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1. Foreword

The economic and social effects of emergencies including loss of life, destruction of property and dislocation of communities are inevitable.

With the increasing recognition of the social impact of emergencies, the focus for emergency management is broadening to consider economic, cultural and environmental implications. In addition, emergency management is being viewed in the broad context of community safety.


Councils have emergency management responsibilities, from both a legislative perspective and because they are the closest level of government to their communities. They also have specialised local knowledge about the environmental and demographic features of their districts. People also naturally seek help from their local council during emergencies.

This plan addresses the prevention of, response to and recovery from emergencies within the City of Wodonga. It is a result of the co-operative efforts of the Municipal Emergency Management Planning Committee and assistance from Victoria State Emergency Service and Department of Health and Human Services, recognises the previous planning activities of the municipal areas.
1.1. Municipal endorsement

2. ENDORSEMENT

2.1 MUNICIPAL ENDORSEMENT

The plan has been produced by and with the authority of Wodonga Council pursuant to Section 20(1) of the Emergency Management Act 1996 and the Emergency Management Act 2013. The Wodonga Council understands and accepts its roles and responsibilities as described in Part 4 of the Emergency Management Act 1996.

Wodonga Council and the member agencies of the Municipal Emergency Management Planning Committee (MEMPC) understand that they are the custodians of the Plan on behalf of the community of the Wodonga Council. Responsibility for prevention and preparedness, planning, response and recovery from an emergency lies with each member of the community and the organisation existing or working within the municipality.

This plan is a result of the co-operative efforts of the MEMPC after consultation with the representatives of those organisations identified therein and endorsed by the full MEMPC.

The plan was considered and adopted by the City of Wodonga at the ordinary meeting of council on the 25th June, 2018.

Patience Harrington
Chief Executive Officer
City of Wodonga.

<table>
<thead>
<tr>
<th>Document Title</th>
<th>City of Wodonga Municipal Emergency Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Version No.</td>
<td>2.18</td>
</tr>
<tr>
<td>Date of Release</td>
<td>25/06/2018</td>
</tr>
</tbody>
</table>
1.2. **Statement of audit**

2.2 **STATEMENT OF AUDIT**

This plan has been produced by and with the authority of the Wodonga Council pursuant to requirements of the *Emergency Management Act 1986 Part 4 Section 20*.

The plan is a result of the co-operative efforts of the MEMPC after consultation with those agencies and organisations therein.

The plan is audited in accordance with the guidelines issued by the Chief Officer Operations, Victoria State Emergency Services in accordance with the guidelines provided by the Emergency Management Manual Victoria (EMMV), and current to 24th August, 2021 and must be audited at least every three years.

1.3. **Certificate of audit**

2.3 **CERTIFICATE OF AUDIT**

Certificate of Audit signed by the Chief Officer Victorian SES, demonstrates that the Wodonga Council MEMP was audited in accordance with the MEMP Audit Guidelines on the 4th July, 2018.

The date on the certificate is to be used to ascertain the latest date (required every three years from certification) that the next Municipal Emergency Management Plan Audit is to take place, unless otherwise stated by the Director Operations – Victoria State Emergency Service.
Certificate of Audit

THIS IS TO CERTIFY THAT THE MUNICIPAL EMERGENCY MANAGEMENT PLAN OF

City of Wodonga

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

"Complying with the Guidelines"

Tim Wiebusch
Chief Officer, Operations

24 August 2018
1.4. Aim

The aim of the plan is to detail the agreed arrangements for the prevention of, the response to, and the recovery from, emergencies that could occur in Wodonga Council as identified in Part 4 of the Emergency Management Act 1986 and Emergency Management Act 2013.

1.5. Objectives

The primary objective of this plan is to enable Wodonga Council and the Wodonga community to effectively prepare for and respond to emergencies and include issues such as:

- Implementing measures to prevent or reduce the causes or effects of emergencies;
- Managing arrangements for the utilisation and implementation of municipal resources in response to emergencies;
- Managing support that may be provided to or from adjoining municipalities;
- Assisting the affected community to recover following an emergency; and,
- Complementing other local, regional and state planning arrangements.

1.6. Threats

The Community Emergency Risk Assessment (CERA) process has been undertaken to identify all perceived threats to the municipality (see 4.5 Risk Management). This process is not intended to exclude any form of emergency and, to this end this document has adopted a flexible “all hazards approach”. The threats to communities have been categorised according to their severity of impact as follows:

<table>
<thead>
<tr>
<th>Severity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insignificant</td>
<td>No injuries or fatalities. No displacement of people or displacement of only a small number of people for short duration. Little or no personal support required (support not monetary or material). Inconsequential or no damage. Little or no disruption to community. No measurable impact on environment. Little or no financial loss.</td>
</tr>
<tr>
<td>Minor</td>
<td>Small number of injuries but no fatalities. First aid treatment required. Some displacement of people (less than 24 hours). Some personal support required. Some damage. Some disruption (less than 24 hours). Small impact on environment with no lasting effects. Some financial loss.</td>
</tr>
<tr>
<td>Moderate</td>
<td>Medical treatment with some hospitalisation but no fatalities. Localised displacement of people. Personal support through local arrangements. Localised damage rectified by routine arrangements. Normal community functioning with some inconvenience. Limited impact on environment with no long-term effect. Significant financial loss.</td>
</tr>
<tr>
<td>Major</td>
<td>Extensive injuries, significant hospitalisation, large number displaced for more than 24 hours with possible fatalities. External resources required for personal support. Significant long term damage to community assets. Community only partially functioning. Some major damage to natural environment. Significant financial loss and widespread economic disruption</td>
</tr>
<tr>
<td>Catastrophic</td>
<td>Large number of severe injuries. Extended and large numbers requiring hospitalisation. General and widespread displacement for extended duration. Numerous fatalities. Extensive personal support. Major loss/permanent damage to infrastructure and private property. Community unable to function without significant support. Significant long term impact on natural environment.</td>
</tr>
</tbody>
</table>
2. BACKGROUND

2.1. Context

The City of Wodonga includes a logistics distribution hub (Logic), a large cattle market, a pet food factory (Mars Corporation) a can factory (Visy), a cardboard box factory (Visy Board), a hydraulic hose manufacturer, an abattoir, and foundry as well as a variety of other smaller enterprises. It also serves as a central point for the delivery of government services to the surrounding region.

Wodonga is the site of an Australian Army Logistic base and training centre for Army technical apprentices. The Army Logistic Training Centre, is based at Latchford Barracks and Gaza Ridge Barracks. Wodonga is also the home of La Trobe University and Wodonga institute of TAFE.

Wodonga railway station lies on the Melbourne-Albury and Melbourne-Sydney lines. It is the on the junction of the Hume Highway (the main route from Melbourne to Sydney) and the Murray Valley Highway, which follows the southern bank of the Murray River.

Wodonga has an annual rainfall of approximately 700mm. The climate is one, which shows extremes of heat in summer and cold temperatures in winter (-2 degrees to 40 degrees range). Climate change is likely to exacerbate many of the known disaster risks and affect those already especially vulnerable to natural hazards.

Climate change adaptation Plan

Climate change Act 2017

2.2. Area Characteristics

2.2.1. Topography

Population: 39,844 approximately
Area: 434 sq kms
Main Population Centres: Wodonga, Bandiana, Killara, Ebden, Bonegilla, Barnawartha and Baranduda.

Wodonga is located in North East Victoria. The municipality is 434 km² in area and is primarily urban development with a small fringe area of rural development.

The northern boundary is the Murray River and the City of Albury is immediately north of the Murray. To the east is Lake Hume, which is more than 5km wide. The western quarter of the municipality contains some steep lands with a number of valleys terminating at a steep downward slope leading to the Indigo Valley. Access to the Indigo Valley is limited with some of the roads only being suitable for four-wheel-drive vehicles or being totally impassable. On the southern boundary with Indigo Shire lies the Baranduda Range and Staghorn Flat, most of which is forest reserve with some steep slopes.

This range terminates at the Baranduda Range subdivision where the land then gently slopes to the Kiewa River. Maher's Hill lies between Lake Hume (Mitta River Arm) and the Kiewa River and contains steep lands. The council is responsible for about 2500 hectares of grasslands and hillsides.

The municipality is located on the major Melbourne to Sydney rail and road links and also forms part of the main Melbourne to Sydney air corridor. The Hume Freeway and railway enters from the west and crosses Wodonga before departing to the north and into New South Wales.

Wodonga has an annual rainfall of approximately 700mm. The climate is one, which shows extremes of heat in summer and cold temperatures in winter (-2 degrees to 40 degrees range). Climate change is likely to exacerbate many of the known disaster risks and affect those already especially vulnerable to natural hazards.
The council maintains a graphical information system (GIS) which contains the following:

- Topography information
- Contours
- Aerial imagery
- Overlays
  - wild fire management
  - floodway
  - land subject to inundation
- Fire trails
- Cadastral layers
  - property
  - roads
  - reserves
- Storm water

In the case of an emergency, many council officers can access the GIS system to recover basic information. The council's GIS Co-ordinator can produce more detailed information including combining data from other compatible agencies (Part 12 contacts).

Significant features

Natural features:
- Murray River
- Kiwa River
- Huon Hill
- Federation Hill
- Maher's Hill
- Klings Hill
- Bears Hill
- Baranduda Range

Man made features:
- Lake Hume
- Hume Highway including bridges/overpass
- Railway including bridges and overpasses
- Logic Distribution centre
- Bandiana Military Base
- Wodonga Golf Course
- Baranduda Enterprise Park (industrial estate)
- Wodonga Enterprise Park (industrial estate)
2.2.2. Demography

The City of Wodonga comprises residents of the town proper and the developments of Baranduda, Staghorn Flat, Killara and Bonegilla. Because of the close proximity to Albury, many other people also work or attend education services within the municipality. Wodonga is also a destination where people from rural communities outside the municipality may seek refuge.

Wodonga is the largest and fastest-growing centre in North East Victoria, with a growth rate of 2.0 per cent in the 2015-16 financial year. As of the 2016 ABS census, Wodonga had a population of 39,844 people, with 10% of the population being born overseas.

Wodonga’s age groups demonstrate a higher portion of people in the younger age groups (0 to 17 years) and a lower portion of people in the older age groups (60+ years), in comparison to Victoria. 24.6% of the population was aged between 0 and 17, and 20.6% were aged 60 years and over, compared with 21.7% and 21.0% respectively for Victoria.

In the 2016 Census, 87.8% of the population spoke English only, and 6% spoke a non-English language, compared with 67.9% and 26.0% for Victoria.

Wodonga has a higher proportion of couple families with child(ren) as well as a higher proportion of one-parent families. Overall, 27.6% of total families were couple families with child(ren) in 2016, compared with 31.4% in Victoria.

Wodonga attracted 208,000 domestic overnight visitors in 2017, with 39% of visitors visiting relatives or friends (Source: Tourism Research Australia, 2017)

<table>
<thead>
<tr>
<th>Age range</th>
<th>No. of persons</th>
<th>% of population</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4 years</td>
<td>2828</td>
<td>7.6%</td>
</tr>
<tr>
<td>5-11 years</td>
<td>3798</td>
<td>9.8%</td>
</tr>
<tr>
<td>12-17 years</td>
<td>3061</td>
<td>8.7%</td>
</tr>
<tr>
<td>18-24 years</td>
<td>3806</td>
<td>10.8%</td>
</tr>
<tr>
<td>25-34 years</td>
<td>5417</td>
<td>12.9%</td>
</tr>
<tr>
<td>35-49 years</td>
<td>7392</td>
<td>20.4%</td>
</tr>
<tr>
<td>50-59 years</td>
<td>4932</td>
<td>12.3%</td>
</tr>
<tr>
<td>60-69 years</td>
<td>4235</td>
<td>9.1%</td>
</tr>
<tr>
<td>70-84 years</td>
<td>3142</td>
<td>6.8%</td>
</tr>
<tr>
<td>85 plus years</td>
<td>745</td>
<td>1.5%</td>
</tr>
</tbody>
</table>

(ABS: 2016 census data)

<table>
<thead>
<tr>
<th>Vulnerable groups</th>
<th>No. of persons</th>
<th>% of population</th>
</tr>
</thead>
<tbody>
<tr>
<td>People with disabilities / need for assistance</td>
<td>2298</td>
<td>5.8%</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait Islander</td>
<td>981</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

(ABS: 2016 census data)
2.3. History of Emergencies

The city of Wodonga traditionally has a history for major windstorm damage, floods and fires.

Flooding can be variable due to associated river levels. A record high flood level was reached on the Kiewa River in 1998 when the Murray River was experiencing low flows. It is thought that inundation would have been increased had the Murray River had a higher flow. In 2010, a prolonged flood event occurred on the Kiewa River due to the Murray River experiencing high flows.

In March 2017 a micro storm cell hit the council area of Wodonga and Indigo. This event last approximately 20 minutes and resulted in damage to trees, houses and buildings estimated to cost more than $200,000. Again in December 2017 a major storm hit on the town area causing damage estimated to cost $140,000.

Generally, pockets of Wodonga can be affected by ‘mini-cyclones’ that cause roof damage (mainly on tiled homes), damage to trees and flying debris. The Wodonga storm season is typically between October and March.

Bushfires and wildfires present a significant threat to Wodonga. Historical records mention a significant bushfire in 1952. More recently in 2003, bushfires threatened some elements of the municipality and while the township of Wodonga was not directly under attack, significant community health problems were experienced due to prolonged smoke haze over a period of several weeks. Other major fires that affected the areas of Wodonga and Indigo Shires occurred in 2014 and 2015.

<table>
<thead>
<tr>
<th>History of emergencies</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Windstorm – tree damage / debris</td>
<td>October 2008</td>
</tr>
<tr>
<td>Fire – threat from Baranduda</td>
<td>February 2009</td>
</tr>
<tr>
<td>Fire – BUPA nursing home smoke in air conditioning system</td>
<td>July 2009</td>
</tr>
<tr>
<td>Flood – major rainfall in surrounding hills causing flooding of local creeks / waterways</td>
<td>December 2010</td>
</tr>
<tr>
<td>Fire – Klings Hill - Plunkett Road and surrounds.</td>
<td>December, 2014</td>
</tr>
<tr>
<td>Fire - Barnawartha/Indigo Valley Creek</td>
<td>December, 2015</td>
</tr>
<tr>
<td>Flood/Wodonga Quarry Event</td>
<td>October/November 2016.</td>
</tr>
<tr>
<td>Storm Event – Wodonga on 27.3.2017</td>
<td>March, 2017</td>
</tr>
<tr>
<td>Storm Event – Wodonga</td>
<td>December, 2017</td>
</tr>
</tbody>
</table>
## 2.4. History of exercises

<table>
<thead>
<tr>
<th>Exercise Description</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exercise “Rolling Thunder” at Wodonga. Involved all agencies where a MECC was set up at the council offices in response to a large storm event which required persons to be evacuated and a relief centre set up. Relief and recovery procedures were implemented.</td>
<td>October, 2014</td>
</tr>
<tr>
<td>Attended SES Exercise “Chinook” – at Benalla. Large scale table top exercise which included flooding and storm activity in the Wodonga area which required a response from all agencies for evacuations and set up of relief centre and recovery procedures. Exercise was conducted at CFA ICC Wodonga.</td>
<td>October, 2015</td>
</tr>
<tr>
<td>North East Water – Exercise “Lights Out”. This involved a large scale electrical black out in the Wodonga area. The desktop exercise was conducted at an Emergency Operations Centre set up at North East Water. All agencies attended as a response to simulated activity.</td>
<td>April, 2016</td>
</tr>
<tr>
<td>CFA Exercise at Kookaburra Point which involved CFA, VicPol and SES in response to a serious motor vehicle accident requiring rescue and recovery of passengers in the vehicle.</td>
<td>March, 2017</td>
</tr>
<tr>
<td>Combined Department of Defence Fire and Rescue Services and CFA Exercise at Old Wodonga Saleyards. This involved the use of old saleyards canteen where a simulated fire was created and extraction of persons from the location by combined CFA and Defence fire and rescue services.</td>
<td>September, 2017</td>
</tr>
<tr>
<td>Department of Defence Desktop Exercise – AWAA – GAZA Barracks. 9th November, 2017. All Agencies including NSW Police.</td>
<td>November, 2017</td>
</tr>
<tr>
<td>Exercise “Storm Buster”, opening and closing of Emergency Relief Centre at The Cube, Wodonga.</td>
<td>September, 2018</td>
</tr>
</tbody>
</table>
3.1. Municipal emergency management planning committee

This committee is formed pursuant to section 21(3) and (4) of the *Emergency Management Act 1986*, to formulate a plan for the council’s consideration in relation to the prevention of response to and the recovery from emergencies within the city of Wodonga. The current MEM Planning Committee and contact details are listed in Part 12 Contacts.

3.2. Municipal emergency management functions

Wodonga Council accepts responsibility for management of municipal resources and the coordination of community support to counter the effects of an emergency during both the response to and recovery from emergencies.

The responsibilities for local government include:

- Local implementation of state-wide preventive strategies – planning and building codes, flood planning (in conjunction with the North East Catchment Management Authority); health planning, and fire prevention planning in conjunction with the CFA and DELWP;
- Local risk management and emergency planning;
- Management of community participation in planning and service delivery before and after emergencies;
- Provision of community education and awareness programs;
- Incorporation into local safety programs of risk reduction strategies;
- Service delivery to support persons in particular need;
- Equipment support to emergency agencies;
- Management and support of community recovery programs, policies and strategies;
- Provision of emergency relief to affected persons during the response phase;
- Provision of resources to control and relief agencies during response and recovery;
- Municipal assistance to agencies during the response and recovery from emergencies;
- Assessment of the impact of the emergency; and,
- Relief and Recovery activities within the municipality, in consultation with DHHS.
In order to carry out these management functions, Wodonga Council has an Emergency Management Group that consists of:

- Municipal Emergency Resources Officer (MERO);
- Municipal Recovery Manager (MRM);
- Municipal Emergency Response Co-ordinator (MERC);
- Control Agency Representative;
- Municipal Fire Prevention Officer (MFPO); and
- Emergency Management Co-ordinator (EMC) and others co-opted as required.

This group will have overall decision making control on emergency response and recovery activities.

The emergency management group, or part thereof, will convene when the scale of the emergency dictates the requirement for the provision of any of the functions outlined above. Members of the emergency management group will liaise to determine what level of activation is required as determined by the flow charts in Part 8 Contact Details.
3.3. Municipal emergency management structure

The organisational chart below identifies the key people appointed to emergency management positions within the City of Wodonga.

*Figure 3: Wodonga Council Emergency Management Structure*
3.4. Sub-committees

The MEM Planning Committee may form, or contribute to, special sub-committees, municipal committees and community programs and other specialist emergency services committees to plan for the management of specific, identified risks which require an additional level of planning.

Examples of these include the following:
- Municipal Fire Management Planning Committee: Members include Wodonga Council MFPO, EMC, CFA, DELWP, Parklands Albury Wodonga and the Defence Department.
- Risk Management sub-committee: Members include MERC, MERO, MRM, EMC, SES, Wodonga Community Safety Rep.
- Promoting Community Resilience sub-committee: Members include MRM, EMC, council staff, Gateway Health.

3.5. Municipal Emergency Resources Officer (MERO)

The 1986 Act requires each council to appoint a Municipal Emergency Resource Officer/s (MERO).

The role of the MERO is to:
- co-ordinate municipal resources in emergency response;
- provide council resources when requested by emergency services or police during response activities;
- maintain effective liaison with emergency agencies within or servicing the municipal district and the MRM;
- maintain an effective contact base so municipal resources can be accessed on a 24-hour basis;
- keep the municipal emergency coordination centre(s) prepared to ensure prompt activation if needed;
- liaise with the MRM on the best use of municipal resources;
- organise a response debrief if requested by the Municipal Emergency Response Coordinator (MERC), an appointee of Victoria Police;
- ensure procedures and systems are in place to monitor and record expenditure by the council in relation to emergencies; and
- perform other duties as determined.

The council has appointed officers to fill the position of MERO/MRM and deputy MEROs. Refer to Part 12 Contact Details for incumbent details.
3.6. Municipal Recovery Manager (MRM)

The MRM should be a senior officer, as the recovery process can involve many aspects of council’s activities over a considerable period. If the MERO is also the MRM, special planning is needed to minimise a clash of priorities in the early stages of dealing with emergencies, as response and recovery activities will be operating simultaneously.

The role of the MRM to:
- co-ordinate municipal and community resources and recovery;
- assist with collating and evaluate information gathered in the post-impact assessment;
- establish priorities for the restoration of community services and needs;
- liaise with the MEM and MERO on the best use of municipal resources;
- establish an information and coordination centre at the municipal offices or a location more appropriate to the affected area;
- liaise, consult and negotiate with recovery agencies and council on behalf of the affected area and community recovery committees;
- liaise with the regional recovery committee and Department of Health and Human Services;
- undertake other specific recovery activities as determined.

The council has appointed officer's to fill the position of MRM. Refer to Part 12 contact details for incumbent details.

3.7. Emergency Management Coordinator (EMC)

The EMC is responsible for the development of robust and innovative strategies to increase emergency management capability, particularly as it relates to all hazards in the municipality. The key deliverables of this role are to ensure that statutory obligations and relevant recommendations of the Victorian Bushfires Royal Commission (VBRC) are met by the introduction of measurable improvements in community safety.

Responsibilities
- Implement the VBRC recommendations that municipalities have a responsibility to implement.
- Work in partnership with other agencies to implement VBRC recommendations.
- Support, maintain and facilitate the Municipal Emergency Management Plan.
- Support, maintain and facilitate all other sub-plans associated with the Municipal Emergency Management Plan.
- Co-ordinate the completion and facilitation of the Vulnerable Persons Register.
- Maintain the agencies and facilities list of the Vulnerable Persons Register.
- Co-ordinate and facilitate the Municipal Fire Management Planning Committee.
3.8. Municipal Fire Prevention Officer (MFPO)

Wodonga Council has appointed the Manager Environment and Community Protection, the Municipal Fire Prevention Officer pursuant to the Country Fire Authority Act 1958.

The MFPO may delegate duties to provide for the effective management of fire, Wodonga Council’s Local Laws Officers have been nominated as Deputy MFPOs.

The role of the MFPO is to:

- Undertake and regularly review the council’s fire prevention planning and plans, together with the Municipal Fire Management Planning Committee (MFMPC);
- Liaise with fire services, brigades, other authorities and councils regarding fire prevention planning and implementation;
- Advise and assist the Municipal Emergency Management Planning Committee (or MEMPC) on fire prevention and related matters;
- Ensure the MEMPlan contains reference to the Municipal Fire Management Plan;
- Report to the council on fire prevention and related matters;
- Carry out statutory tasks related to fire prevention notices and infringement notices;
- Investigate and act on complaints regarding potential fire hazards;
- Advise, assist and make recommendations to the general public on fire prevention and related matters;
- Issue permits to burn (under Local Laws No.1 of 2014); and,
- Facilitate community fire safety education programs and support community fireguard groups in fire-prone areas. Support fire services in the delivery of community fire safety education programs.

3.9. Command, control coordination (emergency response) The six c’s

Command, Control and Co-ordination are familiar and traditional mechanisms in emergency and incident management.

This is what our systems have been built on but over the past few years we have sponsored a supplementary focus on Consequence, Communication and Community Connection. The combination of these ‘six Cs’ is leading to a massive shift in the way we approach emergency management and it is one Victoria is embracing.

This is a modern approach to emergency management and an approach that is inclusive and community focused. It is also one that supports resilience in communities and in the sector.

Including Consequence, Communication and Community Connection into a well-established and tested emergency management system is the next logical step to better focus on the community being central to everything we do in emergency management.

Control
The overall direction of response activities in an emergency, operating horizontally across agencies.

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

Co-ordination
The bringing together of agencies and resources to ensure effective preparation for, response to and recovery from emergencies.

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

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

Community Connection
The understanding of and connecting with trusted networks, trusted leaders and all communities to support resilience and decision making.
Understanding the impact of an emergency, the consequences of the impact and how we reach in and acknowledge the community connections before during and after an emergency is vital to building a sustainable emergency management system and one that recognises the central tenets of wellbeing, liveability, sustainability and viability for communities.

This approach is supported by the State Emergency Management Priorities which include “primacy of life” and issuing of information and warnings to communities as non-negotiables and a focus on protection of property, infrastructure, economics and environment assets and values.

State Emergency Management Priorities
The State Emergency Management Priorities provide clear direction on the factors that are required to be considered and actioned during response to any emergency. The intent is to minimise the impacts of emergencies and enable affected communities to focus on their recovery as early as practicable.

The following State Emergency Management Priorities underpin the planning and operational decisions made when managing the response to emergencies.

The State Emergency Management Priorities are:
- Protection and preservation of life is paramount. This includes
  - Safety of emergency services personnel;
  - Safety of community members including vulnerable community members and visitors/tourists located within the incident area;
- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety;
- Protection of critical infrastructure and community assets that supports community resilience;
- Protection of residential property as a place of primary residence;
- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability;
- Protection of environmental and conservation assets that considers the cultural, biodiversity and social values of the environment.

Tiers of Control
The incident controller will activate incident tier teams as required in anticipation of or in response to a specific incident. Incident tier arrangements apply for both non-major and major emergencies, although enhanced arrangements apply to the management of major emergencies.

Note that not all Class 2 emergencies will involve an incident tier. Similarly, not all agencies will be able to provide a representative for incident tier teams.

Class of Emergencies
Class 1 emergency means—
(a) A major fire or
(b) Any other major emergency for which the Metropolitan Fire and Emergency Services Board, the Country Fire Authority or the Victoria State Emergency Service Authority is the control agency under the state emergency response plan.

Class 2 emergency means a major emergency which is not—
(a) A Class 1 emergency or
(b) A warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth or
3.10. Incident Emergency Response Co-ordinator (IERC)

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

The role of the IERC is to:

- maintain a presence at the place where control is being exercised and represent the MERC in their absence
- ensure effective control is established and maintained
- ensure that the appropriate control and support agencies are in attendance – or have been notified by the controller and are responding to an emergency
- in the event of uncertainty, determine which agency is to perform its statutory response role in accordance with the requirements of EMMV Part 7 – Emergency Management Agency Roles, where more than one agency is empowered to perform that role
- ensure the incident controller has formed and is chairing an IEMT and is ensuring effective information sharing
- arrange for the provision and allocation of resources requested by control and support agencies and escalate unfulfilled requests to the MERC or RERC
- ensure timely warnings and information are provided to the community and support agencies by the control agency
- ensure the incident controller has developed and issued an incident action plan (including objectives and strategies for managing the incident)
- consider the need for declaration of an emergency area
- provide the MERC or RERC with information or advice on issues relating to control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

3.11. Municipal Emergency Response Co-ordinator (MERC)

The officer in charge at the Wodonga Police Station, or his/her deputy, is known as the MERC for Wodonga.

Responsibilities

- Take an active role in planning at a local level including representation on the MEM Planning Committee.
- In times of emergencies that require activation of the MECC or an ICC attend at the MECC or the ICC as the MERC.
- Liaise with local control authorities and support agencies and ensure that an effective control structure has been established by agencies in coping with an emergency at local level.
- Obtain and forward regular advice to the Regional Emergency Response Co-ordinator of the potential of an emergency which is not under substantial control of the control agency.
- Maintain an awareness of local resources which may be utilised in an emergency.
- Convene post emergency de-briefing conferences as soon as practicable after a local emergency when required.

Any control agency requiring municipal support will request that support through the Municipal Emergency Response Co-ordinator who will pass on all requirements to the MERO.
3.12. Regional Emergency Response Coordinator (RERC)

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

The RERC is responsible for bringing together agencies and resources within a region to support the response to emergencies.

The RERC communicates with the Emergency Management Commissioner through the SPLO. The role of the RERC is to:

- coordinate resources or services within the emergency response region, having regard to the provisions of section 56 (2) of the EM Act 2013
- monitor control arrangements for emergencies across the region to ensure they are effective
- in the event of uncertainty, determine which agency is to perform its statutory response role within a region, in accordance with the requirements of the EMMV Part 7 – Emergency Management Agency Roles, where more than one agency is empowered to perform that role
- where necessary, ensure the Regional Controller has formed and is chairing the REMT or, where there are multiple disparate emergencies in the Region, form and chair the REMT
- monitor the provision of information and warnings to affected communities
- source resources and services requested by the MERC and escalate requests unable to be fulfilled by the region to the Emergency Management Commissioner through the SPLO
- ensure the Regional Controller/s develop a regional strategic plan for the management of the emergencies within the region
- ensure the Regional Recovery Coordinator has been notified of the emergency to ensure relief and recovery measures are in place
- monitor the provision of relief across the region, in collaboration with the Regional Recovery Coordinator
- consider registration of persons affected by the emergency
- monitor the need to declare an emergency area
- provide the SPLO with information or advice on issues relating the control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery
- ensure the Regional Control Team and REMT conduct an operational debrief, where necessary, after a period of activation.
3.13. Debriefing arrangements

A debrief will take place as soon as practicable after an emergency. The MERC will convene the meeting and all agencies who participated should be represented with a view to assessing the adequacy of the plan to recommend any change. Such meetings should be chaired by the chairperson of the MEM Planning Committee.

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

3.14. Financial considerations

Financial accounting for municipal resources utilised in emergencies must be authorised by the MERO or the MRM and shall be in accordance with the normal financial arrangements of Wodonga Council.

Control agencies are responsible for all costs involved in that agency responding to an emergency. Government agencies supporting the control agency are expected to defray all costs from their normal budgets.

Depending on the magnitude of the emergency some government financial assistance may be available for prevention, response and recovery activities.

Wodonga Council is accountable for any monies donated as a result of any emergency event and will implement systems to receive and account for all such donations.
3.15. Wodonga Council Municipal Emergency Management Planning Committee - Terms of Reference

Wodonga Council Municipal Emergency Management Planning Committee

Terms of Reference

1. Introduction
The Municipal Emergency Management Planning Committee (MEMPC) is established and operates in accordance with the Emergency Management Act 1986 Part 21 (3) and the Emergency Management Manual Victoria.

2. Background
- The MEMPC is to meet on a quarterly basis ideally – 2nd Tuesday of February, May, August and November each year.
- The purpose of the Terms of Reference is to provide the MEMPC with structure and a framework that can be used to ensure the meetings are productive and relevant.

3. Objective

The Emergency Management Manual Victoria (EMMV) Part 6 Section 6.3 outlines the requirements of the MEMP and documents the outcomes of the planning process. Part 6 Section 6.4 outlines the roles and functions of the MEMP Committee. The most important function of the MEMP Committee is to prepare a plan that addresses the three key components to emergency management, being:
- Prevention/Mitigation/Risk Reduction
- Response
- Relief/Recovery

4. Role of the Municipal Emergency Management Planning Committee
- The appointed Municipal Emergency Resource Officer (MERO) is required to attend the Introduction to Emergency Management and/or the Introduction to Emergency Management for Local Government programs.
- The various agency reports are to be submitted either electronically or in writing one week prior to scheduled meeting dates and further discussion is by exception only. These reports are to be tabled and reported on in the committee minutes.
- The primary function and ongoing role for the MEMPC meetings should be to review and test various parts of the Memplan to ensure it stays effective and current.
- The Contact List in any Memplan is often the most critical and most neglected part of the Plan. This list should be revised at every opportunity and where required it should be tested to ensure it is current and effective. The contact list will be checked at every MEMPC meeting held.
- At the commencement of each year the MEMPC should discuss future plans for various exercises in the coming 12 months. The responsibilities in planning and conducting exercises should be shared amongst Committee members who either have the same relevant expertise or are prepared to take on the role to develop their own skills in the area of planning an exercise.
- The MEMPC should also conduct various tabletop discussions and field exercises to determine how well the operational elements of the Memplan can be implemented.
- Each exercise should be debriefed and have a document that lists the outcomes and lessons learnt for future reference to help improve the exercises.
- Invite guest speakers with a role in emergency management to the MEMPC to promote their own agency or particular industry to provide information, insight and enhanced liaison opportunities and networks.
- The MEMPC should at every opportunity liaise with surrounding Municipalities through various exercises and invitations to meetings to strengthen networks and a mutual understanding of each areas capabilities and resources.
Conduct of Interest Provisions

In performing the role of the MEMP Committee member, person must:

- Act with integrity;
- Impartially exercise his/her responsibilities in the interest of the local community;
- Not improperly seek to confer an advantage or disadvantage on any person;
- Treat all persons with respect and have due regard to opinions, beliefs, rights and responsibilities of other persons;
- Commit to regular attendance at meetings; and,
- Not make improper use of information acquired because of their position or release information that the member knows, or should reasonably know, is confidential information.

Contact with the Media

Contact with the media by the MEMP Committee members will be conducted in accordance with councillor/administrator and staff media policies. Community members should defer any media enquiries to the Municipal Emergency Resource Officer (MERO) or the Emergency Management Co-ordinator (EMC) in the first instance and should take care not to respond as a representative of the committee.

5. Membership

<table>
<thead>
<tr>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Councillor Representative</td>
</tr>
<tr>
<td>Municipal Emergency Resource Officer (MERO)</td>
</tr>
<tr>
<td>Municipal Recovery Manager (MRM)</td>
</tr>
<tr>
<td>Deputy MERO (Chair)</td>
</tr>
<tr>
<td>Deputy MRM</td>
</tr>
<tr>
<td>Emergency Management Co-ordinator (EMC)</td>
</tr>
<tr>
<td>VicPol Municipal Emergency Response Coordinator (MERC)</td>
</tr>
<tr>
<td>Fire Services Representative (CFA)</td>
</tr>
<tr>
<td>VICSES Representative (Regional)</td>
</tr>
<tr>
<td>VICSES Representative – (Local)</td>
</tr>
<tr>
<td>Ambulance Victoria</td>
</tr>
<tr>
<td>Albury Wodonga Health</td>
</tr>
<tr>
<td>Albury City Council (LEMO)</td>
</tr>
<tr>
<td>VicRoads Representative</td>
</tr>
<tr>
<td>Department of Health and Human Services Representative</td>
</tr>
<tr>
<td>Australian Red Cross Representative</td>
</tr>
<tr>
<td>St John Ambulance Representative</td>
</tr>
<tr>
<td>Department of Environment, Land and Water (DELWP)</td>
</tr>
<tr>
<td>Department of Defence Representative</td>
</tr>
<tr>
<td>AusNet Services</td>
</tr>
<tr>
<td>North East Water (EMC)</td>
</tr>
<tr>
<td>The Salvation Army</td>
</tr>
<tr>
<td>Department Economic Development, Jobs, Transport &amp; Resource</td>
</tr>
<tr>
<td>Albury Wodonga Volunteer Resource Bureau Inc</td>
</tr>
<tr>
<td>Human Services</td>
</tr>
<tr>
<td>North East Catchment Authority Representative</td>
</tr>
</tbody>
</table>
6. **Quorum**

A quorum will be achieved with the attendance of the following representatives:

- Victoria Police – MERC/Deputy or delegated officer to attend meetings
- Council – MERO/Deputy or MRM/Deputy
- Control Response agencies: 1 representative from at least 2 different agencies (e.g., CFA and SES)
- Recovery Agency – at least 1 representative from 1 different agency.
- Two representatives from the community involved in Emergency Management.

No resolutions can be made if a quorum is not reached but a meeting can be held; minutes taken and issues referred for resolution to the next meeting of the MEMPC at which a quorum is reached.

7. **Role of Chairperson**

The chairperson is responsible for making sure that each meeting is conducted according to the Terms of Reference and that matters are dealt with in an orderly, efficient manner. The chairperson carries the authority to keep order and maintain progress in line with the agenda. The chairperson must make the most of all his/her committee members and “lead the team”.

Another councillor/administrator or the MERO/MRM or deputies will fill the role of chairperson in the event of a casual absence.

8. **Administrative support**

Administrative support is co-ordinated by the MERO/EMC. This includes preparation of agendas and minutes, the EMC is primarily responsible for the maintenance of the Memplan, however, may call upon the committee for assistance to maintain the plan.

9. **Monitoring, Review and Evaluation**

Any key developments or issues faced by the group are to be reported to the Executive Team. There is also an annual report to the council on the status of emergency management at Wodonga Council.
4. PREVENTION ARRANGEMENTS

4.1. The role of the municipality

Wodonga Council recognises it has a key role in prevention and mitigation activities to reduce the risk, or minimise the effects, of emergencies that may occur in the area. The council’s enforcement and continued reviewing of existing policies in land use, building codes and regulations, and urban planning, along with the various agencies responsible for prevention activities throughout the community, combine to ensure that all measures possible are addressed to reduce the likelihood of emergency. The MEM Planning Committee also plays a role in prevention by identifying potential hazard areas.

4.2. Preparedness

Part 5 Response Arrangements identifies the roles and responsibilities of the various organisations and agencies that exist in the municipality. Each agency’s ability to cope with the identified threats was considered during this process. ERCs have been identified, along with alternative in the event that the primary ERC should become unserviceable. Likewise, Neighbourhood Safer Places (Places of Last Resort) and Emergency Relief Centres have been determined for use during emergencies. These are listed in Part 8.3.1 of the Memplan.

4.3. Community awareness and engagement

There is always a great demand for information before, during and after emergencies, and it is often one of the major issues raised in debriefs and reviews. Accurate and timely information is vital to allow community members to adopt behaviours and take actions appropriate to the emergency. An engaged community involved in the decision-making processes associated with emergency management activities is more likely to be responsive, resilient and self-managing when emergencies do arise.

Community awareness programs should aim to provide real, useable information that is appropriate to both the nature of different types of emergencies and the target community. This information, in the form of community awareness and education messages, may be distributed:

- By print media;
- Electronically, for example radio, television or SMS messages;
- By online technology, for example website and/or website;
- By social media;
- In response to telephone inquiries; and,
- By printed release.

The CFA, VicSES and the Department of Environment Land Water and Planning all have informative websites to keep the community informed in the event of an emergency.

They are as follows:
- cfa.vic.gov.au – Country Fire Authority
- ses.vic.gov.au – Victorian SES

Wodonga Council supports a range of programs and activities that engages communities in building resilience to the effects of emergencies and disasters.

4.4. Links to other prevention/mitigation plans/sub-plans

Within the municipality a number of prevention or mitigation plans have been developed for responding to and recovering from specific emergencies. Further details of these plans are listed in Appendix D. Their relationship to this plan is shown below.
Figure 4: Wodonga Council Mitigation and Sub-Plans.
4.5. Risk management

Wodonga Council recognises that it has a key role in reducing the risk or minimising the effects of emergencies that may occur in the municipality. Along with the various agencies responsible for prevention activities throughout the community, the council’s enforcement and continued review of existing policies in land use, building codes and regulations, and urban planning, combine to ensure that appropriate control measures possible are implemented to reduce the likelihood of emergencies.

The MEM Planning Committee plays a significant role in prevention by identifying potential hazards and developing risk control strategies. Wodonga Council’s risk management process assists in finding ways to avoid or minimise risks, by identifying:

- What could go wrong;
- How likely it is to occur;
- What the consequences would be;
- What controls already exist that make it less likely to occur or for the consequences to be less severe; and,
- What other strategies we could undertake to decrease the likelihood or consequences.

The Community Emergency Risk Assessment (CERA) process is informed by community communication and consultation. It is in line with both the current standards of AS/NZS 4360:2004 (Australian New Zealand Standard - Risk Management) and AS.NZS/ISO 31000:2009 - Risk Management Principles and Guidelines (International Standard for Risk Management). The process involves:

- Establishing the context;
- Identifying risks;
- Analysing risks;
- Evaluating risks;
- Treating risks; and,
- Monitoring and reviewing the process.

The main risks to Wodonga Council have been identified using this process. These include:

- **Environment** (waste handling and disposal, risk identification, waste and energy use minimisation, incident management, environmental performance reporting);
- **Technology and information management** (information needs, data collection and integrity, risk identification information technology standards, disaster recovery, security and back-up, systems maintenance);
- **Service delivery** (communication, compliance, purchasing and supply, contract management system, contractors’ risk management and business continuity);
- **People** (recruitment and selection, contractors and contractor safety, occupational health and safety, training and competency, equal employment opportunity – equity and diversity, workplace relations, performance management, public safety);
- **Financial and economic** (compliance, risk identification and assessment, financial accountabilities and delegations, training and competencies, segregation, reporting, fraud and corruption control);
- **Assets and security** (asset management and security accountability, inspection and maintenance, risk identification, asset and equipment training and competency, security needs);
- **Ethics and corporate image** (issues and grievances, external communications, pecuniary interests, organizational code of conduct, corporate social responsibility, whistle blowing); and,
- **Leadership and corporate governance** (mission, vision, values; policy and procedures, self-assessment/internal audits, accountabilities / responsibilities, committees, continuity of management).
4.6. Risk assessment process and results

4.6.1. Community Emergency Risk Assessment (CERA) Process

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

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

To use the CERA process, the CERA tool, developed by the State Emergency Service (SES) was utilised. It provides a robust framework for a ‘community of interest’ to identify and prioritise those emergency risks that are likely to create most disruption to them. The assessment tool assisted in identifying and describing hazards and assesses impacts and consequences based upon the vulnerability or exposure of the community or its functions.

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

Risk Identification and analysis

The risk identification and analysis regime carried out (CERA) aligns with the ISO31000 standard. ISO31000 describes risk analysis as:

\[
\text{Risk Analysis} = \text{Consequence} \times \text{Likelihood}
\]

The ISO31000 Standard emphasises the need to establish and manage the risk to the objectives that you have set during the plan development process.

During the preparation of this plan, a risk analysis was carried out to identify potential natural and manufactured hazards within the municipality.

The history of occurrence and the nature of each hazard, especially community vulnerability, have been considered during the analysis process. Due to ongoing changes of seasonal conditions, community development and public attitudes, the rating of the identified threats may vary over a period of time.

There is no one agency that can or does control all of the risks associated with an emergency or disaster. It is the community that collectively owns the risks associated with its area. Wodonga Council has taken a lead role in driving arrangements at the local level for the benefit of the community. This concept is the basis of CERA.

City of Wodonga MEMPC has developed its CERA upon the principles of risk management but founded upon the opinions of those people who live and work within the municipality. A hazard analysis and risk assessment of perceived threats to the municipality has also been conducted by the MEM Planning Committee and recorded using council’s Risk and Opportunity Management Planner (refer Appendix I).
City of Wodonga
February 26, 2018

<table>
<thead>
<tr>
<th>Code</th>
<th>Risk</th>
<th>Ratings</th>
<th>Confidence</th>
<th>Residual Risk Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>BF-L</td>
<td>Bushfire - large, regional</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>F-1</td>
<td>Fire - industrial</td>
<td>High</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>FL2</td>
<td>Flood - Major</td>
<td>High</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>AE</td>
<td>Exotic Animal Disease</td>
<td>High</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>ET-HW</td>
<td>Extreme Temperature</td>
<td>High</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>HE</td>
<td>Human epidemic</td>
<td>High</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>Te-01</td>
<td>Utility Failure</td>
<td>Medium</td>
<td>Medium</td>
<td></td>
</tr>
</tbody>
</table>

Note: Size of bubble reflects level of residual likelihood.

Refer to link for CERA final review:
I:\Sustainable Development\Health & Civic\Emergency Management\MEMP 2018 Audit\Copy of Tool - CERA
This information has been further discussed by the MEM Planning Committee resulting in a CERA Risk Register, which identifies risks, has an analysis and evaluation of the risks, and shows risk treatments. Identified risks have been given a risk rating.

The intended outcome of this process is the development of risk reduction strategies that enhance personal security and safety within Wodonga. This process is not intended to exclude any form of emergency and to this end; this document has adopted a flexible “all hazards approach”.

The risk management process is subject to reviews annually and should undergo a major review at least once every three years, between audits. The progress of implemented treatment options is monitored by the MEM Planning Committee through reports provided by the MER0 at each meeting.

4.6.2. 9. RESPONSE ACTIVITIES

When response activities are nearing completion the MERC in conjunction with the control agency will call together relevant relief and recovery agencies including the MER0 and the MRM, to consult and agree on the timing and process of the response stand down.

In some circumstances, it may be appropriate for certain facilities and goods obtained under emergency response arrangements during response to be utilised in recovery activities. In these situations there would be an actual handover to the Recovery Manager of such facilities and goods. This handover will occur only after agreement has been reached between response and recovery managers.

4.7. Control and support agencies

It is the prerogative of the control agency to formulate action plans for a given emergency in consultation with support agencies. Control and support agencies for various types of emergencies are listed in the EMMV, Part 7 (see https://www.emv.vic.gov.au/policies/emmv).

A control agency is an agency identified to control the response activities to a specified type of emergency. The control agency may change as the emergency response progresses or is clarified.

A support agency is an agency which provides essential services, personnel, or material to support or assist a control agency or affected persons. A key support agency is an agency that has specific skills and resources to support response for a particular type of emergency.

4.8. Warning systems

The method of alerting people to the need for evacuation will depend on a number of factors.

Consideration should be given to:
- The type of emergency;
- The number of people affected; and,
- The ethnic origins of the affected people.
5. RESPONSE ARRANGEMENTS

5.1. Introduction

The emergency response concept provides the mechanism for the build-up of appropriate resources to cope with emergencies in Wodonga. It also provides for requests for physical assistance from the Commonwealth when state resources have been exhausted.

Minor incidents are of local concern and will be responded to by council staff. The council’s operational staff are available 24 hours a day to attend to minor or non-threatening incidents such as trees on roads, small grass fires, windstorm, and minor flood and in these cases it is not necessary to contact the MERO or activate this MEMP.

For emergencies that are beyond local capabilities or when local resources are exhausted, the MEMP provides for further resources to be made available, firstly from neighbouring municipalities (by agreement through the Municipal Association of Victoria) and then, secondly on a state-wide basis.

5.2. Phase of activation

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

Alert

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

- Warning for key personnel;
- Testing of communications arrangements; and,
- Establish flow of information between municipality and control/support agencies.

Stand by

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

- Staff respective emergency centres;
- Prepare equipment and personnel for immediate action; and,
- Identify assembly areas.

Action

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

- Mobilise personnel/equipment as requested;
- Produce situation reports on regular basis for higher authorities;
- Deploy additional resources as required; and,
- Ensure casual emergency workers are registered.

Stand down

After consultation with the control authority and any other relevant agency and the MERC is satisfied that the response to the emergency has been completed, he/she will advise all participating agencies of “stand down”.

Municipal Emergency Management Plan 2018
5.2.1. Neighbourhood Safer Places (places of last resort)

Wodonga Council has adopted the following locations as neighbourhood safer places. These locations do not have any facilities. They are places that people may evacuate to as a place of last resort in case of fire.

Birallee Park, Marshall St, Wodonga
Kelly Park, Dalgleish St, Wodonga
Martin Park, Gordon St or Vermont St, Wodonga

Refer to Map 13.1.2

Emergency relief/recovery centres
The following facilities have been assessed and found to be potentially suitable for use in times of emergency as relief and/or recovery centres. Careful consideration must be given to the prevailing circumstances and number of people needing assistance when selecting a site or sites to be used to operate an emergency relief and/or recovery centre. The MERO and MRM will liaise and based on the nature and scale of the emergency will decide on the number of centres and location/s to be activated. The MRM will activate the centres in accordance with the Recovery Action Plan.

**Note: If the Wodonga Sports and Leisure Centre (WSLC) is being used by the council’s Business Recovery Committee, then the WSLC will not be available for use as an Emergency Relief Centre.**

<table>
<thead>
<tr>
<th>Name of facility</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Cube Wodonga</td>
<td>Hovell St, Wodonga</td>
</tr>
<tr>
<td>2. Wodonga Sports and Leisure Centre</td>
<td>Hedgerow Court, Wodonga</td>
</tr>
<tr>
<td>3. Birallee Park Club Rooms</td>
<td>Marshall St</td>
</tr>
<tr>
<td>4. Birallee Park change rooms</td>
<td>Marshall St</td>
</tr>
<tr>
<td>5. Baranduda Community Centre</td>
<td>3 Sage Court, Baranduda</td>
</tr>
<tr>
<td>6. Felltimber Community Centre</td>
<td>Cnr Melrose Drive and Felltimber Creek Rd</td>
</tr>
<tr>
<td>7. Martin Park Clubrooms</td>
<td>Gordon St or Vermont St (two entrances)</td>
</tr>
<tr>
<td>8. Martin Park players rooms</td>
<td>Gordon St or Vermont St (two entrances)</td>
</tr>
<tr>
<td>9. Nell Wilson Pavilion (open land areas at the showgrounds and racecourse) with access and egress roads.</td>
<td>Hamilton Smith Drive</td>
</tr>
</tbody>
</table>
5.2.2. Evacuation

Victoria Police is responsible for evacuation. The decision to evacuate rests with the control agency in conjunction with the police and available expert advice. Consideration must be given to the area which is to be evacuated, the route to be followed, the means of transport and the location to which evacuees will be asked to attend.

The Evacuation Process (refer to part 8 of the EMMV)
1. Decision
2. Warning or recommendation
3. Withdrawal
4. Shelter
5. Return

Once the decision to evacuate has been made, the Wodonga Council MERO should be contacted to assist in the implementation of the evacuation. Wodonga Council will provide advice regarding the most suitable Emergency Relief Centre and other resources that may be required (for example, public health, emergency relief considerations or requirements and special needs groups).

- Assistance in an evacuation may be provided by the following agencies: State Emergency Services;
- Country Fire Authority;
- Ambulance Victoria; and,
- Wodonga Council staff.

5.2.3. Vulnerable persons facilities list

The 2009 Victorian Bushfire Royal Commission examined community safety and recommended that MEMPs must contain information on vulnerable people. The MEMP must contain:
- Information about community organisations already working with vulnerable people at a municipal level;
- A register of facilities where vulnerable people are likely to be situated; and,
- A register of 24/7 contact details of funded agencies with identified vulnerable people.

A list of local facilities where vulnerable people are likely to be situated is co-ordinated and maintained by Wodonga Council (EMC). This list includes hospitals, schools, aged care facilities and child care centres. An updated copy of this document is maintained and available to Victoria Police, MEMPC members and other emergency agencies on Crisisworks at: wodonga.crisisworks.com

5.2.4. Vulnerable persons register

In accordance with the requirements of the Department of Health and Human Services (DHHS), Wodonga Council has implemented and co-ordinated the requirements of the Vulnerable People in Emergencies (VPE) Policy 2015, including the creation of the Vulnerable Person’s Register (VPR). The electronic VPR has been implemented and is maintained by Wodonga Council (EMC) on Crisisworks by the VPR Co-ordinators.

The VPR is able to be accessed by the Victorian Police to aid emergency planning and response, including potential evacuation. It has been developed to store local information about consenting, identified vulnerable people. This information is entered by relevant agencies into the Crisisworks datalink system.

Vulnerable Community Members
At all times care will be taken to identify those in the community affected by the emergency that require additional assistance (eg. elderly, disabled). The consequences of an emergency on community should not be assumed; community members considered most vulnerable to the emergency can change.
5.2.5. Family Violence in an Emergency

During an emergency the level of family violence can be exacerbated by the stress and pressure brought on by the event. Many factors can increase the risk of family violence, including homelessness, financial stress, unemployment, drug and alcohol abuse, and trauma. There is a tendency for family violence to become more acceptable in a community post-disaster due to increased stress and trauma. An emergency event is no excuse for violence.

Family violence is driven by gender inequity, gender stereotypes and a culture of excusing violence during emergencies. It is common for people to lapse into the traditional roles of men as the protector and women as the protected. It can occur for residents directly affected by the emergency as well as volunteer and employees in the response agencies, even when there hasn't been any violence previously.

As a committee it is important to acknowledge the following.

- The heightened risk of family violence during and post emergencies.
- When there is an emergency event, the Wodonga Council communication team are to distribute information about family violence and where to get assistance through the social media.
- At any relief centres, ensure information is available regarding family violence and endeavour to have people that are trained to deal with family violence in the centres.
- Educate all people who assist during times of an emergency as to what family violence is and why incidences are likely to increase due to an emergency.
- Acknowledgement that any parties attending to a family violence incident, they should make themselves aware if any intervention orders are in place, and seek assistance from the Police.

5.2.6. Aged and disabled persons list

A list of aged and disabled persons is available on request from the aged and disability staff at Community Services, Wodonga Council. This is an internal register of aged and disabled persons in the city of Wodonga that consists of clients that are registered with Wodonga Council as receiving council service. Some of these people may require assistance in an emergency situation.
5.2.7. Volunteers

Those wishing to volunteer during an emergency will be directed to register with Volunteers Victoria at their website: http://volunteeringvictoria.org.au/
Volunteering Victoria will co-ordinate all volunteers used in an emergency on behalf of Wodonga Council

Spontaneous Volunteers
Spontaneous volunteers are people that turn up during or after an event willing to help but are not affiliated with any group or club. Traditionally, spontaneous volunteers have been difficult to co-ordinate for municipalities as they may require training, accommodation, food and close management or supervision.

The council has developed an MOU with Volunteering Victoria for the supply of a trained Municipal Spontaneous Emergency Volunteer (MSEV) co-ordinator to be put in place during and immediately after an emergency impact. Under this MOU, Volunteering Victoria will provide a trained co-ordinator to the council who will focus predominantly on the co-ordination of the spontaneous volunteers. The council in return will co-ordinate accommodation if possible, food and office space for the co-ordinator.

The development of this MOU has increased the capacity of Wodonga Council to appropriately co-ordinate and place spontaneous volunteers in productive relief and recovery roles.

Volunteering Victoria is building a workforce of trained MSEVs who can assist (as volunteers) local councils to effectively manage SEVs in relief and recovery activities.

Working within existing emergency management structures, the MSEV could assist with relief and recovery activities, generally within the first three to four weeks of an event when the cohort of spontaneous volunteering is at its peak.

Deployment Process
In the event of an emergency, MSEVs could be requested to assist the council in relief or recovery activities. This need would be identified via the MRM or delegated person and a request submitted to Volunteering Victoria by phone, with details confirmed back in email. Volunteering Victoria will access the MSEV database to identify an appropriate and available MSEV to be deployed. This MSEV would report directly to the MRM.

Other Volunteers
Volunteers play a significant part in any recovery operation, particularly after large-scale, highly publicised emergencies. This section of the Relief and Recovery Plan examines volunteers who are affiliated with a specific organisation such as service clubs, community agencies and other non-government organisations. Volunteers who are affiliated with an organisation will be directed by that organisation and are likely to have specific skills to undertake previously assigned roles.

Voluntary organisations, that are appropriately insured, may be directed by either the MERO or MRM in the completion of a broad set tasks post emergency. These tasks could range from re-fencing, rebuilding, assisting in catering or other services etc.

Any clubs interested in registering interest in assisting in the relief and recovery process should contact the MRM through the Council offices.
5.3. Resource management

One of the key responsibilities of the council during an emergency is the provision of equipment and resources to support emergency agencies. Resources will be required from the very early stages of an emergency, right through to the completion of recovery and might include such things as:

- Traffic management equipment;
- Materials to absorb or contain spills or floods;
- Heavy equipment for moving materials and debris;
- Clearing of roads and drains; and,
- Transport of people at risk.

Where activities are contracted out, the council is still expected to be able to ensure a continuous emergency capacity is maintained. This expectation is built into relevant contracts. The council is also in an excellent position to source local supplies and equipment through its day to day contacts and preferred contractors.

Most incidents are of local concern and can be co-ordinated from local municipal resources. However, when local resources are exhausted, the Emergency Response Plan provides for further resources to be made available, firstly from neighbouring municipalities and shires (on a regional basis) and then, secondly on a state wide basis.

Comprehensive information about council resources, services and contacts is provided in Sub Plan 1: Resources.

5.3.1. Clearance of Drains/Roads, Road Closures and Alternative Routes

On roads managed by Wodonga Council, its road crews (or potential external contractors) are able to clear blocked road drains or remove fallen trees from roads as required. In an emergency, the MERO directs all road crew activities.

Generally the MERO must be consulted before municipal roads are closed in an emergency. If this is not possible due to a threatening situation where lives are potentially at risk, the Incident Controller must notify the MERO as soon as possible that a council road has been closed.

As a road manager, the council must make certain roads it manages are safe before being reopened after an emergency. Consultation with the MERO is required before re-opening any council-managed roads.

The MERO is also responsible for determining alternative routes on council roads when and if required in an emergency. The MERO will work with the responsible unit and under the direction of the Incident Controller in the determination of these routes.

5.3.2. Staging areas

If staging areas are established Wodonga Council will support the establishment of the areas and be guided by instructions and any requests from the Incident Controller directly to the MERO.

CFA District 24 Readiness and Response Arrangements have identified the following staging areas for Wodonga and surrounds:

Staging Areas:
- Barnawartha Rec. Reserve Havelock St Barnawartha
  SVNE Map book page 8354 F4
- Coulston Park Kiewa E Rd Tangambilangala Map 8352 G4
- Dederang Football Ground Kiewa Valley Hwy Dederang
  Map 8330 E12
- Rutherglen Showgrounds High Street Rutherglen Map
  8383 D6
- Wodonga Showgrounds Hamilton Smith Dr Wodonga
  Map 8308 G8
- La trobe University Oval Albert Road, Beechworth Map
  8316 G10.
5.3.3. MAV - Resource sharing protocol

The MAV has developed a protocol for inter-council emergency management resource sharing. The protocol is intended to clarify operational, insurance and reimbursement issues that may arise through municipal resource-sharing arrangements.

It was developed in consultation the Office of the Emergency Services Commissioner, Civic Mutual Plus (now Liability Mutual Insurance), WorkSafe Victoria and the Victorian Managed Insurance Authority. The protocol is consistent with the concepts and policy guidelines articulated in the Emergency Management Act 1986 and the Emergency Management Manual Victoria.

Council adoption of the protocol is voluntary. It is not intended to inhibit or diminish the effectiveness of any existing inter-council resource sharing arrangement. Councils should review any existing arrangements to ensure that issues identified in this protocol are addressed.

Councils can opt in or out of the protocol arrangements at any time by notifying us in writing.

5.4. RESPONSE ACTIVITIES

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

In some circumstances, it may be appropriate for certain facilities and goods obtained under emergency response arrangements during response to be utilised in recovery activities. In these situations there would be an actual handover to the Recovery Manager of such facilities and goods. This handover will occur only after agreement has been reached between response and recovery managers.

5.4.1. Control and support agencies

It is the prerogative of the control agency to formulate action plans for a given emergency in consultation with support agencies. Control and support agencies for various types of emergencies are listed in the EMMV, Part 7 (see https://www.emv.vic.gov.au/policies/emmv).

A control agency is an agency identified to control the response activities to a specified type of emergency. The control agency may change as the emergency response progresses or is clarified.

A support agency is an agency which provides essential services, personnel, or material to support or assist a control agency or affected persons. A key support agency is an agency that has specific skills and resources to support response for a particular type of emergency.

5.4.2. Warning systems

The method of alerting people to the need for evacuation will depend on a number of factors.

Consideration should be given to:
- The type of emergency;
- The number of people affected; and,
- The ethnic origins of the affected people.
6. RELIEF AND RECOVERY ARRANGEMENTS

6.1. Key references

- Local Government Act 1989
- Emergency Management Act 1986
- Emergency Management Act 2013
- Emergency Management Manual Victoria (EMMV) Part 4
- Regional Relief and Recovery Plan, Hume Region (DHHS)
- The State Emergency Relief and Recovery Plan EMMV Part 4
- State Health Emergency Response Plan (SHERP)
- Wodonga Council Influenza Pandemic Plan
- Wodonga Council Corporate Plan
- Wodonga Council Mission Statements
- Municipal Animal Emergency Welfare Plan 2017

6.2. Introduction

To ensure adequate arrangements are in place to assist those who are affected by emergencies, Wodonga Council’s relief and recovery arrangements have been developed in accordance with State Recovery Arrangements, the Emergency Management Act 1986 and 2013 and Municipal Emergency Management Planning arrangements contained in Part 6 of EMMV. They have also been developed with reference to the Regional Recovery Plan, Hume Region (DHHS), the state Emergency Relief and Recovery Plan (EMMV Part 4) and the fourth Edition of the State Health Emergency Response Plan (SHERP).

According to the Emergency Management Manual Victoria, municipal councils are the local lead agency for co-ordination of relief and recovery.

The EMMV (Part 4) defines emergency relief as: *The provision of assistance to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency.*

The *Emergency Management Act 2013* defines recovery as: *The assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning.*

Both relief and recovery begin when an emergency occurs and many response, relief and recovery activities are undertaken concurrently. Typically, relief is provided during and in the immediate aftermath of an emergency. Recovery is generally a longer term process for affected individuals and communities.
6.3. Summary of Relief and Recovery Arrangements, Roles and Responsibilities

State and regional relief and recovery arrangements, roles and responsibilities are listed in the EMMV Part 4. EMV is the State co-ordinator or relief and recovery. At the regional level, EMV has listed DHHS as the co-ordinating agency.

6.4. Relief Overview

Relief provides for the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency. Wodonga Council assisted by other organisations and with the support of the Department of Health and Human Services, is responsible for implementing relief measures including establishing and managing emergency relief centres.

At regional level relief is the responsibility of the Department of Health and Human Services. Relief comprises 11 functional activities:

- Community information
- Emergency shelter
- Food and water to individuals
- Drinking water to households
- Food supply continuity
- Psychosocial support
- Disbursement of material aid (non-food items)
- Reconnecting families and friends
- Health care and first aid
- Emergency financial assistance
- Animal welfare

Relief services can be provided at:

- The site of an emergency;
- A dedicated relief centre operated by a municipal council;
- Places of community gathering;
- Isolated communities;
- Transit sites; and,
- Other safe locations, as appropriate.
6.4.1. Relief Requests

Any requests for functional services of emergency relief must be channelled through the Municipal Emergency Response Co-ordinator (MERC) to the MERO. The MERO in consultation with the MRM will activate the required functional services. All functional services will operate and report back to the MERO.

6.4.2. Relief Escalation – Municipal Level to Regional Level

If the demand for relief exceeds the capacity of council, the RERC should be consulted with a view to request the Department of Health and Human Services (DHHS) to co-ordinate relief at regional level. To ensure a smooth transition of responsibility, the council should notify DHHS as soon as it becomes apparent an event will exceed its capacity. This does not replace the requirement for the RERC to monitor the emergency relief situation.

6.4.3. Relief Payment Responsibilities

The responsibility for payment of relief is detailed below. Agencies requesting relief should be familiar with these arrangements.

- Wodonga Council is responsible for relief centre measures provided to emergency-affected persons
- If relief is requested by an agency for its own personnel, that agency will be responsible for costs incurred
- When a control agency requests relief (e.g. catering) on behalf of a number of supporting agencies, the control agency will be responsible for costs incurred.

6.4.4. Relief Service Providers

The recovery plan identifies a number of local relief service providers. This list is updated and checked twice annually. All service providers are contacted and asked to confirm that they are still able to provide relief services if so identified.

6.4.5. Roles of Organisations and Agencies - Relief

Relief is not the exclusive domain of any single agency. All agencies and organisations willing to participate have an important role to play. This recognises that relief must be a whole-of-government and a whole-of-community process. The tables below are provided as a guide to indicate the range and types of services, which can be needed in a recovery process and the principal sources of those services.

In the event that local resources cannot be provided to meet support tasks needed, the request should be passed onto the Regional Emergency Response Co-ordinator via the Municipal Emergency Response Co-ordinator.
Figure 5: Relief Requirements and Agency Involvement

<table>
<thead>
<tr>
<th>Functional Area (Lead Co-ordinating Agency)</th>
<th>Activities</th>
<th>Coordinator</th>
<th>Suppliers and Support Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter</td>
<td>Arrange emergency shelter and accommodation for displaced households</td>
<td>Wodonga Council</td>
<td>DHHS</td>
</tr>
<tr>
<td>Food and Water (Aust. Red Cross)</td>
<td>At regional and state levels, Red Cross co-ordinates food and water including support from agencies, and provides support at the local level when requested</td>
<td>Red Cross</td>
<td>Salvation Army Foodbank Victoria</td>
</tr>
<tr>
<td>Reconnecting family and friends (VicPol, Aust. Red Cross)</td>
<td>Operate Register.Find.Reunite in relief centres, enquiry centres or online, to reconnect people with family, friends and their communities</td>
<td>VicPol</td>
<td>Aust. Red Cross</td>
</tr>
<tr>
<td>Disbursement of material aid (non-food items)</td>
<td>Provide essential material aid (non-food items) to emergency affected persons including clothing, bedding and other personal requisites.</td>
<td>Rotary clubs in Wodonga area</td>
<td>Wodonga Council, Salvation Army</td>
</tr>
<tr>
<td>Emergency financial assistance (DHHS)</td>
<td>Administer relief payments through the personal hardship assistance program, to help individuals meet their basic needs</td>
<td>DHHS</td>
<td>Australian Government Department of Human Services</td>
</tr>
<tr>
<td>Animal welfare (DEDJTR, DELWP)</td>
<td>DEDJTR is the primary agency for animal welfare (other than wildlife) support services DELWP is the primary agency to respond to wildlife welfare Municipal councils are responsible for housing of displaced and lost/stray companion animals</td>
<td>DEDJTR DELWP Wodonga Council</td>
<td>Wodonga Council VFF RSPCA Australian Veterinary Association</td>
</tr>
<tr>
<td>Drinking water for households (DELWP)</td>
<td>Provide drinking water to households</td>
<td>Water authorities</td>
<td>DELWP Wodonga Council DHHS</td>
</tr>
<tr>
<td>Food and grocery supply logistics continuity (DEDJTR)</td>
<td>DEDJTR will support food and grocery supply logistics planning and operations with the major food distribution operators</td>
<td>DEDJTR</td>
<td></td>
</tr>
<tr>
<td>Health and Medical assistance and first aid (Ambulance Victoria)</td>
<td>Provide pre-hospital care to people affected by emergencies Establish field primary care clinics Provide other health and medical relief assistance measures</td>
<td>Ambulance Victoria</td>
<td>St John Ambulance DHHS</td>
</tr>
<tr>
<td>Community information (Control agency)</td>
<td>Provide relief and recovery information to assist communities to make informed decisions about their safety</td>
<td>Control agency</td>
<td></td>
</tr>
<tr>
<td>Psychosocial support (DHHS)</td>
<td>Personal support (psychological first aid and emotional-spiritual care) in relief and recovery centres and through community outreach</td>
<td>Wodonga Councils</td>
<td>Aust. Red Cross VCC EM</td>
</tr>
</tbody>
</table>
6.5. Relief – Municipal Arrangements

Relief and recovery operations will occur from the ICC and be directed by the MRM.

6.5.1. Emergency Relief Centres (ERCs)

An emergency relief centre (ERC) is a building or place established to provide life support and essential needs to persons affected by any emergency (including evacuees). Emergency relief centres are established on a temporary basis to cope with the immediate needs of those affected during the initial response to the emergency. They do not imply any longer-term use of facilities as a location for recovery services. An ERC will only be opened at the request of the Incident Controller.

Emergency Relief Centre - Services

Both relief and recovery services may be provided at a relief centre. Thus, the provision by relevant agencies of any of the relief or recovery services such as catering, material needs, emergency shelter, grants, the provision of information, temporary accommodation and counselling may occur concurrently.

Irrespective of the relief or recovery services offered or the level of coordination being provided, the overall management responsibility for the centres remains with the Wodonga Council.

Emergency Relief Centre - Standard Operating Procedures

Wodonga Council has developed common standard operating procedures for relief centres. These describe personnel, facilities and equipment to standardise methodology and procedures and increase councils capacity and capability. A copy of these procedures is available on Crisisworks.

In support of the council's responsibilities with the management of Emergency Relief Centres (ERC), the council has appointed a council officer to the position of Deputy MRM, ERC Manager, and recruited and trained council officers to perform roles in an ERC when required.

In the event of the requirement for any or all of the functional services of relief the request must be directed through the MERC/MERO processes who will request the MRM to activate the required functional services. All functional services will operate and report back to the MERO/MRM.

Emergency Relief Centre – Catering

The Australian Red Cross Victoria is the co-ordinating body for emergency relief catering and is supported by internal arrangements with, but not limited to:

- Salvation Army;
- Country Women's Association;
- Country Fire Authority Auxiliary;
- Women's Support Group;
- Various church groups;
- Lions and Rotary clubs;
- State Emergency Service Teams; and,
- Other Agencies as Co-opted.
6.6. Recovery Overview

Management and service provision will be devolved as much as possible to the local level. State and regional recovery strategies, services and resources will supplement and complement the municipality’s initiatives rather than replace local endeavours.

Emphasis will be given to supporting and maintaining the identity, dignity and autonomy of affected individuals, families and the community.

Management of recovery will occur in the context of clear and agreed arrangements, and involve processes of consultation and co-operation through established communication channels.

Wherever possible, the normal municipal management and administrative structures and practices will be used, ensuring that these structures and practices will be responsive to the special needs and circumstances of the affected community.

Recovery information and recovery services need to be readily accessible to affected individuals, families and communities and responsive to their needs and expectations.

Operational information about the local implementation of recovery is available in the Wodonga Council Relief and Recovery Plan.

6.6.1. Recovery Plans

For each emergency, the MRM will co-ordinate the development of a disaster recovery plan. To assist in the preparation of the plan, the MRM will use the disaster recovery toolkit for local government published on the EMV website (https://www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government)

Disaster specific recovery plans will report on recovery progress and issues so that they can be appropriately reported.

The primary focus is to be prepared to commence recovery processes when disasters do occur. Community recovery plans are tailored specifically for activities following an event. These plans are generally operational plans developed for each event, and define strategies and interventions specific to the affected communities.

The plans aim to agree and communicate the short, medium and long-term goals for recovery. The plans need to consider the impact of the event, the location, community demographics and the vulnerabilities of the community. In addition, the existing social networks prior to the event, the culture and the four recovery components need to be considered. Planning must involve the community from the outset.

Community participation in the post-event planning process is critical to identify the specific activities that are required by the community to re-establish community systems and ensure the outcomes of the recovery process are community driven. The community can contribute to planning in a variety of ways, including attendance at local council meetings. The spontaneous public forums that emerge after an event are usually indicative of community concerns.

6.6.2. Recovery Escalation – Municipal Level to Regional Level

Where the impact of an event results in community needs exceeding the capacity of the Wodonga Council, the council may seek to escalate the level of management to the regional level. This escalation provides an additional layer of management rather than a replacement layer.

The MRM will contact the Regional Recovery Co-ordinator, Department of Health and Human Services Hume Region, to discuss the request.
### 6.6.3. Reporting on the Status and Progress of Recovery

The MRM will prepare reports as required to inform DHHS through the Regional Recovery Co-ordinator on the status and progress of incident recovery. As per recovery escalation above, highlighting where events may exceed capacity of the council or its supporting agencies as early as possible is critical.

The following applies to progress reports.
- Reports are to provide situational awareness and highlight issues for the Regional or State Recovery Co-ordinator.
- The incident doesn't need to have escalated to the regional or state level for a report to be produced.
- Unless otherwise advised, reports should be prepared weekly for the first month after the incident, then monthly for the next six months. Reports should be provided on Fridays to SEMC@dhhs.vic.gov.au.

Report templates are available from DHHS.

### 6.6.4. Evaluation of Recovery Activities

Evaluation of recovery activities and recovery programs following emergency events is essential to maximise lessons learned and identify where improvements can be made. Evaluation may take the form of a formal debrief of operations, or may involve workshops, seminars or applied research into particular areas of activity. The MRM should conduct an evaluation of recovery operations following activation of the recovery arrangements in the MEMP. The evaluation may be an informal or formal debrief depending on the scale of the activation, and must identify the strengths and weaknesses of the local operational response to the needs of the community.

The MRM must ensure that the Regional Recovery Co-ordinator, DHHS Hume Region, is aware of the outcome of the evaluation.

### 6.6.5. Functional Areas of Recovery

There are four functional areas to consider:

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

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

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

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

Each of these functional areas overlap considerably and require co-ordination and collaboration to address issues arising from an emergency. Functional areas and activities.

Functional areas describe a community need and bring together a number of related recovery activities. They provide the sector and broader public with a clear understanding of relief and recovery services and the agency responsible for co-ordinating. There are fourteen functional areas across the four environments.

The co-ordinating agency for a recovery functional area will be responsible for:
- Overseeing the service delivery of recovery elements for that function;
- Monitoring and reporting risks, consequences, progress and capacity issues to ensure service delivery is being achieved to impacted communities in a timely manner;
- Determining and implementing appropriate communication and information sharing mechanisms with relevant departments, agencies and key stakeholders to facilitate the above; and,
- Reporting progress and issues to the State Relief and Recovery Manager.

Each functional area has a number of recovery activities. An activity is a defined recovery program, service or product that is delivered to assist community in its recovery. Every activity has a State Government lead agency responsible for its delivery, often with several other agencies supporting them. Community needs will determine if the recovery activity is required.

The table (figure 6) overleaf details the four functional areas of recovery.
<table>
<thead>
<tr>
<th>Social Recovery Activities</th>
<th>Built Environment Activities</th>
<th>Economic Environment Activities</th>
<th>Natural Environment Activities</th>
</tr>
</thead>
</table>
| • Housing and Accommodation –  
  • Assisting people displaced by the emergency to access temporary accommodation, assessing damage to buildings, building advice and transition to permanent housing  
  • Individual and household financial assistance –  
  • Assisting households to minimise the financial impact of the emergency through financial assistance and advice  
  • Psycho-social support  
  • Supporting the emotional, spiritual, cultural, psychological and social needs of affected people/communities  
| • Energy services – build resilience within communities and the energy sector from emergencies and misname the impact on Victoria’s economy and communities  
  • Telecommunications – build resilience within the telecommunications sector from emergencies and minimise the impact on Victoria’s economy and communities.  
  • Transport – build resilience within the transport sector from emergencies and minimise the impact on Victoria’s economy and communities.  
  • Building and assets – management of risk and facilitating restoration of buildings and assets. | • Local economies – Mitigate the impacts of emergencies on economic activity in affected communities  
  • Businesses –  
  • Information, advice and support to businesses to facilitate good decision making and assist their recovery  
  • Agriculture –  
  • Assist the agriculture sector to recover and minimise long term social and economic impact on primary producers and other animal owners. | • Natural environments and public land –  
  • manage consequence and mitigate risk to the natural environment on public land  
  • Activities  
  o Erosion control  
  o Restoration, clearing and rehabilitation  
  o Provision of advice  
  o Emergency approvals  
  o Survey and protecting threatened bird, marsupial, aquatic and plant species  
  o Surveying and protecting ecosystems  
  o Wildlife welfare  
  o Waste pollution management. |

Figure 6: Four functional areas of recovery
6.7. Recovery – Municipal Arrangements

6.7.1. Recovery Implementation

The Municipal Recovery Manager or a person delegated by him/her is to initiate recovery activities, as documented in this section of the plan, as soon as possible when required after an emergency occurs. The Municipal Recovery Manager shall convene a meeting with other recovery agencies as soon as is practical, where the emergency is of a magnitude that requires their involvement.

A range of recovery activities may be required after an emergency. Implementation of the functional areas of recovery is as per the EMMV.

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

- Assessment of impacts
- Input of affected community into decision making
- Co-ordination of service provision and
- Communication strategies.

The responsibility of municipal recovery coordination will rest with the MRM.

6.7.2. Activation and Notification

The Municipal Emergency Response Co-ordinator (MERC) will advise recovery agencies of the emergency to the MRM and MERO. The MRM or delegate is to initiate recovery and/or preparation activities as documented in these arrangements as soon as practicable after an emergency or when advance notice of an impending emergency is known.

On receiving advice of an emergency, the MRM will bring together the responsible agencies to ensure that services and activities are provided in a coordinated manner, thus activating recovery arrangements.

Circumstances where the Regional Recovery Manager may be required to inform the MRM of the need for recovery activities may include those where:

- The event has occurred outside the municipal district;
- The response to the event is small scale, but the potential impact is large; and,
- There has been no need to activate municipal resources during the response to the event.

The recovery arrangements may be implemented in support of events where no response activities were required.

6.7.3. Recovery Centres

A Recovery Centre is a location designated by the council, in consultation with the Recovery Committee, to service affected people after an emergency event.

A recovery centre is a building in which a co-ordinated service response is provided to support emergency affected communities in the restoration of their emotional, social, economic, and physical wellbeing. They may be located in the same places as ERCs or in another more suitable location if one is appropriate.
6.7.4. Recovery Operational Steps

There are five primary phases or steps in emergency recovery operations that are related to a continuum relative to small, medium and large scale emergencies.

The following table is an example of recovery time continuum for large scale emergency. The time continuum for small and medium emergencies may differ from those outlined below.

1. During the incident (the response phase)
2. Immediately after the incident (1-7 days)
3. Short Term (2-4 weeks)
4. Medium Term (2-3 weeks)
5. Long term (4 months and onwards; up to 18 months or 2 years depending on the impact of the incident)

Figure 7: Recovery Continuum
### During the Incident

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct a RIA</td>
<td>EMCG with assistance from EMV and DHHS</td>
</tr>
<tr>
<td>Activate emergency relief arrangements (As per Relief and Recovery Plan Appendix B1)</td>
<td>MERC, MRM</td>
</tr>
<tr>
<td>Assess the need, an plan for, an ERC based upon data collected from RIA</td>
<td>MRM, planning department.</td>
</tr>
</tbody>
</table>

### Immediately After the Incident (1 to 7 Days)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsibility</th>
</tr>
</thead>
</table>
| Establish and manage an emergency phone line (s)  
Direct unmanned phones to mobile.                                                                                | MERO, MRM, IT                                       |
| Continue the needs assessment and impact assessment to identify:                                                  | EMCG, DHHS, planning department.                    |
| • What needs to be done                                                                                           |                                                     |
| • Who will undertake those tasks                                                                                  |                                                     |
| • Who will they be co-ordinated by (who will do what, how where and when)                                         |                                                     |
| Establish a mechanism for the provision of essential needs in the impacted area e.g. resources, water, stock feed, temporary fencing, fuel, food and material aid | DHHS, EMCG                                           |
| Activate a recovery centre in the affected area if necessary                                                      | MRM, DHHS                                           |
| Initiate the recovery planning process including the:                                                            | MRM, DHHS, DELWP, DEDJTR                            |
| • Establishment of the CRC                                                                                       |                                                     |
| • Development of a community recovery plan                                                                       |                                                     |
| If the recovery effort is broader than Wodonga Council, the Regional Recovery Committee may be activated to co-ordinate regional resources | DHHS, MRM MERO                                      |
| Financial assistance – including hardship grants etc                                                              | DHHS, Centrelink                                    |
| Temporary housing                                                                                                | MRM, DHHS                                           |
| Reinstatement of Community Access Road Network                                                                   | Manager Infrastructure and Operations (MIO)         |
| Scoping of extent of infrastructure damage                                                                       | MIO                                                 |

### Short Term (2 to 4 Weeks)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to monitor needs through the impact assessment process and community feedback</td>
<td>Community Recovery Committee</td>
</tr>
<tr>
<td>Continue the recovery planning process including the community recovery plan developed through engagement with the community</td>
<td>MRM, DHHS</td>
</tr>
</tbody>
</table>
### Activity | Responsibility
--- | ---
Utilise community development workers and community engagement through:  
- Information sharing  
- Consultation  
- Supporting community initiatives and active participation | MRM
Financial assistance and temporary housing | DHHS, MRM
Start planning for PIA | EMCG
Reinstatement of Community Access – road network initial contact with VicRoads on NDF requirements  
- Scale of recovery  
- Development of recovery plan  
- Initial estimated costs  
- Approvals for NDF funding | MIO  
MIO & General Manager Infrastructure Development Services & Manager Business Services

MIO & General Manager Infrastructure Development Services & Manager Business Services

### Medium Term (2 to 3 Months)

| Activity | Responsibility |
--- | ---
Continue to implement community recovery plan | MRM, CRC
Commence planning for the development of a transition strategy to enable the timely and appropriate withdrawal of dedicated relief and recovery services and activities and transition to existing community support services. | MRM, DHHS, CRC
Conduct PIA | EMCG
  - Reinstatement of Community Access – road network (major events)  
  - Update and implementation of the Infrastructure Recovery Plan, Subject to VicRoads Approval | MIO

### Long Term (Month 4 and Onwards)

| Activity | Responsibility |
--- | ---
Monitor, review and evaluate the community recovery plan | MRM, CRC
Continue the development of the transition strategy to support a seamless transition of recovery activities (council and support agencies) into core business. Community implementation of transition strategy. | MRM, CRC
Update and Implementation of the Infrastructure Recovery Plan, subject to VicRoads approvals | MIO
6.7.5. **Community Information and Briefing in Recovery**

Community information and briefing are vital components that assist in the recovery of emergency affected individuals and communities. Community information sessions will be conducted as soon as possible after an emergency in partnership with Victoria Police, CFA and SES.

The development of relevant and appropriate community resources and activities empower the community and enhance their resilience, thereby assisting their recovery process.

Wodonga Council will actively engage the community through a range of mechanisms including media releases, advertisements, newsletters, local radio, council website, social media and local services networks.

The affected community will need to be advised of the recovery services available to them. The MRM will ensure community is advised of the recovery services through regular Newsletters produced and circulated using the strategies previously outlined in Part 6.1 of this Plan, Public Information and Warnings.

Consideration should be given to circulating newsletters to the following.
- Local Members of Parliament - Federal and State
- Council website, business centres, libraries, Visitor Information Centres, social media (eg: Council’s Facebook page)
- Mainstream media outlets
- Outreach centres
- Community centres
- Police stations (within the affected areas)
- CFA sites (within the affected areas)
- Neighbourhood Houses
- Other recovery, support and community agencies
- Affected persons as required.

**Community Briefings**

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

**Community Information Sessions**

As soon as practicable after an emergency, the MRM should arrange community information sessions. The development of these sessions is the first practical step in the process of ensuring a community is actively involved in the recovery management process.

This should be in conjunction with the council's Communications and Marketing and consistent with council policy. These sessions can also be used to support the development of community recovery committees. The role of community briefings in the recovery context is to:

- Provide clarification of the emergency event (control agency);
- Provide advice on services available (recovery agencies);
- Provide input into the development of management strategies (council); and,
- Provide advice to affected individuals on how to manage their own recovery, including the provision of preventative health information (specialist advisers).

Where the emergency has a criminal component, the council will need to consult with the investigating authority on any necessity to restrict the content of the briefings.

**Providing a Single Point of Contact**

Where the MRM determines that the emergency is of such scale to warrant it, a Municipal Recovery Centre will be established to provide a “one-stop” service to ensure affected people are integrated into the emergency recovery process at a single point.

This centre should be located in a building that meets its requirements and be staffed appropriately.
6.7.6. Community Recovery Committee

Where the magnitude of the event requires community input into the recovery process, one or more Community Recovery Committees may be established within the affected area. Community Recovery Committees may involve more than one municipality if the emergency affected area involves more than one municipality.

Consideration should be given for multi-agency briefings of the affected communities and media releases coordinated amongst agencies.

Community Recovery Committee Membership
The composition of the committee will vary depending on the affected area. The membership of the committee should include community leaders and representatives of:
- Municipal Recovery Manager;
- Councillor;
- Government Agencies Community Groups; and,
- Affected Persons Non-Government Agencies.

Community Recovery Committee functions
Functions of a CRC include the following:
- Monitor the overall progress of the recovery process in the affected community.
- Identify community needs and resource requirements and make recommendations to appropriate recovery agencies, Wodonga Council and the state’s recovery management structure.
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies, government departments and City of Wodonga Council.
- Liaise with DHHS co-ordinator through the designated Regional Recovery Co-ordinator or Regional Recovery Manager.
- Undertake specific recovery activities as determined by the circumstances and the committee.

6.7.7. Service Co-ordination

The needs of individuals and communities after an emergency will vary in scale and complexity. However, these needs can usually be met by existing services, supplemented by additional resources where there are capacity issues. Recovery planning and management should initially be on the basis of linking affected individuals into existing services provided by existing agencies.

In many emergency events, people will have a complex set of needs. Some people may find it difficult to access the recovery services. Others may need specialist support that is not readily available, or a complex mix of services to meet their needs. This situation can occur when one emergency is followed by another or where a person’s existing circumstances have made them more susceptible to the impact of an event.

An early assessment should be made of the need for and likely benefits of the application of a service coordination model. The appointment of a Service Co-ordination Officer may be beneficial to assist those most in need of assistance.

6.7.8. Single Incident Emergencies

Councils are responsible at the municipal level to co-ordinate recovery activities in response to an emergency. This role relates to significant events impacting on a large part of the municipality as well as low-level single incident emergencies.

A single incident emergency can include, but is not limited to, damage to buildings or structures caused by fire, storm, accident or criminal action. The building or structure can include:
- Private residential facilities;
- Commercial residential facilities; and,
- Any other building or structure involving the presence of hazards.

When notified of a single incident emergency, the council’s internal arrangements may include notification of the council’s:
- MRM;
- Emergency Case Managers;
- Building Services, Municipal Building Surveyor;
- Environmental Health and Environmental Health officers;
- Statutory Planning;
- Rates and Valuations; and,
- Other notifications as required.

The circumstances of the emergency and the role the council has in the emergency will determine the level of notification within the council.
6.7.9. Emergency Case Management Services

Emergency Case Management is the process of organising and providing a timely, co-ordinated approach to assess emergency-related needs including health care, mental health and human services needs that were caused or exacerbated by the emergency and may adversely affect an individual's or family's recovery if not addressed.

In support of this the Wodonga Council provides an Emergency Case Management (ECM) Service managed by the MRM and which forms part of council's recovery arrangements.

The Emergency Case Management function is provided by the council's Community Services Department.

The service offered by Emergency Case Management includes:

- Assistance in putting in place immediate short term accommodation needs;
- Assistance in putting in place immediate short term material aid; clothing, bedding, and other personal requirements;
- Assistance in referring affected persons to agencies and organisations for emergency financial assistance;
- Assistance in referring affected persons to services for psychosocial support; and,
- Assistance in referring affected persons to other appropriate services and support.

The Emergency Case Management Role includes liaison with DHHS for each individual incident. The service provided is also consistent with the DHHS – Emergency Case Management Service Guide 2010 – which can be found on the DHHS web page.

6.7.10. Development and Use of Community Networks in Recovery

Recovery planners, co-ordinators and managers should always be cognisant of the value of existing community networks as a conduit for information delivery, needs identification and support of those affected. These established networks are significant in the community and often have an inherent value that newly developed service networks may never develop. Where possible and appropriate, recovery programs should work with and through these networks.

Community networks that are functioning in an affected community should be actively engaged and supported in the recovery process. In some instances networks may be present in the community but require additional support to enable them to function effectively as a recovery conduit to the community. Examples of community networks include the following.

- Volunteer emergency services
- Church organisations
- School organisations
- Service clubs
- Community associations
- Business and tourism associations.

6.7.11. Volunteers

Those wishing to volunteer during an emergency will be directed to register with Volunteers Victoria at their website: http://volunteeringvictoria.org.au/

Volunteering Victoria will co-ordinate all volunteers used in an emergency on behalf of Wodonga Council

Spontaneous Volunteers

Spontaneous volunteers are people that turn up during or after an event willing to help but are not affiliated with any group or club. Traditionally, spontaneous volunteers have been difficult to coordinate for municipalities as they may require training, accommodation, food and close management or supervision.

The council has developed an MOU with Volunteering Victoria for the supply of a trained Municipal Spontaneous Emergency Volunteer (MSEV) co-ordinator to be put in place during and immediately after an emergency impact. Under this MOU, Volunteering Victoria will provide a trained co-ordinator to the council who will focus predominantly on the coordination of the spontaneous volunteers. The council in return will co-ordinate accommodation if possible, food and office space for the co-ordinator.
The development of this MOU has increased the capacity of Wodonga Council to appropriately co-ordinate and place spontaneous volunteers in productive relief and recovery roles.

Volunteering Victoria is building a workforce of trained MSEVs who can assist (as volunteers) local councils to effectively manage SEVs in relief and recovery activities.

Working within existing emergency management structures, the MSEV could assist with relief and recovery activities, generally within the first three to four weeks of an event when the cohort of spontaneous volunteering is at its peak.

**Deployment Process**

In the event of an emergency, MSEVs could be requested to assist the council in relief or recovery activities. This need would be identified via the MRM or delegated person and a request submitted to Volunteering Victoria by phone, with details confirmed back in email. Volunteering Victoria will access the MSEV database to identify an appropriate and available MSEV to be deployed. This MSEV would report directly to the MRM.

Other Volunteers

Volunteers play a significant part in any recovery operation, particularly after large-scale, highly publicised emergencies. This section of the Relief and Recovery Plan examines volunteers who are affiliated with a specific organisation such as service clubs, community agencies and other non-government organisations. Volunteers who are affiliated with an organisation will be directed by that organisation and are likely to have specific skills to undertake previously assigned roles.

Voluntary organisations, that are appropriately insured, may be directed by either the MERO or MRM in the completion of a broad set tasks post emergency. These tasks could range from re-fencing, rebuilding, assisting in catering or other services etc.

Any clubs interested in registering interest in assisting in the relief and recovery process should contact the MRM through the Council offices.

**6.7.12. Supply of Goods/Services**

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

The Municipal Recovery Manager with the assistance of DHHS/EMV will co-ordinate the acquisition and supply of goods/services which cannot be provided by the municipality or participating agencies.

**6.7.13. Victorian Government Assistance Measures**

Figure 8 below details the basic package of post-emergency assistance measures that may be made available to assist in various aspects of the recovery process. Most are provided by Victorian Government agencies; a few Commonwealth assistance measures are also listed. It is important to note that assistance measures are identified as being generally available at departmental discretion, or requiring a specific government decision on each occasion.
**Figure 8: Victorian Government Assistance Measures**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Purpose</th>
<th>Agency</th>
<th>Other Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual Human Need Assistance Measures</strong>&lt;br&gt;Generally available at departmental discretion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency relief assistance</td>
<td>To alleviate personal hardship arising from the effects of an emergency by helping to meet immediate essential health, safety and wellbeing needs.</td>
<td>DHHS</td>
<td>Payments available to assist a household during the first seven days after a single house fire or natural emergency event. Payments may also be available for single emergency incidents, other than single house fires, at the discretion of the Director, HHS EM. Eligibility is based on alleviating hardship, for an individual or household affected by an emergency (occurring or likely to occur) to provide shelter, food, clothing, personal items or transport to leave an affected area. The amount paid is based on a pre-determined 'set' amount per individual (adult and child), capped per household.</td>
</tr>
</tbody>
</table>

| **Residential and Community Re-establishment Assistance Measures**<br>Available subject to specific government approval | | | |
| Emergency re-establishment assistance * | To assist with the re-establishment of a principal place of residence and essential household items where the householder’s needs are not met by their own resources (including insurance) or other forms of assistance. | DHHS | Payments available to eligible applicants following the activation of this assistance measure by the Minister for Police and Emergency Services or the Premier. Eligibility is based on an applicant’s principle place of residence being uninhabitable or inaccessible for more than seven days as a consequence of the natural emergency event. Applicants must also meet an income test and expenses/losses not being covered by insurance. Payments can be used for alternative accommodation, removal of debris from residential properties, essential repairs to housing to restore it to a habitable condition and repair or replacement of essential household items. The application period closes 180-days after the natural emergency event. |

*This measure only available for ‘Natural Disasters’ as defined under the Commonwealth Government’s Natural Disaster Relief and Recovery Arrangements.*

**Concessional loans for principal residence ***<br>To assist with the re-establishment of the principal place of residence.<br>Concessional housing loans may be made to people whose principal residence has been damaged or destroyed by natural disaster, and who wish to rebuild or buy another house within Victoria. These loans are granted on the basis of need to bridge the gap between the cost of rebuilding or relocation and the financial resources which are available to the individual including insurance.
<table>
<thead>
<tr>
<th>Measure</th>
<th>Purpose</th>
<th>Agency</th>
<th>Other Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concessional loans for churches, voluntary organisations, etc.</td>
<td>To assist with re-establishment of premises</td>
<td><strong>Concessional loans may be made available from time to time to non-profit organisations which have no reasonable access to commercial sources of finance. Loans are made on the basis of need to bridge the gap between re-establishment costs and insurance recovery.</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Community Safety/Health Assistance Measures**

Generally available at departmental discretion

| Disposal of dead or maimed stock | To minimise the risk to public health. | **Municipal councils in consultation with DELWP** | Municipal councils are responsible for disposal. DELWP provides advice and supervision and may provide reimbursement. |

**Economic Recovery Assistance Measures**

Available subject to specific government approval

| Concessional loans for primary producers | For carry-on purposes and to assist with the re-establishment of the economic enterprise | RFCV | Concessional loans for carry-on purposes (restocking, restoration, etc.) may be made available to full-time bona fide primary producers who have suffered natural disaster losses and, after insurance recovery, are unable to obtain requirements through normal commercial channels on suitable terms, and in the Corporation’s opinion have reasonable prospects of recovery. |

| Concessional loans for small business | or carry-on purposes and to assist with the re-establishment of the economic enterprise. | RFCV | Concessional loans may be made available to small businesses which are in need of special assistance as a result of natural disasters and which cannot obtain finance on suitable terms from normal sources including insurance and which, in the opinion of the Corporation, have reasonable prospects of recovery. Generally the corporation would expect to share the funding for such businesses with normal sources of institutional finance. |

| Clean-up grants for small businesses and primary producers | To cover the cost of clean-up and reinstatement, not compensation for losses | RFCV | Clean-up grants are aimed at providing a holistic approach to the recovery for regions or communities severely affected by a natural disaster. Grants are subject to Commonwealth Government approval, maximum grant $10,000, up to $25,000 in exceptional circumstances. |

| Community recovery fund | | DPC/ DSDBI | A community recovery fund may be established in circumstances where a community is severely affected by a natural disaster and needs to restore social networks, community functioning and community facilities. Requires Commonwealth Government approval. Amount to be determined at the time of triggering assistance. |

Generally available at departmental discretion
<table>
<thead>
<tr>
<th>Measure</th>
<th>Purpose</th>
<th>Agency</th>
<th>Other Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repair of damage to private fences (internal and boundary) by fire agency machinery</td>
<td>To make an equitable contribution to landholder bushfire recovery.</td>
<td>DELWP/ CFA</td>
<td>Full restoration costs paid for fences damaged on private land paid as a result of machinery used by fire agencies to control bushfires. This includes damage to fences by machinery such as bull-dozers entering the property and/or constructing fire control lines, and other fire emergency vehicles obtaining access.</td>
</tr>
<tr>
<td>Restoration of fences damaged by bushfire on the boundary of private land and public land</td>
<td>To make an equitable contribution to landholder bushfire recovery.</td>
<td>DELWP/ CFA</td>
<td>Half the cost of materials paid to replace or repair fencing between private land and all national parks, state parks and state forests destroyed or damaged by bushfires.</td>
</tr>
<tr>
<td>Restoration of fencing damaged by DELWP planned burns that escape from public land</td>
<td>To make an equitable contribution to landholder bushfire recovery.</td>
<td>DELWP</td>
<td>Full restoration costs paid for fences or other assets that are damaged or destroyed by planned burns that escape from public land onto private land.</td>
</tr>
<tr>
<td>Rehabilitation of fire control lines constructed by fire agencies during bushfire emergencies</td>
<td>To minimise environmental degradation and erosion.</td>
<td>DELWP/ CFA</td>
<td>Assistance is provided to private land- holders to rehabilitate fire control lines, established by fire agencies, during the suppression of bushfires. Fire control line rehabilitation involves pushing back top soil and undertaking erosion control measures to protect the land from soil erosion and protect water quality. Government may also provide seed for use by the land-holder to control erosion and prevent soil movement. Assistance with the rehabilitation of fire control lines does not include replanting of trees, re-establishment of pasture, or any other agricultural crop.</td>
</tr>
<tr>
<td>Replacement of essential water taken from private land for use in wildfire suppression</td>
<td>To relieve genuine hardship in the community by replenishing essential private water</td>
<td>DELWP/ CFA</td>
<td>Water taken from household tanks or agricultural dams for firefighting will be replaced (up to the quantity taken) when requested by the landholder and water is needed for essential use. The aim is to ensure that landholders have a sufficient water to sustain: the health of residents and pets, and the health and productivity of livestock and crops.</td>
</tr>
<tr>
<td>Assistance with contingencies or reconstruction of food supply chains and critical</td>
<td>To ensure the rapid restoration of the supply of food</td>
<td>DELWP/ DSDBI</td>
<td></td>
</tr>
<tr>
<td>Assistance for the transport of donated fodder to affected rural landholders</td>
<td>To ensure the immediate welfare of livestock in fire or flood</td>
<td>DELWP</td>
<td></td>
</tr>
<tr>
<td>State Government Assistance to Municipal Councils</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Commonwealth Government Assistance Measures to Persons/Local Governments

<table>
<thead>
<tr>
<th>Measure</th>
<th>Purpose</th>
<th>Agency</th>
<th>Other Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assistance to municipal councils:</td>
<td>To support extraordinary municipal expenditure during emergencies.</td>
<td>DTF</td>
<td>This assistance is generally available for natural disasters as defined. To lodge claims, see the DTF website at <a href="http://www.dtf.vic.gov.au">www.dtf.vic.gov.au</a> and search under Budget and Financial Management (a) Municipal council meets the first $10,000 of approved expenditure, plus 25% of the next $100,000. Approved expenditure exceeding $100,000 is fully funded by the Government. (b) Government meets entire cost.</td>
</tr>
<tr>
<td>(a) for the restoration of municipal assets *</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) for emergency protection works *</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australian Government Disaster Recovery payment</td>
<td>To provide short-term financial assistance to people affected by major emergencies</td>
<td>Centrelink</td>
<td>Payment of $1000 per adult plus $400/child to affected persons who are already receiving a Centrelink income support payment. Subject to determination of an event as a major disaster by the Minister for Families, Housing, Community Services and Indigenous Affairs.</td>
</tr>
<tr>
<td>Income support, pensions, benefits and allowances</td>
<td>To assist people affected financially by emergencies</td>
<td>Centrelink</td>
<td>Payments are administered under the provisions of the Social Security Act.</td>
</tr>
<tr>
<td>Natural disaster relief payments to local government *</td>
<td>To assist municipal councils affected by natural disasters.</td>
<td>VGC</td>
<td>Grants of up to $35,000 per council per eligible event are provided to reimburse councils for approved costs not reimbursed by DTF.</td>
</tr>
</tbody>
</table>
Handover from emergency response to recovery

An agreement for transition from emergency response co-ordination to emergency recovery co-ordination is required to achieve a seamless transition of information, management, resources and coordination of activities. For this to occur, the control agency, the MERC and MERO consult with the MRM to reach agreement on the timing and process of the ‘stand down’ of response.

Key considerations in reaching agreement on the timing of the transition of response to recovery include:

1. The nature of the hazard/threat and risk of continuing/recurring threat;
2. The extent of impact on communities, that may determine if a prolonged transition period is required;
3. The extent and level of loss and damage, as well as the extent of emergency relief required; and,
4. Anticipated resource needs for an effective recovery operation.

If agreement is reached at that meeting to terminate response activities, the MERC will advise all agencies of the time at which response terminates and arrangements will be made to maintain the ECC functionality for an agreed period.

Recovery activation/escalation

In the event of an emergency, a structured activation/escalation process will be followed.

1. The MERO will advise and brief the MRM as soon as possible.
2. The MRM will assess the impact of the incident and determine any requirement for recovery support in accordance with local resources.
3. The MRM will advise the DHHS Regional Emergency Management Co-ordinator and continue to provide regular updates. If the emergency is deemed to be beyond the recovery capacity of Wodonga Council or involves more than one local government area, the MRM will advise DHHS and the Regional Emergency Management Committee immediately. On receipt of such advice, DHHS may assume responsibility for overall coordination of recovery activities.
4. The MRM will then activate required components of the Recovery Action Plan including the establishment of appropriate recovery centres and determine which sub-committees need to be convened. If an ECC is established, the MRM or delegate is to assume a liaison role. The MRM should request a DHHS officer (Emergency Management Liaison Officer – EMLO/EMC) be in attendance for the MECC and DHHS assistance should be provided.
Recovery activation contacts

<table>
<thead>
<tr>
<th>Name</th>
<th>Position / Email</th>
<th>Phone</th>
<th>Mobile</th>
<th>After Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-Call</td>
<td>MERO/MRM</td>
<td>0466 772 845</td>
<td>(Only through the MERC)</td>
<td>(02) 6022 9300</td>
</tr>
</tbody>
</table>

The MRM will use the following DHHS Hume Region emergency management activation contacts.

- During office hours - Contact Hume Regional Office on (03) 5722 0555 and ask for the Regional Emergency Management Co-ordinator or Regional Emergency Management Officer.
- Health and Human Services Emergency Management maintains a single contact number for emergency services to notify of incidents and activate response and recovery services in relation to emergencies. For all incidents and emergencies that require notification and activation of health and human services emergency management response, the contact number 1300 790 733 is to be used. Callers should state the nature of the call to the operator who will in turn page the correct business area. If in doubt, please ask to page the ‘State Duty Officer’. The number is not for circulation to members of the general public.
### 7. SUPPORT ARRANGEMENTS

#### 7.1. Support tasks and functional service agencies

The list below of support tasks indicates the functional service agency and relevant support agencies. The list is neither exhaustive nor exclusive as many agencies including control agencies may have a support role and a functional service role, dependent on the nature of the emergency. In the event that local resources cannot be provided to meet support tasks needed, the request should be passed onto the Regional Emergency Response Coordinator by the MERC.

<table>
<thead>
<tr>
<th>Support Task</th>
<th>Functional Service Agency</th>
<th>Support Agency(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal welfare (livestock and companion)</td>
<td>DELWP</td>
<td>RSPCA, DELWP</td>
</tr>
<tr>
<td>Food and water</td>
<td>Red Cross</td>
<td>Salvation Army</td>
</tr>
<tr>
<td>Commonwealth resources</td>
<td>Victoria Police</td>
<td>Emergency Management Australia (AMA), Australian Defence Force (ADF)</td>
</tr>
<tr>
<td>Communications</td>
<td>Victoria Police</td>
<td>Emergency Services Telecommunications Authority (ESTA), Telstra, Wireless Institute Civil Emergency Network (WICEN)</td>
</tr>
<tr>
<td>Deceased persons: identification</td>
<td>Victoria Police</td>
<td>Coroners Court of Victoria (CCoV)</td>
</tr>
<tr>
<td>Detection of emergency locator transmitters</td>
<td>Australian Maritime Safety Authority (AMSA)</td>
<td>Air Services Australia</td>
</tr>
<tr>
<td>Emergency call taking and dispatch</td>
<td>ESTA</td>
<td>Telstra</td>
</tr>
<tr>
<td>Emergency medical care and/or transport</td>
<td>AV</td>
<td>Metropolitan Fire and Emergency Services Board (MFESB), Aviation Rescue Fire Fighting (ARFF), ESTA - Others as per State Health Emergency Response Plan (SHERP) (DHHS)</td>
</tr>
<tr>
<td>Emergency relief centres or shelters</td>
<td>City of Wodonga</td>
<td>DHHS</td>
</tr>
<tr>
<td>Environmental impact assessment</td>
<td>Environment Protection Authority (EPA)</td>
<td>DELWP, Parks Victoria (PV)</td>
</tr>
<tr>
<td>Evacuation</td>
<td>Control agency, Victoria Police</td>
<td>VICSES, City of Wodonga</td>
</tr>
<tr>
<td>First aid</td>
<td>Ambulance Victoria</td>
<td>St John Ambulance, Life Saving Victoria (LSV), Others as per SHERP</td>
</tr>
<tr>
<td>Food</td>
<td>Vic Relief Food bank</td>
<td></td>
</tr>
<tr>
<td>Food supply manufacturing and logistics</td>
<td>DELWP</td>
<td>Department of Innovation, Industry and Regional Development (DIIRD), Department of Transport (DOT)</td>
</tr>
<tr>
<td>Mapping services/information, including:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- digital and hard copy maps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- aerial photography acquisition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- satellite imagery acquisition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- GPS positioning and location</td>
<td>DELWP</td>
<td></td>
</tr>
<tr>
<td>Material aid</td>
<td>Salvation Army</td>
<td>Vic Relief Food bank (mattresses and blankets)</td>
</tr>
<tr>
<td>Media relations</td>
<td>Control agency</td>
<td>Victoria Police</td>
</tr>
<tr>
<td>Produce (food) contamination by chemicals of security concern</td>
<td>DELWP</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>-------</td>
<td>---</td>
</tr>
<tr>
<td>Psychological first aid</td>
<td>DHHS</td>
<td>Victorian Council of Churches Emergency Ministry, others per DHHS arrangements</td>
</tr>
<tr>
<td>Public warnings</td>
<td>Control agency, Victoria Police</td>
<td>Bureau of Meteorology (BOM), municipal councils, Telstra (emergency alert)</td>
</tr>
<tr>
<td>Registration and inquiries</td>
<td>Victoria Police</td>
<td>Red Cross</td>
</tr>
<tr>
<td>Relocation</td>
<td>Control agency</td>
<td>Victoria Police, VICSES, municipal councils</td>
</tr>
<tr>
<td>Rural loss and damage assessment</td>
<td>DELWP</td>
<td></td>
</tr>
<tr>
<td>Transport, engineering and services support</td>
<td>VicRoads</td>
<td>Others as per TESS plan</td>
</tr>
<tr>
<td>Weather information and forecasting</td>
<td>BOM</td>
<td></td>
</tr>
<tr>
<td>Wildlife welfare</td>
<td>DELWP</td>
<td>DELWP, Parks Victoria, RSPCA</td>
</tr>
<tr>
<td>Work place / work related investigations and technical support</td>
<td>Worksafe</td>
<td></td>
</tr>
</tbody>
</table>

Government agencies and services to support emergency recovery are listed in Part 7 of the EMMV (justice.vic.gov.au/manuals/EMMV/default.htm).
7.2. Emergency relief

At state and regional level, emergency relief is the responsibility of DHHS. At municipal level, this responsibility rests with Wodonga Council.

In the event of requirement for any or all of the functional services of emergency relief, the request must be channelled through the MERC to the MERO who is on-call. The MERO will activate the required functional services. All functional services will operate and report back to the MERO.

7.3. Functional services

Food and water
The Red Cross co-ordinates and/or provides food and water for affected people in relief/recovery centres and other locations. In its co-ordination role, Red Cross works with a range of local providers to meet community needs.

Material needs
The Salvation Army is responsible for material needs and will co-ordinate material needs providers. They are supported by:
  • St Vincent de Paul; and,
  • Uniting Church.

Contact details are listed in Part 12 (Contact Directory) of this plan.

Emergency shelter

Wodonga Council will co-ordinate the provision of emergency shelter. A list of Emergency Relief Centres identified in Wodonga Council is included in this plan.

Counselling, emergency grants and temporary accommodation

Wodonga Council will co-ordinate the provision of these services at municipal level. If the above functions are outside of the capabilities of the municipal resources, the responsible agency is DHHS.

Local support for counselling and/or emergency grants can be obtained from:
  • Wodonga Council;
  • DHHS;
  • Gateway Health;
  • Lifeline;
  • Upper Murray Family Care;
  • Department Veteran Affairs; and,
  • Centrelink.

Local support for temporary accommodation can also be obtained from:
  • The Rural Housing Network;
  • DHHS – housing division;
  • Faith City Care;
  • Betty’s Place Women’s Refuge (Albury);
  • St Vincent de Paul Society; and,
  • Youth Emergency Services (Albury).

Community organisations

Many community organisations will have resources that can be of use in an emergency. It is the responsibility of Wodonga Council to provide the management system to co-ordinate offers of assistance from these organisations including volunteers. Contact details of organisations able to assist will be maintained by the municipality.

Registration

Red Cross co-ordinates and/or provides food and water for affected people in relief and recovery centres. The management of registrations in relief centres. Registrations are collected via the personal information form. Victoria Police is the commissioning agency for the Register, Find, Reunite database and delegates the responsibility for administering the service to Red Cross. Contact details are listed in Part 12 (Contact Directory) of this plan.
7.4. Supply

Supply at municipal level occurs when control agencies and/or support agencies, exhaust their own avenues of supply and there is a requirement for continued supply. The control and support agencies will make their request through the MERC. The MERO will endeavour to obtain those resources through existing municipal arrangements. If unsuccessful, the request will be passed through the MERC to the Regional Response Co-ordinator. The Victoria State Emergency Service Regional Headquarters will action the request on behalf of the Regional Emergency Co-ordinator.

7.4.1. Communications

Victoria Police is delegated with the responsibility for communications. This is in accordance with the State Emergency Response Plan which identifies that the Victoria Police is the primary support agency for communications.

Aim
To ensure essential communications when requested.

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

Telephone communications
The Telstra line network will be the initial and primary means of communications in the event of an emergency, when it is available, and should be utilised to capacity where possible. When identifying locations for use as ERCs, assembly areas and Emergency Relief Centres, consideration should be given to the communications facilities already in place at that location.

Additional telephones can be provided by Telstra, upon request to the MERC, who will, in turn, submit such requests to the Regional Emergency Response Co-ordinator for action. All costs, related to such installations, are the responsibility of the requesting organisation.

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

Police, CFA, Ambulance Victoria, and Wodonga Council (see Part 12 for contact details).

7.4.2. Health and medical

The Municipal Environmental Health Officer (EHO) has been delegated the responsibility for health and medical matters. Municipal health and medical arrangements should be considered in conjunction with the Regional Medical Emergency Response Plan and the Municipal Hospital Emergency Plans.

Aim
The aim of the arrangements is to identify the health and medical facilities available within Wodonga and identify the arrangements for activation.

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

Public health
The EHO is responsible for all public health matters in the municipality. The responsibilities of the EHO in emergencies include:

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

The above issues are specifically addressed in the influenza plan, while the two key plans listed below address these issues at a national level:

1. Australian Health Management Plan for Pandemic Influenza (AHMPPI); and,

At the state level, the following two key plans exist:

1. Victorian Health Management Plan for Pandemic Influenza (VHMPP); and,
**Medical response**
Implementation of the medical arrangements will be automatic where people are injured or require medical assistance. This automatic response will be by Ambulance Victoria and hospitals within the municipality. The ambulance service will be responsible for contacting additional first aid support when required (for example, St John Ambulance).

**Health and medical**
On a day-to-day basis, Ambulance Victoria and hospitals within the municipality provide medical support and assistance when people are injured or require medical assistance.

Where incidents such as mass casualty events or complex emergencies occur the State Health Emergency Response Plan (SHERP) provides a coordinated whole-of-health approach to managing the emergency.

As incidents increase in size or complexity and management becomes more demanding, a Health Commander will be appointed by Ambulance Victoria. The Health Commander is a senior ambulance manager who directs the operational health response to the emergency at incident level. The Health Commander in consultation with the Incident Controller and the Ambulance Emergency Operations Centre, will determine the level of response required under SHERP.

The Health Commander establishes and co-ordinates a Health Incident Management Team (HIMT) to direct the emergency health response. The HIMT comprises senior members of supporting health agencies such as first aid, field emergency medical officers and medical teams.

The Health Commander represents the responding health agencies (HIMT) on the Emergency Management Team (EMT) and contributes to the Incident Strategy and Incident Action Plan, via the Incident Controller.

Other responsibilities of the Health Commander include:
- Activating field emergency medical officers, medical teams and first aid organisations;
- Activating specialist assistance or resources beyond the capacity of Victoria’s health and medical agencies (such as field emergency relief, SES deployment of mass casualty tent, lighting or additional communications);
- Activating ambulance communications and equipment resources;
- Activating additional patient, personnel and equipment transport vehicles;
- In consultation with the Ambulance Emergency Operations Centre, determining patient destination;
- Notifying casualty receiving hospitals; and,
- Notifying the State Health Incident Co-ordinator (Director Health and Human Services Emergency Management – DHHS position).

For further information on the pre-hospital response to emergencies please refer to DHHS.vic.gov.au/sherp.

Medical response management at an emergency scene will be carried out by the most senior medical officer present (the Medical Commander), as per the State Health Emergency Response Plan (SHERP). This could be any of the following:
- The highest ranked ambulance officer present;
- A member of a medical team; or,
- The Area Medical Co-ordinator.

The role of the Medical Commander at the scene of an emergency is to:
- Arrange resources required;
- Provide triage (prioritise patients for treatment);
- Co-ordinate transport of patients; and,
- Determine destination of patients.

The State Health Emergency Response Plan, third edition (SHERP), is the Victorian pre-hospital and hospital response plan for emergency incidents and is a sub-plan of the Victorian State Emergency Response Plan.

SHERP outlines the arrangements for co-ordinating the health response to emergency incidents that go beyond day-to-day business arrangements.

SHERP describes the principles, command and co-ordination arrangements, and roles and responsibilities for a health emergency response that involve pre-hospital care, patient transport, receiving hospitals and other healthcare facilities.
In the third edition, SHERP has been updated to incorporate and replace a number of previously separate documents as follows:

- Victorian State Health Command Plan 2012;
- Victorian Burns Plan 2006;
- General Practice Sub-plan; and,
- Field Primary Care Response Sub-plan.

All health and emergency service workers are encouraged to familiarise themselves with the revised edition.

State Health Emergency Response Plan - third edition

The Manager Outdoor Operations at Wodonga Council has been delegated the responsibility for transport and engineering matters. The Manager also will assist with road blocks, determining alternative routes and clearing roads and drains where necessary.

Aim

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

Requesting procedure

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

Municipal resources should be used in the first instance, prior to engaging private contractors.

Management of resources

Responsibility for the management of resources shall rest with the MERO. The MERO is responsible for maintaining a resource database and contact details.

7.4.3. Post impact assessment

A post impact assessment is an appraisal of the extent of damage and breakdown to the community and its infrastructure as a result of the emergency.

A post impact assessment will be conducted. To facilitate this process Wodonga Council, through the Emergency Management Group, shall as early as practicable perform the following tasks:

- Survey the extent of the damage indicating evaluation of financial and material aid needed;
- Provide a priority listing for restoration of community needs to assist agencies in the performance of their functions; and,
- Monitor the acquisition and application of financial and material aid needed or made available in the restoration period.

Resources to support Post Impact Assessments can be found on the documents tab at Crisisworks.

www.wodonga.crisisworks.com

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

Should the emergency extend beyond the boundaries of Wodonga Council, the post impact assessment may be merged with that of the other affected municipality(s).
7.5. Communicating with the Affected Community

7.5.1. Community engagement - response and recovery

It is expected that in most major emergencies with a widespread community impact, response and recovery will be initiated immediately and that both phases will operate concurrently. In the event of any need to allocate scarce resources, response activities to protect life and restore critical services will take priority.

The Wodonga Council Plan 2017-2018 to 2020-2021 outlines the key strategic priorities that the council will deliver over the life of the plan.

The plan sets out the objectives and strategies together with the action plan, how it will work towards the Wodonga that all the community will want to live in.

This structure of the plan has five key focus areas and address the following.

- Healthy, Safe and Resilient Community
- Connected and Engaged Community
- Sustainable and Forward-Looking
- Thriving and Vibrant City
- Strong, Responsible and Sound Organisation

Community engagement is a planned process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest, affiliation or identity to address issues affecting their well-being.

Effective community engagement allows the council to tap into wider perspectives, sources of information and potential solutions to improve decisions and services.

It also provides the basis for productive relationships, improved dialogue and deliberation, and ultimately, better democracy.

More importantly, perhaps, those involved in the process may have had a new experience of positive involvement with the council and public decision-making which may have taught them to distinguish between their private interests and concerns and issues of the greater public good.

Community engagement is not the sole determinant in a decision-making process. There are many other stakeholders and factors that need to be taken into consideration. Some of these are shown in the chart below.

Community engagement is used in a variety of issues and situations, all requiring different engagement levels and methods. Some such situations are:

- Site specific – Matters about a particular site such as a change in use or sale of a property, excluding matters that need to be decided under the Planning and Environment Act;
- Area improvement – Matters that affect people in a specific area or neighbourhood, e.g. a change in service delivery, township strategy or structure plan;
- Service planning for entire municipality – To develop or improve a service that would see a significant change in the level of service;
- Policy development – To develop or improve policies or the council’s position on particular matters. This does not include internal operating matters;
- Key strategic issues/major development – A project that, because of its size, could impact on the finances or the future of the whole municipality;
- Strategic plans for the city – Establishing the decision-making framework for the council, e.g. the council plan; and
- Legislative requirements – This refers to all prescribed activity under the Local Government Act (1989) and any other relevant Acts.

The council must use community engagement methods when:

- It is required by legislation; and
- An issue may have potential impacts on the health, safety or well-being of any community member.
Wodonga Council should use community engagement methods when:

- Any proposed changes will impact on current users or customers of a council service or facility;
- Any proposed changes will affect the rights or entitlements of community members including minority groups;
- There is potential impact on surrounding neighbours;
- It wants to identify community issues, needs and priorities;
- Any proposed changes are inter-generational in nature;
- Any proposed changes impact the greater public good;
- It wants to monitor customer satisfaction with council’s services facilities; and
- There is a level of controversy, conflict or sensitivity about a particular issue.

It is essential to ensure a smooth transition from the response phase to the recovery process, in any emergency at municipal level. While it is recognised that recovery activities will have commenced shortly after impact, there will be a cessation of response activities and a hand over to recovery agencies. The early notification of recovery agencies involved in the emergency will ensure a smooth transition of ongoing activities from response to recovery.

The Police Municipal Emergency Response Co-ordinator is responsible for advising all agencies involved in the emergency of the time at which response terminates (EMMV, Oct 09, p3-31). The MRM needs to plan for this transition and have his Community Recovery Committee ready to step in and manage the recover phase. This Community Recovery Committee needs to focus on the four recovery environments.

Accounts and financial commitments made during the response phase are the responsibility of the MERO through the MEMP arrangements.

7.5.2. Communication and community engagement

Roles and Responsibilities
During an emergency, the control agency is responsible for co-ordinating community information and engagement, which will include information to the community regarding the activation of emergency relief centres and general support services available to the community. Such information is integrated within emergency warnings.

The control agency, affected councils and the regional recovery co-ordinator must work together to develop strategies to ensure that affected communities are well-informed about the support and services available from all levels of government and partner agencies. Affected communities need consistent, repeated and coordinated information that spans immediate needs in line with the functions delivered by relief and recovery agencies.

The Department of Health and Human Services is responsible for co-ordinating and distributing regional and state relief and recovery information for the public. Councils lead the provision of local public information to affected individuals and communities.

The Department of Health and Human Services can assist councils with initial (short-term) public information and communication – if requested or required. All communication plans should strive to ensure a high level of community engagement and encourage local connection using appropriate engagement strategies such as community meetings and forums.
Relief and recovery agencies need to commit to open and honest communication throughout the emergency and relief and recovery phases.

To assist in the implementation of communications and community engagement in the Hume region, consideration may be given to the appointment of a Regional Recovery Communications Officer where required to work directly with the councils and other agencies, to ensure the identification and achievement of regional relief and recovery communication objectives. The Regional Recovery Communications Officer may take the role of Public Information Officer as part of the Incident Management Team.

Should a Regional Recovery Communications Officer be appointed, they will be responsible for co-ordinating whole of Victorian Government recovery communication and engagement in the region, including identifying public and stakeholder communication needs, developing targeted communications to meet these needs and liaising directly with municipalities and stakeholders working in recovery. It is the responsibility of other government departments and service-delivery agencies to inform the Regional Recovery Communications Officer or nominated officer to assist with whole of Victorian Government recovery communication.

Communication Objectives
Relief and recovery communications will work towards achieving the following overarching objectives.

- Inform affected people in the region of the assistance available to them to assist in their relief and recovery.
- Inform affected people in the region of the progress of relief and recovery and processes established to address relief and recovery issues.
- Develop and implement targeted communications relevant to the Hume region incorporating regional and local demographics and using existing communication channels to assist with the strategic distribution of communication.
- Liaise with stakeholders and relief and recovery partners to promote a coordinated approach to communication and consistent messages to affected people.

Guidelines for public communication in emergencies have been developed. The guidelines identify key principles of public communication that should be considered in situations of community stress.

Audience
Relief and recovery information should be closely aligned with available services and should be updated as they change and evolve. Communication should be targeted to meet the relief and recovery needs of the relevant audience.
The following table provides examples of the type of information that may be provided to relevant groups.

Figure 9: Information for different groups

<table>
<thead>
<tr>
<th>Audience group</th>
<th>Possible impact</th>
<th>What do they need information about?</th>
</tr>
</thead>
</table>
| Individual / families (consider the community diversity and the needs of vulnerable people) | • Damage to home (rented or own home)  
• Displaced from home  
• Interruption from work and income (due to closure, access or damage to home)  
• Health and safety  
• Disruption to local services and roads | • Financial assistance  
• Accommodation options  
• Health and safety information  
• Psychosocial support.  
• Clean-up and rebuilding information  
• Up-to-date local information on recovery progress |
| Agriculture and business, for example, tourism operators, farmers, local shops | • Damage to land, business or livestock  
• Loss of income  
• Health and safety  
• Disruption to local services and roads | • Clean-up and rebuilding information  
• Health and safety information  
• Financial assistance  
• Industry specific information for recovery  
• Psychosocial support  
• Up-to-date information on recovery progress |
| Government and community services, for example, local council, recovery support agencies, schools, health services. | • Affected directly by emergency (damage / access restriction)  
• Increased demand for services due to emergency | • Information on all supports available so they can manage and refer requests (available in different languages as required)  
• Up-to-date information on recovery progress |
| Community groups, industry peak bodies and local networks, for example, ethnic groups, sports groups, critical incident support services, Citizens Advice Bureau | • Affected directly by emergency (damage / access restriction)  
• Increased demand for services due to emergency | • Information on all supports available (to distribute to their members) in different languages as required  
• Up-to-date information on recovery progress |

Note: a person in an affected community could potentially belong to one or more of the above groups.
Communication Tools
The following communication tools/outlets are used as required during and after emergencies to effectively communicate to affected people and communities.

- Online: Emergency Relief and Recovery Victoria website (recovery.vic.gov.au) and social media (for example, Twitter, Facebook and YouTube).
- Phone: Victorian Emergency Recovery Information Line (1300 799 232) and Nurse-on-Call (1300 60 60 24)
- Print materials: information brochures, fact sheets, services and resource guides, flyers, posters, multi-lingual information and fact sheets.
- The Department of Health and Human Services holds a supply of fact sheets related to social recovery.
- Advertising: print, radio, TV, internet.
- Newsletters: specific to recovery operations, third party publications.
- Direct mail: quarterly contact with affected people.
- Media: regular releases, responses, develop relationships with ABC and localised media. Monitor and provide information as relevant to Victorian, National and International media.
- Events: visits to the region by VIPs, information session,

Phases of Communication
An effective communications plan is vital. Generally there are three phases which should be considered when developing the plan.

- Phase One: Awareness building (short term)
- Phase Two: Maintaining support and assistance (medium term)
- Phase Three: Transition and continuing support (long term)

Information management and communication

Strategy to engage with the affected community

Information is the primary tool to assist individuals to make informed choices about their safety and to take responsibility for their own recovery. A communication strategy is required to maintain timely, accurate and relevant information for the community, agencies and government.

Established systems exist to provide information to the community about public safety issues. The following methods apply during the response stages and should be continued in the recovery process to meet community expectations.

- Community information meetings to be scheduled as needed but to also include key recovery representatives Regular incident status updating, and linkages of agency and department public internet pages Provision of a Victorian Emergency Recovery Line – 1300 799 232
- ABC radio metropolitan and regional radio reports Media releases on services available via media outlets, electronic and paper Community newsletters
- Co-ordinated community and business sector outreach programs
- During an emergency, community information sessions are convened by the control agency to provide information about the risk and consequences of the hazard to the community. The council attends these meetings to provide information about recovery services that may be required.

The control agency will continue to attend meetings post the response stage. This will be jointly convened with the council. The DHHS will provide support and assistance as required, including specialist information on family, public and community health.

Emergency management agencies have an important role to play in community engagement. This includes providing the opportunity for the affected community to share their experiences and to have these heard and acknowledged, and by providing an understanding of how the incident was managed. Community information sessions also provide an opportunity to start identifying issues that may require additional advice or clarification as part of the recovery process.
8. CONTACTS

8.1. Process for contacting council for emergencies

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Police receive advice (from anyone) of an incident that will require council resources.</td>
<td>EMERGENCIES ONLY MERC contacts MERO on the 'red phone' 0466 772 845</td>
<td>EMERGENCIES ONLY 0466 772 845 'red phone' MERO will answer call from the MERC, contact the MRM and EMLO/EMC &amp; arrange resources which may include:-</td>
<td>0466 772 845 MRM will answer call from MERO and determine recovery needs which may include:-</td>
</tr>
<tr>
<td>Is this a large scale incident or an emergency, Municipal Emergency Management Plan (MEMP) to be activated?</td>
<td>Is there any damage to building/s</td>
<td>YES</td>
<td>relief centre/s</td>
</tr>
<tr>
<td>YES</td>
<td>NO</td>
<td></td>
<td>personal support</td>
</tr>
<tr>
<td>Police contact council’s operations staff (02) 6022 9300 all hours) for trees over road, oil spills, (refer next page for minor or single incident responses / resources)</td>
<td></td>
<td></td>
<td>contact Dept. of Health &amp; Human Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>arrange temporary accommodation</td>
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<td></td>
<td></td>
<td></td>
<td>Municipal Building Surveyor</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>David Seal or Paul Nieuwerth</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Building Surveyor will determine whether property is habitable.</td>
</tr>
</tbody>
</table>
Process for contacting council for routine response/resources

### Wodonga Council response to SINGLE or SMALL SCALE INCIDENTS

**ALL HOURS – process for contacting council for small scale incidents eg. single house fire, minor flood, roof damage, car through wall - usually single agency response.**

<table>
<thead>
<tr>
<th>Response Agency eg. CFA, Police, SES</th>
<th>Council – on call operations staff (02) 6022 9300</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response that does NOT require the involvement of the MERC or MERO but council operations staff required for assistance</td>
<td>Operations Staff - Owen Lappin T/L Responsibilities – council roads, safety / warning signage, sand, road drainage, trees</td>
</tr>
<tr>
<td>Is there any damage to building/s? YES</td>
<td>Rangers - Matthew Foster, Mark Morey, Luke Smith responsibilities - animals</td>
</tr>
<tr>
<td>Municipal Building Surveyor David Seal or Paul Nieuwerth</td>
<td>Municipal Recovery Manager (MRM) 0466 772 845 MERO on duty will answer call and investigate and put in place a MRM</td>
</tr>
<tr>
<td>Municipal Building Surveyor will determine whether property is habitable or not.</td>
<td>MRM (with affected person/s) complete a Needs Identification/ Service Referral Form &amp; Section 1 of a Personal Hardship Grant Assessment on behalf of DHHS. DHHS will need to complete the form to determine grant eligibility. (must be within 7 days)</td>
</tr>
<tr>
<td>Contact DHHS YES</td>
<td>Department of Health &amp; Human Services (DHHS) during office hours - Regional Emergency Management Co-ordinator (03) 5722 0555</td>
</tr>
<tr>
<td>MRM to contact recovery agencies to supply services as required. eg. temporary accommodation, bedding, clothing, food. Give affected person/s an Information Pack.</td>
<td>After hours 1300 164 867 (not for public use) if necessary ask for the Regional Duty Operations Officer.</td>
</tr>
<tr>
<td>MRM to arrange cost recovery if appropriate.</td>
<td></td>
</tr>
</tbody>
</table>

**NOTE: The process for contacting council for full scale municipal emergencies is an entirely different procedure. The documented process for emergencies is on the previous page.**
9. APPENDICES

9.1. MAPS

9.1.1. Map of Wodonga
9.1.2. Map of Neighbourhood Safer Places- Places of Last Resort
9.1.3. CFA DISTRICT 24 – Fire Plan Location Map and Boundaries
## 9.2. Abbreviations and Acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA</td>
<td>Airservices Australia</td>
</tr>
<tr>
<td>ADF</td>
<td>Australian Defence Force</td>
</tr>
<tr>
<td>AFAC</td>
<td>Australasian Fire and Emergency Services Authorities Council</td>
</tr>
<tr>
<td>AGCDTF</td>
<td>Australian Government Counter Disaster Task Force</td>
</tr>
<tr>
<td>AGD</td>
<td>Attorney-General's Department</td>
</tr>
<tr>
<td>AIIMS</td>
<td>Australian Inter-Service Incident Management System</td>
</tr>
<tr>
<td>AMSA</td>
<td>Australian Maritime Safety Authority</td>
</tr>
<tr>
<td>ANZEMC</td>
<td>Australia-New Zealand Emergency Management Committee</td>
</tr>
<tr>
<td>ARCV</td>
<td>Australian Red Cross Victoria</td>
</tr>
<tr>
<td>ARFF</td>
<td>Aviation Rescue and Firefighting (part of Airservices Australia)</td>
</tr>
<tr>
<td>ARTC</td>
<td>Australian Rail Track Corporation</td>
</tr>
<tr>
<td>ATSB</td>
<td>Australian Transport Safety Bureau</td>
</tr>
<tr>
<td>AusSAR</td>
<td>Australian Search and Rescue (part of AMSA)</td>
</tr>
<tr>
<td>AV</td>
<td>Ambulance Victoria</td>
</tr>
<tr>
<td>AVCG</td>
<td>Australian Volunteer Coast Guard</td>
</tr>
<tr>
<td>BOM</td>
<td>Bureau of Meteorology</td>
</tr>
<tr>
<td>CERA</td>
<td>Community Emergency Risk Assessment</td>
</tr>
<tr>
<td>CERM</td>
<td>Community Emergency Risk Management</td>
</tr>
<tr>
<td>CFA</td>
<td>Country Fire Authority</td>
</tr>
<tr>
<td>CI</td>
<td>Critical Infrastructure</td>
</tr>
<tr>
<td>CMA</td>
<td>Catchment Management Authority</td>
</tr>
<tr>
<td>COAG</td>
<td>Council of Australian Governments</td>
</tr>
<tr>
<td>COMDISPLAN</td>
<td>Commonwealth Government Disaster Response Plan</td>
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<tr>
<td>CWA</td>
<td>Country Women's Association</td>
</tr>
<tr>
<td>DACC</td>
<td>Defence Assistance to the Civil Community</td>
</tr>
<tr>
<td>DEDJTR</td>
<td>Department of Economic Development, Jobs, Transport and Resources (Incorporating the Department of Agriculture)</td>
</tr>
<tr>
<td>DET</td>
<td>Department of Education and Training</td>
</tr>
<tr>
<td>DELWP</td>
<td>Department of Environment, Land, Water and Planning</td>
</tr>
<tr>
<td>DFACA</td>
<td>Defence Force Aid to the Civil Authorities</td>
</tr>
<tr>
<td>DFSV</td>
<td>Dairy Food Safety Victoria</td>
</tr>
<tr>
<td>DH</td>
<td>Department of Health</td>
</tr>
<tr>
<td>DHHS</td>
<td>Department of Health and Human Services</td>
</tr>
<tr>
<td>DOJ</td>
<td>Department of Justice</td>
</tr>
<tr>
<td>DPC</td>
<td>Department of Premier and Cabinet</td>
</tr>
<tr>
<td>DTF</td>
<td>Department of Treasury and Finance</td>
</tr>
<tr>
<td>DVI</td>
<td>Disaster Victim Identification</td>
</tr>
<tr>
<td>EA</td>
<td>Emergency Alert System</td>
</tr>
<tr>
<td>EM</td>
<td>Emergency Management</td>
</tr>
<tr>
<td>EMA</td>
<td>Emergency Management Australia</td>
</tr>
<tr>
<td>EMC</td>
<td>Emergency Management Commissioner</td>
</tr>
<tr>
<td>EMG</td>
<td>Emergency Management Group</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>----------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>EMLO</td>
<td>Emergency Management Liaison Officer</td>
</tr>
<tr>
<td>EMMV</td>
<td>Emergency Management Manual Victoria</td>
</tr>
<tr>
<td>EmRePSS</td>
<td>Emergency Resource Providers Support Scheme</td>
</tr>
<tr>
<td>EMS</td>
<td>Emergency medical service</td>
</tr>
<tr>
<td>EMT</td>
<td>Emergency Management Team</td>
</tr>
<tr>
<td>EMV</td>
<td>Emergency Management Victoria</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Centre</td>
</tr>
<tr>
<td>EPA</td>
<td>Environment Protection Authority</td>
</tr>
<tr>
<td>ERC</td>
<td>Emergency Relief Centre</td>
</tr>
<tr>
<td>ERCC</td>
<td>Emergency response coordination centre</td>
</tr>
<tr>
<td>ERDO</td>
<td>Emergency response development officer</td>
</tr>
<tr>
<td>ESTA</td>
<td>Emergency Services Telecommunications Authority</td>
</tr>
<tr>
<td>FERC</td>
<td>Field Emergency Response Coordinator</td>
</tr>
<tr>
<td>GIS</td>
<td>Geospatial information system</td>
</tr>
<tr>
<td>HHS</td>
<td>Health and Human Services</td>
</tr>
<tr>
<td>ICA</td>
<td>Insurance Council of Australia</td>
</tr>
<tr>
<td>ICC</td>
<td>Incident Control Centre</td>
</tr>
<tr>
<td>IDRO</td>
<td>Insurance Disaster Response Organisation</td>
</tr>
<tr>
<td>IFMP</td>
<td>Integrated Fire Management Planning</td>
</tr>
<tr>
<td>IMS</td>
<td>Incident Management System</td>
</tr>
<tr>
<td>IGEM</td>
<td>Inspector General Emergency Management</td>
</tr>
<tr>
<td>IMT</td>
<td>Incident Management Team</td>
</tr>
<tr>
<td>LSV</td>
<td>Life Saving Victoria</td>
</tr>
<tr>
<td>Marine EMT</td>
<td>Marine Emergency Management Team</td>
</tr>
<tr>
<td>MAV</td>
<td>Municipal Association of Victoria</td>
</tr>
<tr>
<td>MECC</td>
<td>Municipal Emergency Co-ordination Centre</td>
</tr>
<tr>
<td>MEMEG</td>
<td>Municipal Emergency Management Enhancement Group</td>
</tr>
<tr>
<td>MEMP</td>
<td>Municipal Emergency Management Plan</td>
</tr>
<tr>
<td>MEMPC</td>
<td>Municipal Emergency Management Planning Committee</td>
</tr>
<tr>
<td>MERC</td>
<td>Municipal Emergency Response Coordinator</td>
</tr>
<tr>
<td>MERO</td>
<td>Municipal Emergency Resources Officer</td>
</tr>
<tr>
<td>MFB</td>
<td>Metropolitan Fire Brigade</td>
</tr>
<tr>
<td>MFESB</td>
<td>Metropolitan Fire &amp; Emergency Services Board</td>
</tr>
<tr>
<td>MFPO</td>
<td>Municipal fire prevention officer</td>
</tr>
<tr>
<td>MRM</td>
<td>Municipal recovery manager</td>
</tr>
<tr>
<td>MTM</td>
<td>Metro Trains Melbourne</td>
</tr>
<tr>
<td>NCTP</td>
<td>National Counter Terrorist Plan</td>
</tr>
<tr>
<td>NDF A</td>
<td>Natural Disaster Financial Assistance</td>
</tr>
<tr>
<td>NDRRA</td>
<td>Natural Disaster Relief and Recovery Arrangements</td>
</tr>
<tr>
<td>NERAG</td>
<td>National Emergency Risk Assessment Guidelines</td>
</tr>
<tr>
<td>NOPSEMA</td>
<td>National Offshore Petroleum Safety and Environmental Management Authority</td>
</tr>
<tr>
<td>NRIS</td>
<td>National Registration &amp; Inquiry System</td>
</tr>
<tr>
<td>OESC</td>
<td>Office of the Emergency Services Commissioner</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>POC</td>
<td>Police Operations Centre (D24)</td>
</tr>
<tr>
<td>PTV</td>
<td>Public Transport Victoria</td>
</tr>
<tr>
<td>PV</td>
<td>Parks Victoria</td>
</tr>
<tr>
<td>RIA</td>
<td>Rapid Impact Assessment</td>
</tr>
<tr>
<td>Red Cross</td>
<td>Australian Red Cross Victoria</td>
</tr>
<tr>
<td>RERC</td>
<td>Regional Emergency Response Coordinator</td>
</tr>
<tr>
<td>RERCC</td>
<td>Regional Emergency Response Coordination Centre</td>
</tr>
<tr>
<td>RFCV</td>
<td>Rural Finance Corporation of Victoria</td>
</tr>
<tr>
<td>RR</td>
<td>Road rescue</td>
</tr>
<tr>
<td>RSPCA</td>
<td>Royal Society for the Prevention of Cruelty to Animals</td>
</tr>
<tr>
<td>SBCS</td>
<td>Small Business Counselling Service</td>
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<tr>
<td>SCC</td>
<td>State Control Centre</td>
</tr>
<tr>
<td>SCC</td>
<td>State Crisis Centre</td>
</tr>
<tr>
<td>SCN</td>
<td>Security and Continuity Network</td>
</tr>
<tr>
<td>SCPEM</td>
<td>Standing Council on Police and Emergency Management</td>
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<tr>
<td>SCRC</td>
<td>State Crisis and Resilience Council</td>
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<tr>
<td>SEAWC</td>
<td>State Emergency Animal Welfare Co-ordinator</td>
</tr>
<tr>
<td>SEC</td>
<td>Security and Emergencies Committee (of Cabinet)</td>
</tr>
<tr>
<td>SEMC</td>
<td>State Emergency Mitigation Committee</td>
</tr>
<tr>
<td>SEMT</td>
<td>State Emergency Management Team</td>
</tr>
<tr>
<td>SESC</td>
<td>State Emergency Support Centre</td>
</tr>
<tr>
<td>SEWS</td>
<td>Standard Emergency Warning Signal</td>
</tr>
<tr>
<td>SHERP</td>
<td>State Health Emergency Response Plan</td>
</tr>
<tr>
<td>TAC</td>
<td>Transport Accident Commission</td>
</tr>
<tr>
<td>TESS</td>
<td>Transport, Engineering and Services Support</td>
</tr>
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<td>TSV</td>
<td>Transport Safety Victoria</td>
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<tr>
<td>USAR</td>
<td>Urban Search and Rescue</td>
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<td>VBA</td>
<td>Victorian Building Authority</td>
</tr>
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<td>VCC</td>
<td>Victorian Council of Churches</td>
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<td>VEMC</td>
<td>Victoria Emergency Management Council</td>
</tr>
<tr>
<td>VGC</td>
<td>Victoria Grants Commission</td>
</tr>
<tr>
<td>VicPol</td>
<td>Victoria Police</td>
</tr>
<tr>
<td>VICSES</td>
<td>Victoria State Emergency Service</td>
</tr>
<tr>
<td>V/Line</td>
<td>V/Line Passenger Pty Ltd</td>
</tr>
<tr>
<td>VRCA</td>
<td>Victorian Regional Channels Authority</td>
</tr>
<tr>
<td>VWA</td>
<td>Victorian WorkCover Authority (WorkSafe)</td>
</tr>
</tbody>
</table>
10. Sub plans

10.1. Community education sub plan

Team leader: Municipal Emergency Co-ordination Group (MECG)
Deputy team leaders: MEM Planning Committee

Aim: To build and improve local preparedness to manage emergencies by engaging the community with emergency management information and activities.

Operational procedures:
The MEMCG will work with the Manager Communications and Marketing to ensure free community awareness and education publications are accessible to provide background information and advice on preparing for and coping with major hazards and emergencies.

In consultation with the MEMCG, the Manager Communications and Marketing will:

- Identify the target audience/s;
- Identify what information will be required for distribution and the most appropriate method of distribution; and,
- Prepare information for the distribution through a variety of communication methods.

Resources
- Emergency Management Australia Action Guides:
  - Flood Action Guide
  - Lightning Action Guide
  - Storm Action Guide
  - Pets in Emergencies
- Wodonga Council website information:
  - Fire fact sheet
  - Information on heat stress
  - Storm Smart brochure
  - Fire danger information

Guidelines for preparing community information
Emergency information is generally prepared and distributed following the impact of an emergency, providing information about services and activities. If managed appropriately, it should also support important social processes, engender a sense of belonging and caring, and provide a sense of control and predictability. The following prompts will assist in the preparation of information for recovering communities. The Manager Communications and Marketing will use them as necessary.

What information?
- What has happened to the community
  - Nature of emergency
  - Location of affected area
  - Impact on community
  - Reliable, quotable source
- What is likely to be involved in recovery
  - Activities
  - Agencies involved
  - Time frames
- What services and resources are available
  - How to access
  - Where to access
  - Who can access
- What can community members do to manage their own recovery
  - Identification of likely issues
  - Appropriate actions
  - Where to get more information

Who needs it?
- Directly affected community
- Emergency workers
- Media
- Indirectly affected community
- Senior managers and elected representatives

How should information be distributed?
- Newsletters
- Leaflets
- Radio
- Paid advertisements
- Newspapers
- Social media
- Public meetings
- Roadside signs
- Information centres – visit or phone
- Website

Timing
In the early stages, information needs to be repeated often using a variety of media and channels. Information must be updated and changed regularly.
10.2. Resources sub plan

Team leader: Deputy MERO
Deputy team leaders: Manager Outdoor Operations

Aim: To identify and manage municipal and other resources for use in response to and recovery from emergencies.

Preparedness
- The Team Leader will ensure that resource list and contact details are kept up to date. Details should be checked at least every three months. The Manager Outdoor Operations will be notified of any changes. Where external providers are used it is preferred that they have an existing MOU agreement or are regular suppliers to manage issues of billing and liability.

Operational procedures
- The Team Leader will be notified by MERO or MRM and at the Incident Control Centre or other location for a briefing on the nature and location of the emergency and possible resource requirements.
- Team leader will then:
  o Activate and brief deputy team leader(s) and support staff as necessary;
  o Establish an operational location within the council’s Operation Centre;
  o Action all requests for resources;
  o Advise MERO of any requests that cannot be resourced;
  o Liaise with administration staff to ensure that all resources allocated are recorded properly;
  o Maintain contact with allocated resources at least half hourly; and,
  o Stand down and or retrieve resources when they are no longer required.

Additional resources
If all local resources are exhausted and additional resources are required from outside the municipality, the MERO will advise the MERC of these needs. The request will be passed through the MERC to the Regional Emergency Response Co-ordinator.

Response
Co-ordinator. The Victoria State Emergency Service Regional Headquarters will action the request on behalf of the Regional Emergency Response Co-ordinator.

Emergency Resource Suppliers Support Scheme (EmRePSS)
The Victorian Government has established an insurance scheme to meet the insurable risks of private resource providers (labour, equipment and services) who are not normally contracted to the council for the provision of the required resource. This scheme has been developed to address the issue of contractors being unwilling to supply resources because of the extraordinary risk of providing the resource into an emergency situation. Details of this scheme are available from Victorian Managed Insurance Agency (vmia.vic.gov.au) or through the MERO, MRM or council’s risk management team.

Available resources
The council owns and controls a range of plant and equipment resources for the primary purpose of maintaining public open space and road reserve infrastructure. The plant and equipment items have been selected based on the existing use requirements as dictated during previous storm and flood events (see Table 1). These plant and equipment items are housed within the council’s works depot at 1 Kendall St and are available for use in response to emergency management (see Table 2 and Table 3). Council-owned and controlled material resources will be directed to locations as requested by the response agency (see Table 4).

Table 5 identifies the arrangement of the use of other resource which do not fall under the control of council. Preferred contractors have been determined by their availability and willingness to be contacted in an emergency event. Cost of the service is to be provided by the contractor to the team leader. The emergency response agency requesting the service must be informed that this cost must be funded by their organisation.

Available personnel
The council’s owned and controlled employee resources will be directed to the location as requested by the response agency by utilising on-call personnel within the works team. Replacement of personnel will occur to ensure council employees are adequately rested during periods and to ensure no longer than eight continuous hours attendance at an emergency response event (see Table 6).
### Table 1: Programs and strategies based on previous emergency events

<table>
<thead>
<tr>
<th>Event</th>
<th>Program/strategy</th>
</tr>
</thead>
</table>
| Wind storm events          | • Council-owned and operated resources will be directed to remove trees and branches impacted by a storm event.  
                              • Trucks, loaders and employees will be directed to remove fallen debris.  
                              • Arborists will be directed to inspect damaged and or dangerous trees still standing to determine the pruning and or removal of damaged trees/limbs, the specialist truck, chipper and employees with be directed to carry out the identified works. |
| Rain storm events/flooding | • Council-owned and operated resources will be directed to:  
                              o Install and monitor road warning signs “water over road” at known sites previously flooded;  
                              o Close council roads and erect “detour” signs at locations where water covers the road / bridges; and,  
                              o Remove debris washed onto roads and pathways. |
| Traffic accidents           | • Council-owned and operated resources will be directed to erect signage, sweep debris, and apply spill absorbent materials.                     |
| Fire                       | • Council-owned and operated resources will be directed to provide water if requested by the CFA via the water tank trucks.  
                              • Operators will carry water to CFA tankers as requested. |

### Table 2: Council-owned and controlled plant items

<table>
<thead>
<tr>
<th>Plant number</th>
<th>Registration</th>
<th>Vehicle council</th>
<th>Use in an emergency</th>
<th>Additional features</th>
</tr>
</thead>
<tbody>
<tr>
<td>45145</td>
<td>XTI 957</td>
<td>Mitsubishi Fuso 4.5Ltr M c/w Tipper, Crane and Remote</td>
<td>Truck with crane, lifting of stormwater pits, etc to 1850 kg capacity</td>
<td>Mounted crane for loading materials</td>
</tr>
<tr>
<td>45225</td>
<td>1EN 3ZC</td>
<td>Caterpillar 12M Grader</td>
<td>Grader – levelling gravel roads</td>
<td>Rippers</td>
</tr>
<tr>
<td>45136</td>
<td>WEM 890</td>
<td>Isuzu 3tn tipper</td>
<td>Tip truck – transporting materials and debris</td>
<td></td>
</tr>
<tr>
<td>45229</td>
<td>1EN 2VN</td>
<td>Volvo 460 FmX, 10m tipper/watertruck</td>
<td>Tip truck – transporting materials and debris</td>
<td>10000L water tank</td>
</tr>
<tr>
<td>45230</td>
<td>1EN 2VO</td>
<td>Volvo 460 FmX, 10m tipper</td>
<td>Tip truck – transporting materials and debris</td>
<td></td>
</tr>
<tr>
<td>45113</td>
<td>SWI 664</td>
<td>Isuzu 3tn tipper</td>
<td>Tip truck – transporting materials and debris</td>
<td></td>
</tr>
<tr>
<td>45265</td>
<td>1LJ 2GJ</td>
<td>Rosmech street sweeper</td>
<td>Street sweeper – sweeping of debris from roads, suction of debris from pits</td>
<td></td>
</tr>
<tr>
<td>45228</td>
<td>1DN 3HP</td>
<td>Caterpillar 279D compact track loader</td>
<td>Compact track loader – loading materials and debris</td>
<td>Sweeper and pick up broom, land plane</td>
</tr>
<tr>
<td>Plant number</td>
<td>Registration</td>
<td>Vehicle council</td>
<td>Use in an emergency</td>
<td>Additional features</td>
</tr>
<tr>
<td>--------------</td>
<td>--------------</td>
<td>-----------------</td>
<td>---------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>45114</td>
<td>TBS 597</td>
<td>Mitsubishi Fe639CC Tray</td>
<td>Portable generator, oxy and mig welding</td>
<td></td>
</tr>
<tr>
<td>45227</td>
<td>1EN 3ZD</td>
<td>Caterpillar 938K Loader</td>
<td>Loading materials and debris</td>
<td></td>
</tr>
<tr>
<td>45104</td>
<td>FGY 338</td>
<td>Kubota L2550 24HP 4x4 tractor</td>
<td>Tractor with front end loader, loading materials and debris</td>
<td></td>
</tr>
<tr>
<td>45227</td>
<td>1DN 3HO</td>
<td>Caterpillar 432F Backhoe Loader</td>
<td>Backhoe combination front end loader, excavating trenches, loading materials and debris</td>
<td></td>
</tr>
<tr>
<td>45112</td>
<td>SQQ 48B</td>
<td>Toyota 426FG25 Forklift 50%</td>
<td>Loading and removing pallets</td>
<td></td>
</tr>
<tr>
<td>45151</td>
<td>YEI 575</td>
<td>Nifty Lift Elevated Platform</td>
<td>Working at heights</td>
<td></td>
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<tr>
<td>45178</td>
<td>ZOK 426</td>
<td>Isuzu Chipper Truck</td>
<td>Chipping branches</td>
<td></td>
</tr>
<tr>
<td>45254</td>
<td>1IR 9RV</td>
<td>DAF 12T Tipper</td>
<td>Transport materials and debris</td>
<td></td>
</tr>
<tr>
<td>45255</td>
<td>1IR 9RW</td>
<td>DAF 12T Tipper</td>
<td>Transport materials and debris</td>
<td></td>
</tr>
<tr>
<td>45264</td>
<td>1JT 2MN</td>
<td>Isuzu Tipper</td>
<td>Transport materials and debris</td>
<td>2T crane</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Traffic control signs</td>
<td>Traffic warning signs, detours, water over road, lane closed, etc</td>
<td>Reflective signs suitable for night work</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Witches hats / safety cones</td>
<td>To direct traffic in conjunction with traffic warning signage.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Barricade boards</td>
<td>Barriers to reduce the movement of traffic and pedestrians.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sand bags</td>
<td>To reduce the impact of flood waters</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Spill absorb</td>
<td>Absorbent materials to control spills on roads</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Barrier mesh</td>
<td>Barriers to reduce the movement of traffic and pedestrians.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>T78 407</td>
<td>Diesel fuel trailer – 400 lt, battery operated</td>
<td>Transport diesel fuel to remote sites</td>
<td></td>
</tr>
<tr>
<td>Plant number</td>
<td>Registration</td>
<td>Vehicle council</td>
<td>Use in an emergency</td>
<td>Additional features</td>
</tr>
<tr>
<td>--------------</td>
<td>--------------</td>
<td>-----------------</td>
<td>---------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>T78 419</td>
<td>Centrifugal Pump trailer, Honda 11 hp, 100mm dia hose.</td>
<td>Extraction of water from flooded sites</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P11 244</td>
<td>Tandem trailer – water tank 800 lt, Honda 5.5hp</td>
<td>Portable water supply to remote sites</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q15 092</td>
<td>Tandem trailer – water tank 1500 lt, Yamaha MZ175 5.5hp</td>
<td>Portable water supply to remote sites</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Portable centrifugal pump, Honda 5.0 hp, 50 mm dia hose</td>
<td>Extraction of water from flooded sites</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chainsaws</td>
<td>Clearing timber</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Portable generator, Honda, 240 v, 50 hz, 3Kva</td>
<td>Portable power supply</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Portable compressor, Honda 5.5 hp, displacement 17.4 cfm, delivery 12.0 cfm</td>
<td>Power source for pneumatic equipment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4: Council owned and controlled materials

<table>
<thead>
<tr>
<th>Item description</th>
<th>Use in an emergency</th>
<th>Quantity</th>
<th>Location</th>
<th>Contact person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Packing sand</td>
<td>Filling sand bags</td>
<td>1</td>
<td>1 Kendall Street Wodonga</td>
<td>Owen Lappin</td>
</tr>
<tr>
<td>Sand bags</td>
<td></td>
<td>1</td>
<td>1 Kendall Street Wodonga</td>
<td>Owen Lappin</td>
</tr>
<tr>
<td>Spill absorb</td>
<td>Spills on road ways</td>
<td>1</td>
<td>1 Kendall Street Wodonga</td>
<td>Owen Lappin</td>
</tr>
</tbody>
</table>
Table 5: Other resources available for use in the municipal district

<table>
<thead>
<tr>
<th>Core Business</th>
<th>Contractor business name</th>
<th>Contact person</th>
<th>Plant description</th>
<th>Use in an emergency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concrete - Premixed</td>
<td>Baxters Concrete</td>
<td></td>
<td>Concrete mixing truck</td>
<td>Filling sand bags</td>
</tr>
<tr>
<td>Concrete - Premixed</td>
<td>Boral Resources</td>
<td></td>
<td>Concrete mixing truck</td>
<td>Filling sand bags</td>
</tr>
<tr>
<td>Concrete – Premixed</td>
<td>Pronto Concrete</td>
<td></td>
<td>Concrete mixing truck</td>
<td>Filling sand bags</td>
</tr>
<tr>
<td>Earthworks / construction</td>
<td>AP Delaney and Co Pty Ltd</td>
<td>Russell Delaney</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earthworks / construction</td>
<td>Excell Gray Bruni Constration P/L</td>
<td>George Devenish</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earthworks / construction</td>
<td>Force Earthworks</td>
<td>Anthony Hannebery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earthworks / construction</td>
<td>WJ Jackson Pty Ltd</td>
<td>Michael Jackson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricians</td>
<td>McEachern and Donkers Pty Ltd</td>
<td>Peter Donkers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plumbing</td>
<td>Noel Petts plumbing</td>
<td>Noel/Jordan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roads construction</td>
<td>Downer EDI Works Pty Ltd</td>
<td>Andrew Morris</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic control</td>
<td>Border traffic solutions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic control</td>
<td>CONSEC Traffic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic control</td>
<td>Global Traffic Australia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic control</td>
<td>Trafficking P/L</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic Control</td>
<td>Game Traffic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tree care</td>
<td>Albury-Wodonga Tree Stump Removal</td>
<td>Maurice Dunstan</td>
<td>Stump grinder</td>
<td>Stump removal</td>
</tr>
<tr>
<td>Tree care</td>
<td>Arboressence</td>
<td>Gerard Reynolds</td>
<td>Trucks and chippers</td>
<td>Storm clean up</td>
</tr>
<tr>
<td>Tree care</td>
<td>Enviro Culture</td>
<td>Shannon Edwards</td>
<td>Trucks and chippers</td>
<td>Storm clean up</td>
</tr>
<tr>
<td>Water/Irrigation</td>
<td>Greener grass</td>
<td>Vin Glass</td>
<td></td>
<td>Control water</td>
</tr>
</tbody>
</table>
Table 6: Council works team personnel

<table>
<thead>
<tr>
<th>Name</th>
<th>Position - title</th>
<th>Experience and qualifications</th>
<th>Residential address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adam Steven</td>
<td>Garden Assistant</td>
<td>Heavy Rigid truck, arboriculture, loader operator. Traffic control, stop/go,</td>
<td>Beechworth</td>
</tr>
<tr>
<td>Baillie John</td>
<td>Plant operator</td>
<td>Grader, backhoe, loader and HC truck</td>
<td>Barnawartha</td>
</tr>
<tr>
<td>Bartel Scott</td>
<td>Apprentice gardener</td>
<td></td>
<td>Kiewa</td>
</tr>
<tr>
<td>Bellairs Mark</td>
<td>Roadside maintenance Team Leader</td>
<td></td>
<td>Wodonga</td>
</tr>
<tr>
<td>Booth Paul</td>
<td>Arborist assistant</td>
<td>Heavy rigid truck, water truck, street sweeper, loader, excavator and arboriculture</td>
<td>Wodonga</td>
</tr>
<tr>
<td>Bridgman Stephen</td>
<td>Arborist assistant</td>
<td>Heavy rigid license, water truck, arboriculture</td>
<td>Wodonga</td>
</tr>
<tr>
<td>Barber Amy</td>
<td>Environmental ranger</td>
<td>Heavy rigid licence. Traffic control, stop/go</td>
<td>Thurgoona</td>
</tr>
<tr>
<td>Cherry Brett</td>
<td>Aboriculture team</td>
<td></td>
<td>Beechworth</td>
</tr>
<tr>
<td>Cockerell Kevin</td>
<td>Workshop foreman</td>
<td></td>
<td>Lavington</td>
</tr>
<tr>
<td>Cooper Ken</td>
<td>Roadside maintenance co-ordinator</td>
<td>Heavy rigid truck, backhoe, loader, road patrol,</td>
<td>Wodonga</td>
</tr>
<tr>
<td>Curyer Peter</td>
<td>Roads plant operator</td>
<td>Grader, HC truck, loader</td>
<td>Staghorn Flats</td>
</tr>
<tr>
<td>Davies, Ryan</td>
<td>Roadside handyperson</td>
<td></td>
<td>Wahgunyah</td>
</tr>
<tr>
<td>De Lucy Warren</td>
<td>Roadside handyperson</td>
<td>Truck</td>
<td>Howlong</td>
</tr>
<tr>
<td>Earle Philip</td>
<td>Roadside handyperson</td>
<td>Truck</td>
<td>Wodonga</td>
</tr>
<tr>
<td>Gibbs Jason</td>
<td>Parks supervisor – Irrigation</td>
<td></td>
<td>East Albury</td>
</tr>
<tr>
<td>Giltrap Paul</td>
<td>Tractor operator/ handyperson</td>
<td></td>
<td>Wodonga</td>
</tr>
<tr>
<td>Griffith Andrew</td>
<td></td>
<td></td>
<td>Albury</td>
</tr>
<tr>
<td>Hartshorn Mick</td>
<td>Roadside maintenance</td>
<td>Truck</td>
<td>Springdale Heights</td>
</tr>
<tr>
<td>Hodgkin James</td>
<td>Plant operator</td>
<td>Grader, backhoe, loader and truck</td>
<td>Wodonga</td>
</tr>
<tr>
<td>Horsfall Russell</td>
<td>Tractor operator</td>
<td></td>
<td>Wodonga</td>
</tr>
<tr>
<td>Name</td>
<td>Position - title</td>
<td>Experience and qualifications</td>
<td>Residential address</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------------------------</td>
<td>-------------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Jones Russell</td>
<td>Environmental ranger</td>
<td></td>
<td>Lavington</td>
</tr>
<tr>
<td>Knight Steven</td>
<td>Parks supervisor – West</td>
<td></td>
<td>Kiewa</td>
</tr>
<tr>
<td>Lamb Richard</td>
<td></td>
<td></td>
<td>Kiewa</td>
</tr>
<tr>
<td>Lappin Owen</td>
<td>Team Leader Road Maintenance</td>
<td></td>
<td>Bellbridge</td>
</tr>
<tr>
<td>Laverick Rob</td>
<td>Roads Handyperson</td>
<td>Loader, backhoe, MR truck.</td>
<td>Wodonga</td>
</tr>
<tr>
<td>Maxfield Darren</td>
<td>Assistant gardener/ handyperson</td>
<td></td>
<td>Wodonga</td>
</tr>
<tr>
<td>Nesbitt Gavin</td>
<td>Roadside handyperson</td>
<td>HR truck, loader, backhoe</td>
<td>Wodonga</td>
</tr>
<tr>
<td>Newton Steven</td>
<td>Parks supervisor – East</td>
<td></td>
<td>East Albury</td>
</tr>
<tr>
<td>O’Grady Bradley</td>
<td>Arborist co-ordinator</td>
<td>Backhoe, loader and truck</td>
<td>Wodonga</td>
</tr>
<tr>
<td>Pantling Brett</td>
<td>Gardens co-ordinator</td>
<td>Backhoe, loader and truck</td>
<td>Wodonga</td>
</tr>
<tr>
<td>Penn Darren</td>
<td>Environmental ranger</td>
<td></td>
<td>Howlong</td>
</tr>
<tr>
<td>Power Michael</td>
<td>Gardens team leader</td>
<td></td>
<td>East Albury</td>
</tr>
<tr>
<td>Raupach Will</td>
<td>Roads handyperson</td>
<td>HR truck</td>
<td>Wodonga</td>
</tr>
<tr>
<td>Taylor Sean</td>
<td>Assistant gardener/ handyperson</td>
<td></td>
<td>Baranduda</td>
</tr>
<tr>
<td>Thies Craig</td>
<td>Street Sweeper Operator</td>
<td>Street Sweeper</td>
<td>Wodonga</td>
</tr>
<tr>
<td>Toll Ken</td>
<td>Tractor operator/ handyperson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wallace Malcolm</td>
<td>Plant operator</td>
<td>Backhoe, loader and truck</td>
<td>Kiewa</td>
</tr>
<tr>
<td>Williamson Scott</td>
<td>Environmental ranger</td>
<td></td>
<td>Baranduda</td>
</tr>
<tr>
<td>Zoroja Michael</td>
<td>Plant operator</td>
<td>Backhoe, loader and truck</td>
<td>Wodonga</td>
</tr>
</tbody>
</table>