aboriginal Culture and Healing

The Strategy for Aboriginal Community-led Recovery describes how Emergency Recovery Victoria supports Victorian Aboriginal communities and Traditional Owners in their efforts to plan and deliver recovery in their communities. It provides an approach to realise culturally responsive Aboriginal community-led outcomes in recovery in coordination with government, councils and delivery partners.

Emergency Recovery Victoria acknowledges, and respects Aboriginal expertise is central to recovery efforts for Aboriginal communities, while recognising the ongoing impacts and intergenerational trauma resulting from past policies of governments at all levels. This work provides a path to build trust with Aboriginal people and a framework to address barriers to Aboriginal self-determination in recovery processes.

The key enablers of self-determination are to:

- prioritise culture
- address racism and cultural healing
- transfer power and resources to communities

address trauma and support healing.

At the local level, members of Loddon Municipal Emergency Management Planning Committee are part of the Loddon Mallee Regional Emergency Management Planning Committee Working Group on Emergency Management and Aboriginal Engagement (which includes a focus on engagement with Traditional Owner groups) and are also liaising with the Loddon Mallee Aboriginal Reference Group about how to engage most effectively with Aboriginal Community Controlled Organisations in the region.

Recovery Committees

In the event of a significant emergency a Municipal Recovery Committee will be established to ensure that each of the pillars are addressed appropriately. Committee membership is determined to ensure compliance with legislated requirements for a multi-agency approach. This structure also supports the effective management of ongoing risks throughout the recovery process.

Details regarding the establishment of a Municipal Recovery Committee can be found in the Northern Victorian Emergency Management Cluster Recovery Standard Operating Procedures_Standard Operating Procedures are restricted documents, available on EM-COP https://cop.em.vic.gov.au/

The impact of an event may lead to community needs that exceed the capacity of a municipal council. The council may then seek to escalate the level of management to the regional level, i.e. Emergency Recovery Victoria.

This escalation provides an additional layer of management rather than a replacement layer. Further escalation to state level of management may be necessary in respect of certain services needs in very large or complex events. In the most serious events, the Australian Government may also provide a layer of management in respect of particular services.

Recovery Centres/Community Service Hubs

In some cases, an Emergency Relief Centre could be transitioned into a Recovery Centre, or an alternative Recovery Centre or Mobile Recovery Centre could be established.

A recovery centre provides single point of entry for affected persons for an 'all agency, all stakeholders' integrated recovery process. The size and complexity of the emergency and the affected individuals and communities will determine what agencies and support services will need to be represented.

In some circumstances it will be more appropriate to support existing community social infrastructure, services and networks to provide community recovery support (e.g. community house, local health service or mobile recovery hub) rather than to set up a static recovery centre.

Further details and guidelines can be found in the Northern Victorian Emergency Management Cluster Recovery Standard Operating Procedure. Standard Operating Procedures are restricted documents, available on EM-COP https://cop.em.vic.gov.au/

State and regional-based recovery programs

Depending on the size and severity of an emergency event, there may be cases where a state-based or regional level recovery program is put into place. Examples of this include the involvement of <u>Emergency Recovery Victoria</u>⁵⁰ after a large-scale fire, or the State and Federal Government Relief and Recovery Strategies for the COVID-19 pandemic.

As the coordinating agency for local recovery, the role of Council is to understand the various higher-level programs put into place, and to support these activities with local education and awareness, as well as calling in the various support agencies available to act at the local level as required.

Section 7 - Roles and responsibilities

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

The Victorian <u>State Emergency Management Plan</u> and the <u>Loddon Mallee Regional</u> Emergency Management Plan outline agreed agency roles and responsibilities.

No additional roles and responsibilities have been identified at the municipal level.

Section 8 – Appendices

Restricted operational information

Section 60AI(2) of the <u>Emergency Management Act 2013</u> allows the Loddon Emergency Management Planning Committee and Emergency Management Victoria to exclude information from being published that is related to critical infrastructure, personal information or information that is of a commercially sensitive nature.

Loddon Shire and the Cluster maintains a contact list of staff members who occupy certain emergency management positions and is available via Crisisworks at or EM-COP

Any other person or organisation wanting access to the contact list should contact the Cluster Executive Officer, or the Emergency Management Coordinator at Loddon.

Appendix A – List of Loddon Emergency Management Plans and Amendment History

Sub-Plans currently endorsed under the Plan are publicly available on the Loddon Shire Council Website.

Guidelines and Standard Operating Procedures are restricted documents, available on EMCOP.

Name of Plan	Last Published	Schedule Review	Plan Status
Loddon Municipal Emergency Management Plan 2025- 2028(currently in draft)	2020	2028	To be considered by the MEMPC prior to assurance
Loddon Municipal Fire Management Plan	2018	NA	No longer required
Loddon Municipal Flood and Storm Emergency Plan	2019	2022	MEMP Sub-Plan (in development)
(replaces existing Municipal Flood Emergency Sub-Plan)			(,
Community Vision – Council Plan 2021-2025	2021	2025	MEMP Complementary Plan
Municipal Public Health and Wellbeing Plan 2021-2025	2021	2025	MEMP Complementary Plan
Bushfire Place of Last Resort (Formerly Neighbourhood Safer Place)	2023	2024	MEMP Complementary Plan
NVEMC Integrated Emergency Animal Welfare Plan	2022	2024	Cluster Sub-Plan
NVEMC Integrated Pandemic Plan	2022	2024	Cluster Sub-Plan
NVEMC Emergency Relief Centre Standard Operating Procedure	2018	2019	Cluster Standard Operating Procedures
NVEMC Recovery Standard Operating Procedure	2017	2018	Cluster Standard Operating Procedures
NVEMC Spontaneous Volunteers Standard Operating Procedure	2021	2023	Cluster Standard Operating Procedures
NVEMC Municipal Operations Centre Standard Operating Procedure	2021	2024	Cluster Standard Operating Procedures
NVEMC Resource Sharing Guidelines (formerly Incident Support Guidelines)	2025	2030	Cluster Guidelines
NVEMC Emergency Management Liaison Officer Standard Operating Procedure	2021	2023	Cluster Standard Operating Procedures
NVIEM Emergency Animal Welfare Standard Operating Procedure	2022	2024	Cluster Standard Operating Procedures

Appendix B – Strategic Planning Goals and Targets for 2025-2028

Goals and Targets for 2025-26

Review the current Sub-Plans and develop the Flood and Storm sub plan associated with the Loddon Municipal Emergency Management Plan and seek assurance from the Loddon Mallee Regional Emergency Management Planning Committee. Establish a program of works to conduct the review and update over the period of this Plan.

Goals and Targets for 2026-27

Participate in multi-agency training exercises to test capability and capacity and assess preparedness. Aim is to undertake one exercise focussing on provision of relief during an emergency event and actively seek out training opportunities for emergency management staff across the municipality.

Goals and Targets for 2027-28

Commence planning for the Loddon Municipal Emergency Management Plan 2028-2031.

Appendix C - Bushfire Place of Last Resort (Formerly Neighbourhood Safer Place)

This appendix provides a summary of the Bushfire Place of Last Resort (formerly Neighbourhood Safer Place) present in the Loddon Shire. Refer to the Loddon Fire Management Sub-Plan for more details.

Bushfire Places of Last Resort (BPLR)

BPLRs are locations that may provide some protection from direct flame and heat from a fire, but *do not guarantee safety*. They are intended as a place of last resort if all other fire plans have failed.

Emergency services may not be present at an BPLR, no support services are provided, and shelter from the elements may not be provided. Travelling to the BPLR may expose people to significant danger.

CFA advises that BPLRs are places of *absolute last resort*. The safest place to be is out of a high-risk bushfire area

More detailed information on BPLRs is available on the CFA website.

Six (6) BPLRs are maintained in the Loddon Shire. They are located at:

Locality	Street Address	Location Name/Type
Boort	Malone Street	Boort Recreation Reserve (Oval only)
Serpentine	20 Chapel Street	Serpentine Recreation Reserve (Oval only)
Inglewood	Calder Highway	J Sloan Reserve (Between swimming pool and tennis club)
Pyramid Hill	43 Victoria Street	Mitchell Park Recreation Reserve (Oval only)
Bridgewater	4 Main Street	Bridgewater Memorial Hall (Grounds only)
Wedderburn	Chapel Street	Donaldson Park (Central Oval only)

Appendix E – History of emergencies in Loddon

The history of emergencies within Loddon are varied but mainly relate to flood and fire (Table 2). Biological or agricultural emergencies have occurred following a breakdown in biosecurity or when suitable conditions prevail for pest or disease incursion and spread. Blue green algae outbreaks occur occasionally in the Loddon River.

The emergencies listed identify events which had a significant impact on the community or were large enough to activate a municipal (or wider) response. This table will continue to be updated throughout the lifecycle of this document as required.

It is not the intention of this list to include every emergency that response agencies respond to, however, learnings from those events can inform and continuously improve the Plan.

TABLE 2: HISTORY OF EMERGENCIES IN LODDON

Date(s)	Localities Affected	Type of Emergency	Details/Impacts
1969	Korong Vale	Bushfire	Large fire, multiple buildings destroyed, livestock lost
2006	Morse's Road Fire, Bridgewater	Bushfire	34 sq km of open plain crop and grassland burnt. 1450HA?
2011	Bridgewater, Serpentine, Pyramid Hill, Newbridge, Boort, Durham Ox	Riverine Flood Severe, record flooding of the Avoca and Campaspe catchments and outflows from the Loddon storages; Greater than 1% AEP	Inundation of towns and rural properties (50 homes and businesses in Bridgewater, approximately 200 across the municipality); Major losses of crops, pasture and livestock (Boort); Damage to infrastructure; Disruption to essential services; Isolation of towns and properties
2016	Across Shire	Riverine Flood	Several houses flooded: Extensive damage to roads, crops and infrastructure
2019-22	Across Shire	COVID-19 Pandemic	The World Health Organization (WHO) declared the novel coronavirus (COVID-19) a worldwide pandemic on 11 March 2020. There were 2.4 million cases in Vic - approximately 25% of National cases and total deaths of 4 577 deaths in Vic (approximately 39% of National deaths)
2022	Across Shire	Flash and Riverine Flood	Inundation of towns and rural properties (approximately 50 homes/buildings with water above floor level). Major losses of crops, pasture and livestock; Damage to infrastructure; Disruption to essential services; Isolation of towns and properties

Date(s)	Localities Affected	Type of Emergency	Details/Impacts
2023/2024	Wedderburn and Korong Vale	Flash and Riverine Flood	Significant rain events occurred resulting in flooding of the Nardoo and Korong Creeks on 25 December 2023 and 2 January 2024. These flood events impacted the townships of Wedderburn and Korong Vale along with surrounding rural lifestyle blocks and primary producers. Approximately 20 homes/buildings with water above floor level. Significant damage to rural properties in the area.
2024	Loddon Shire - east	Riverine Flood	Rainfall events of 7 and 8 January resulted in the Bendigo Creek, Bullock Creek and Seven Months Creek impacting communities on the eastern side of the municipality including Tandarra, Dingee, Prairie, Mitiamo and Pyramid Hill and the rural properties surrounding these communities.
2025	Newbridge	Mulch piles, Grass & Stubble Fire	Large mulch piles self-combusted, spread to grass and stubble in adjoining properties, burnt approx. 100 HA, some damage to grain storage and fences

The <u>VicEmergency</u>⁵¹ website provides a graphic representation of <u>flood history over the last</u> <u>100 years</u>⁵² and <u>bushfire history over the last 50 years</u>⁵³ across Victoria.

Appendix F – Northern Victorian Emergency Management Cluster and Integrated Municipal Emergency Management Planning Committee

Many of the legislated Core Members and Associate Members will be the appointed representative across all five MEMPCs. Membership of the IMEMPC will be divided into Tiers.

Composition of Tier 1 – Core Members, Recovery representative, Community representatives and Municipality representatives (Voting). There will be one vote per organisation.

AGENCY	MEMBER
CORE MEMBERS	
MEMBO Ob sime	Diseases Commence China Commeil
MEMPC Chairs	Director - Campaspe Shire Council
	General Manager - Central Goldfields Shire Council
	Director - City of Greater Bendigo
	Director - Loddon Shire Council
	Director - Mount Alexander Shire Council
VicPol	Bendigo Municipal Emergency Response Coordinator
	Mount Alexander Municipal Emergency Response Coordinator
	Loddon Municipal Emergency Response Coordinator
	Central Goldfields Municipal Emergency Response Coordinator
	Campaspe Municipal Emergency Response Coordinator
	Regional Emergency Response Coordinator (advisory member non-voting)
CFA	Assistant Chief Fire Officer / Delegate
FRV	Operations Commander / Delegate
Ambulance Victoria	Emergency Management Planning Coordinator /Delegate
VicSES	Operations Officer / Delegate
Australian Red Cross	Divisional Operations Officer / Delegate
DFFH	Manager North Division / Emergency Management Coordinator
Department of Health	Delegate
RECOVERY REPRESENTAT	IVE
VCC EM	Regional Coordinator Loddon Mallee
Emergency Recovery Victoria (ERV)	Regional Recovery Manager – Loddon Mallee
COMMUNITY REPRESENTA	TIVES
RANCH	Network Manager
Loddon Campaspe Multicultural Services	Operations Manager
OTHER NOMINATED REPRE	ESENTATIVES
Forest Fire Management Victoria	(TBC)
Loddon Mallee Public Health Unit	Manager - Loddon Prevention & Population Health / Delegate

Emergency Management Coordinators & Officers	Campaspe Shire Council
	Central Goldfields Shire Council
	City of Greater Bendigo
	Loddon Shire Council
	Mount Alexander Shire Council
Councillor	Campaspe Shire Council
	Central Goldfields Shire Council
	City of Greater Bendigo
	Loddon Shire Council
	Mount Alexander Shire Council

Composition of Tier 2 – Associate Members: Industry, organisations and other departments (Non-Voting).

AGENCY	MEMBER
ASSOCIATE MEMBERS - Industry, organisations and other departments.	
Coliban Water	Operations Delegate
Department of Transport	Regional Delegate
Dept Education & Training	Regional Delegate
Salvation Army	Corps Officer / Strategic Emergency & Disaster Management Assistant Coordinator
Bendigo Health	Emergency Management Coordinator / Delegate
ABC Central Victoria	Chief of Staff / Delegate
Agriculture Victoria	Animal Welfare / Delegate
North Central Catchment Management Authority (NCCMA)	Manager Floodplain / Delegate
Goulburn-Murray Water	Operations Delegate
Centrelink	Delegate
Loddon Prison and Middleton	DJCS - Delegate
Tarrengower Womens Prison	DJCS - Delegate
Bendigo Airport	Airport Manager

Appendix G – Emergencies and privacy

Emergency and privacy organisations hold a wide variety of personal information relating to individuals and may collect information for a wide variety of purposes. Such information can be of significant use and benefit for organisations that deal with emergency situations. The <u>Victorian Privacy and Data Protection Act 2014</u>⁵⁴ recognises that in an emergency the public interest in safety will override the privacy requirements of the *Act*.

Information privacy law is not a barrier to appropriate information sharing in emergencies. The *Act* includes provisions that permit personal information not to be shared where there is a countervailing public interest, such as where an individual's life or safety is at risk. A decision to share personal information must be made carefully, but privacy laws do not stand in the way; life trumps privacy and the laws are written to reflect that. For more guidance, please refer to the <u>Victorian Commissioner for Privacy and Data Collection website</u>55, and <u>Emergencies and Privacy Information Sheet</u>56.

Appendix H – Useful Links

Victorian Legislation

Victorian legislation

Emergency Management Act 2013

Emergency Management Act 1986

Emergency Management (Critical Infrastructure Resilience) Regulations 2015

Emergency Management Legislation Amendment Act 2018

Emergency Management Victoria

Emergency Management Victoria

State Emergency Management Plan Sub-Plans | Emergency Management Victoria

Roles and Responsibilities | Emergency Management Victoria

Loddon Mallee Regional Emergency Management Plan | Emergency Management Victoria

Critical Infrastructure Resilience | Emergency Management Victoria

Victorian Preparedness Framework | Emergency Management Victoria

<u>Disaster Recovery Funding Arrangements (DRFA) | Emergency Management Victoria</u>

Resilient Recovery Strategy | Emergency Management Victoria

Disaster Recovery Toolkit for Local Government | Emergency Management Victoria

<u>Community Resilience Framework for Emergency Management | Emergency Management | Victoria</u>

Emergency Management Planning Resource Library | Emergency Management Victoria

Risk Assessment

National Emergency Risk Assessment Guidelines (NERAG) Handbook

Community Emergency Risk Assessment (CERA)

National Disaster Risk Reduction Framework

Control and Support Agency Websites

Ambulance Victoria Home - Ambulance Victoria

CFA (Country Fire Authority)

Fire Rescue Victoria

Victoria Police

Victoria State Emergency Service

Australian Red Cross

Department of Health

Department of Families Fairness and Housing Victoria

Department of Energy, Environment and Climate Action

Emergency Recovery Victoria

Other Links

Victorian Fire Risk Register

Safer Together

Planning Toolkit for People Most at Risk

<u>Vulnerable people in emergencies policy - DFFH Service Providers</u>

Family violence in emergencies - DFFH Service Providers

Emergency management - DFFH Service Providers

<u>Collaborating 4 Inclusion</u> – <u>Person-Centred Emergency Preparedness</u>

Informing EAD Responses - AUSVETPLAN - Animal Health Australia

National pest & disease outbreaks

<u>Planning for pets in emergencies | Pets and emergencies | Animal Welfare Victoria | Livestock and animals | Agriculture Victoria</u>

Australian Institute Disaster Resilience

Victoria's changing climate

Working with Indigenous People fact sheet

Strategy for Aboriginal Community-led Recovery 2023

Volunteer Recovery Groups

Victorian Landcare

BlazeAid volunteers rebuild fences after fires, floods, drought and cyclones | BlazeAid helping communities rebuild after Natural Disasters

Volunteering Victoria - State Peak for Volunteering

WeVolunteer - Supporting communities on the road to recovery

GIVIT

Disaster Relief Australia

Traditional Owners

Djaara (Dja Dja Wurrung Clans Aboriginal Corporation)

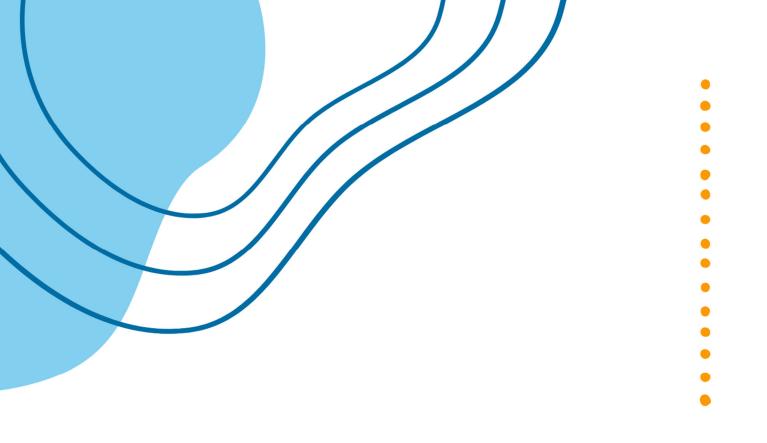
Barapa Barapa

Yorta Yorta Country

Aboriginal Controlled Community Organisations

Bendigo and District Aboriginal Cooperative

Loddon Mallee Aboriginal Reference Group



The Loddon Municipal Emergency Managment Planning Committee wishes to acknowledge and thank those that assisted in the development of this Plan, throughout the consultation process and those who supplied agency specific information for this publication.



- ¹ https://www.legislation.vic.gov.au/in-force/acts/emergency-management-act-2013/020
- ² https://www.emv.vic.gov.au/responsibilities/emergency-management-planning/emergency-management-planning-resource-library-0/emergency-management-plans/quidelines-for-preparing-emergency-management-plans
- ³ https://www.legislation.vic.gov.au/as-made/acts/emergency-management-legislation-amendment-act-2018
- ⁴ https://files-em.em.vic.gov.au/public/EMV-web/Fact-Sheet-3-EMPR-Municipal-level-planning-September-2019.pdf
- ⁵ https://files-em.em.vic.gov.au/public/EMV-web/Fact-Sheet-2-EMPR-Regional-level-planning-September-2019.pdf
- ⁶ https://www.emv.vic.gov.au/about-us/our-vision-goals-and-values
- ⁷ https://profile.id.com.au/loddon
- 8 https://www.loddon.vic.gov.au/Home
- 9 https://www.loddon.vic.gov.au/Our-Council/Plans-strategies-and-policies
- ¹⁰ https://www.emv.vic.gov.au/responsibilities/emergency-management-planning/emergency-management-planning-resource-library-0/resources-links/loddon-mallee-environmental-scan
- 11 https://www.mav.asn.au/what-we-do/policy-advocacy/emergency-management/protocol-for-inter-council-resource-sharing
- 12 https://files-em.em.vic.gov.au/public/JSOP/SOP-J03.09.pdf
- ¹³ https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp
- ¹⁴ https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-sub-plans/
- ¹⁵ https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities
- ¹⁶ https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements
- ¹⁷ https://www.emv.vic.gov.au/loddon-mallee-regional-emergency-management-plan
- ¹⁸ https://www.emv.vic.gov.au/responsibilities/emergency-management-planning
- ¹⁹ https://www.emv.vic.gov.au/responsibilities/incident-management/victorian-emergency-operations-handbook
- ²⁰ https://files-em.em.vic.gov.au/public/JSOP/EMV-JSOP.htm
- ²¹ https://files-em.em.vic.gov.au/public/EMV-web/Emergency-Management-Team-Arrangements-Dec2014.pdf
- ²² https://www.emv.vic.gov.au/publications/emergency-risks-in-victoria
- ²³ https://files.emv.vic.gov.au/2024-07/Emergency%20Risks%20in%20Victoria%20-%202023.pdf
- ²⁴ https://www.climatechange.vic.gov.au/victorias-changing-climate
- ²⁵ https://www.climatechange.vic.gov.au/__data/assets/pdf_file/0030/732369/loddon-campaspe-victorias-climate-science-report-2024-collateral.pdf
- https://www.emv.vic.gov.au/about-us/current-projects/critical-infrastructure-resilience
- ²⁷ https://www.emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/victorian-preparedness-framework-0
- ²⁸ https://www.emv.vic.gov.au/responsibilities/emergency-management-planning/emergency-management-planning-resource-library-0/resources-links/state-emergency-risk-assessment-reports
- ²⁹ https://www.vic.gov.au/bushfire-risk-register-barr?Redirect=1
- 30 https://providers.dffh.vic.gov.au/emergency-management
- 31 https://www.vfrr.vic.gov.au/
- ³² https://www.emv.vic.gov.au/responsibilities/emergency-management-planning/emergency-management-planning-resource-library-0/victorian-emergency-management-planning-toolkit-for-people-most-at-risk
- 33 https://www.emv.vic.gov.au/publications/statement-of-assurance-advisory-material-memp-or-memp-sub-plan
- 34 https://files-em.em.vic.gov.au/public/EMV-web/EM-LEARN Framework.pdf
- 35 https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/mitigation
- 36 https://collaborating4inclusion.org/pcep/
- ³⁷ https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-sub-plans
- 38 https://www.emv.vic.gov.au/responsibilities/incident-management
- ³⁹ https://www.emv.vic.gov.au/responsibilities/incident-management/victorian-emergency-operations-handbook
- ⁴⁰ https://www.emv.vic.gov.au/responsibilities/managing-emergencies/fundamentals-of-emergency-management-class-1-emergencies
- 41 https://files-em.em.vic.gov.au/public/JSOP/SOP-J03.12.pdf
- 42 https://www.vic.gov.au/disaster-recovery-funding-arrangements
- 43 https://files-em.em.vic.gov.au/public/EMV-web/Resilient Recovery Strategy.pdf
- 44 https://knowledge.aidr.org.au/resources/national-principles-for-disaster-recovery/
- ⁴⁵ https://www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government
- 46 https://www.vic.gov.au/emergency-recovery-framework/lines-recovery
- 47 https://genderanddisaster.com.au/
- 48 https://genderanddisaster.com.au/gem/
- 49 https://whlm.org.au/
- ⁵⁰ https://www.vic.gov.au/about-emergency-recovery-victoria
- ⁵¹ https://emergency.vic.gov.au/respond/
- ⁵² https://emergency.vic.gov.au/prepare/#flood/history/flood-likelihood-100-years
- 53 https://emergency.vic.gov.au/prepare/#fire/risk/bushfire-history-50-years
- ⁵⁴ https://www.legislation.vic.gov.au/in-force/acts/privacy-and-data-protection-act-2014/029
- ⁵⁵ https://ovic.vic.gov.au/privacy/resources-for-organisations/information-privacy-principles-short-guide/
- ⁵⁶ https://www.oaic.gov.au/privacy/privacy-guidance-for-organisations-and-government-agencies/more-guidance/emergencies-and-disasters