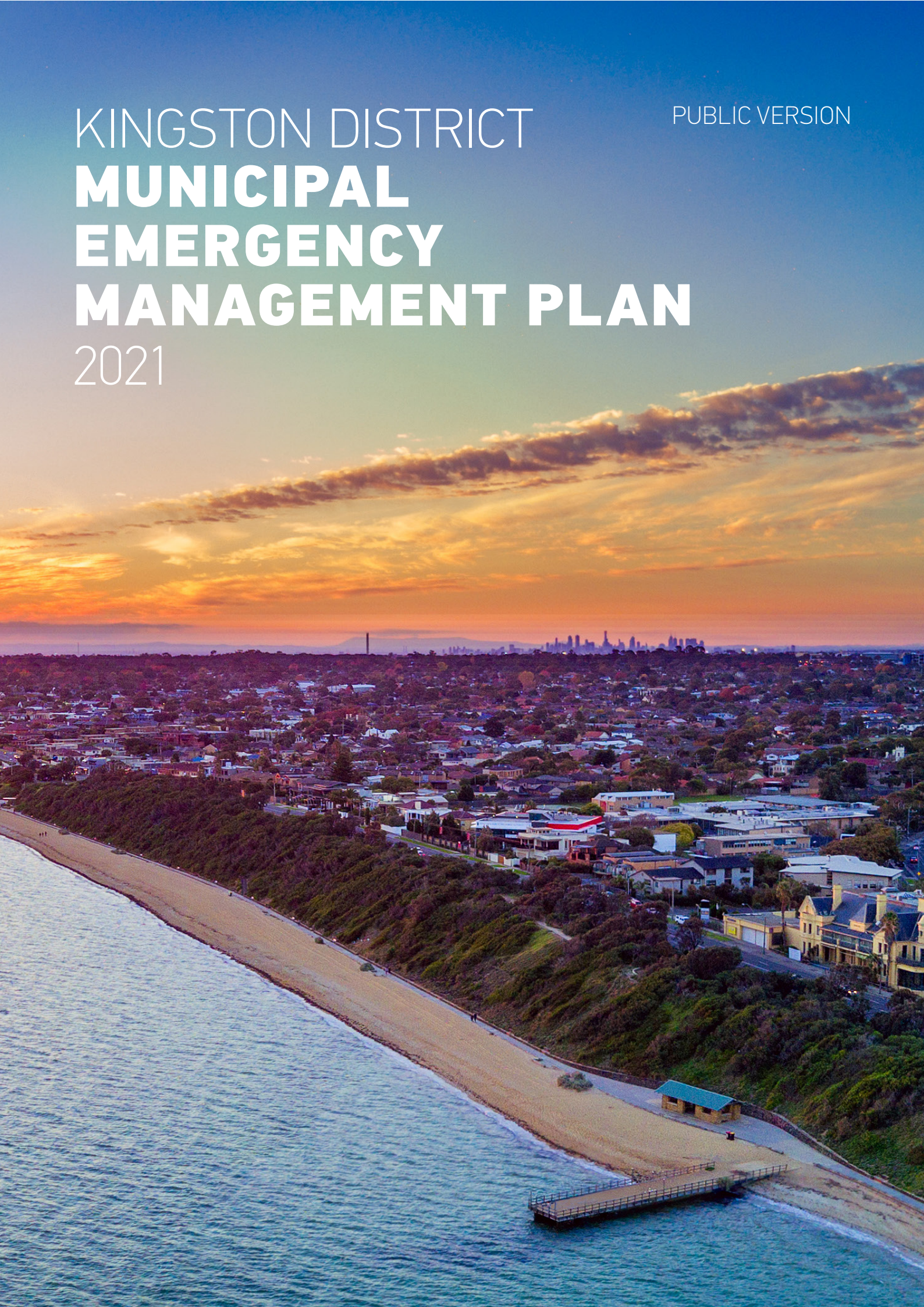
KINGSTON DISTRICT

MUNICIPAL EMERGENCY MANAGEMENT PLAN

2021

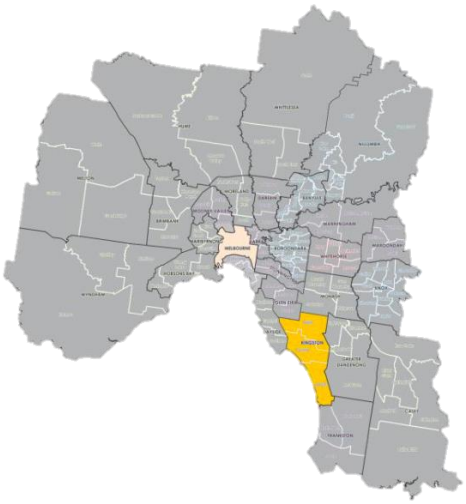
PUBLIC VERSION



Kingston Municipal Emergency Management Planning Committee

Municipal Emergency Management Plan

Kingston Municipal District



Readers of this plan should note the following:

1. Amendments to the *Emergency Management Act 2013* came into effect on 1 December 2020.
2. As a result, on this same date, the Kingston City Council Municipal Emergency Management Planning Committee (MEMPC) ceased to operate and a new MEMPC for the Kingston municipal district, independent of Council, was convened.
3. This document, formerly known as the Kingston City Council Municipal Emergency Management Plan (MEMP) has become the Municipal Emergency Management Plan of the Kingston municipal district.
4. References to the ownership, administrative management and other general content of the plan will be appropriately updated as various sections are reviewed. However, any such administrative references do not impact on the operational arrangements documented in this plan and MUST not impact on the response to, or recovery from, emergencies within the Kingston district.

Acknowledgement of Country

We respectfully acknowledge and pay our respects to the Elders, past and present and people of the Kulin nation and recognise them as the traditional custodians of this land. We respect their culture and identity which has been bound up with the land and sea for generations.

Foreword

Emergency management is an essential activity for our community. Many emergencies have significant social, economic and environmental consequences.

The Kingston City Council (KCC) has undertaken a Community Emergency Risk Assessment (CERA) approach, to identify: sources of risk within the municipality, the likelihood of an emergency event occurring and the treatment options available to Council to deal with such an event. Preventing, responding to and recovering from emergency events, are the reason for the development of the Municipal Emergency Management Plan (MEMP).

This plan provides: the strategies for protecting the community, activities to be undertaken during an emergency to reduce personal injury and losses to life, property and the environment, and measures to assist people to recover from emergencies and continue with their lives. KCC recognises that these tasks require the combined expertise and resources of emergency services, government, private organisations and our community. The roles and responsibilities of each of these agencies are defined within this plan.

The Kingston municipal district MEMP has been produced pursuant to the *Emergency Management Act 2013* including having regard to the guidelines issued under section 77, *Guidelines for Preparing State, Regional and Municipal Emergency Management Plans*. The MEMP is the result of the cooperative efforts of the Kingston Municipal Emergency Management Planning Committee (MEMPC).

Sequence of Plan Sections

This MEMP addresses all identified and agreed aspects of the process of: planning for, mitigating, responding to and recovering from, emergencies that may impact Kingston municipal district. The sections of the plan have been specifically sequenced to provide operational users with easy access to the information that they are most likely to require in an emergency. Underpinning policy and administrative information are also detailed in the plan. Refer to the Table of Contents below for more details.

Activation

This plan will be activated at the request of the Municipal Emergency Response Coordinator (MERC) through a call to the Municipal Emergency Management Officer (MEMO).

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A3 Response

A3.1 Introduction

Emergency Response is the action taken immediately before, during and in the first period after an emergency, to reduce the effect and consequences of emergencies on people, their livelihoods and wellbeing, property and the environment and to meet basic human needs. Emergencies can be minor single incidents, all the way through to major emergencies that are large and/or complex and affect large sections of the municipality, region or state.

Response management brings together the resources of many agencies and individuals who can take appropriate and timely action. Local Government is required by legislation to provide emergency response and to support communities to recover, following an emergency.

The State's emergency management arrangements provide the mechanism for the build-up of appropriate resources to cope with emergencies throughout the State. The arrangements outline the process for requests for physical assistance initially, from within the municipal district, and then, when these are unavailable or exhausted, how to escalate the request.

Most incidents are of local concern and can be resolved with the coordinated provision of municipal resources. However, when these resources are exhausted, requests may be escalated through the regional emergency response plan to seek support from neighbouring municipalities (on a regional basis). When the regional resources are exhausted, requests can be escalated to the State level and ultimately the Commonwealth level.

The **Municipal Emergency Management Officer (MEMO)** is responsible for the co-ordination of municipal resources in responding to emergencies and has full delegated powers to deploy and manage council's resources during emergencies.

The rostered MEMO will be contactable **at all times**, including business hours, by fixed line or mobile telephone, or by staff in person.

It is worth noting that emergency relief and recovery activities should be integrated with emergency response activities and commence as soon as the effect and consequences of the emergency are anticipated.

A3.2 Activation

Response and recovery arrangements should be implemented at the earliest possible opportunity if the effects of emergencies are to be minimised. The **Municipal Emergency Response Coordinator (MERC)** will contact the MEMO via the MEMO 24/7 duty number found in A2 Contact Directory. The MEMO will be responsible for notifying the **Municipal Recovery Manager (MRM)** of the potential need for relief and recovery services. Together, they will consider the relief and recovery needs of the emergency. In some instances, the Regional Recovery Coordinator (Department of Health) may inform the MRM of the need for recovery activities.

Although there are no formal phases for response to an emergency, the following groupings of activities may assist in preparing for and responding to an emergency and subsequently handing over to the MRM.

A3.2.1 After Hours Activation

A council after hours service is available outside of business hours as directed by the Corporate Leadership Group. After hours call out procedures, triggers and scripts have been developed across the organisation. The City of Kingston has engaged OracleCMS as its After Hours Service call taking provider through its 1300 653 356 number.

The management of scripts and agreed escalation procedures are held with the Team Leader of every applicable business unit who has a process established with the afterhours service. The Team Leader of Customer Care manages the complete process with OracleCMS, contracts and invoicing.

A3.2.2 Before

Upon receipt of warning or information that an emergency may affect the Kingston Municipal District, the MEMO will ensure that Kingston City Council (KCC) is ready to act and will brief the following groups or individuals as required, about the potential emergency:

- Key municipal personnel;
- Deputy MEMOs;
- MRM and/or Deputy MRMs;
- Emergency Management Liaison Officer (EMLO);
- Municipal Operations Centre (MOC) Manager
- Communications Officer;
- MERC (if not already aware); and
- Chief Executive Officer (CEO)

In addition, consideration should be given to:

- Testing of communications arrangements;
- Establishing the flow of information between Council and relevant control and support agencies;
- Deploying an EMLO to attend an agency's Incident Control Centre (ICC) or if required, establishing a MOC to coordinate Council resources and support;
- Preparing equipment and personnel for immediate action of appropriate sub-plans;
- Identifying assembly areas for marshalling of resources;
- Maintaining communication with the MRM in relation to implementation of any emergency relief or recovery services that may be required;
- Alerting cooperating outside agencies; and
- Issuing public warnings, as authorised by the Control Agency.

A3.2.3 During

This operational phase may involve control and support agencies. Some operations may necessitate immediately implementing these actions without any pre-warning. Activities that should be considered at this point are:

Primary Activities

- KCC will deploy an EMLO to attend an agency's ICC and act as the liaison between Council and the ICC if deemed necessary.
- If required, KCC will establish a MOC to coordinate Council resources and support. Refer to Section C9 MOC Standard Operating Procedures.
- Identifying assembly areas for marshalling of resources.
- Identifying and establishing one or more Emergency Relief Centres (ERC's) as required, including mobilising staff to manage the facility. Refer to the Emergency Relief Centres and Map, Section C10 of this MEMP.
- Mobilising personnel/equipment as requested.
- Ensuring Volunteer Emergency Workers are registered.
- Ensuring full records are maintained of all communications, including deployments.
- Maintaining records of financial commitments made by Council in response to the emergency, or on behalf of requesting agencies in relation to the emergency.
- Producing Situation Reports (SITREPS) on regular basis for relevant authorities and bodies.
- Deploying additional resources as required through:
    - Adjoining municipality MEMOs
    - External support agencies
    - Regional assistance via MERC

Insurance for Supplementary Emergency Response Resources

The owners of resources are responsible for providing adequate insurance for resources used for supplementary emergency response.

Private owners of equipment used for emergency response operations on a non-contracted (ad hoc) basis may be insured for a range of risks under the Emergency Resource Providers Support Scheme (EmRePSS). EmRePSS is special insurance cover provided by the Victorian Managed Insurance Authority (VMIA) for all municipal councils and several participating State government agencies with emergency management responsibilities (refer to <www.vmia.vic.gov.au>).

State government agencies not participating in EmRePSS may have similar insurance that extends to cover for privately owned resources used in emergency response operations.

A3.2.3.1 State Emergency Management Priorities

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

The priorities are:

- Protection and preservation of life is paramount. This includes:
    - Safety of emergency services personnel; and

  - 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.

The State emergency management priorities provide a framework for the emergency managers to identify the priority roles and actions of agencies in an emergency response, especially where there are concurrent risks or competing priorities.

Operational Tiers
Emergency response operations are managed through the following operational tiers:

- State
- Regional
- Incident

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

The people and agencies with roles and responsibilities for responding to emergencies work together at the state, regional and incident tiers to ensure a collaborative and coordinated whole of government approach to the management of emergencies at each tier.

A3.2.3.2 Roles

The roles of the key emergency management personnel listed below are defined in Section B6 of this plan:

- Municipal Emergency Response Coordinator (MERC)
- Municipal Emergency Management Officer (MEMO)
- Municipal Recovery Manager (MRM)
- Municipal Fire Prevention Officer (MFPO)
- MEMPC Executive Officer
- Incident Emergency Response Coordinator (IERC)
- Regional Emergency Response Coordinator (RERC)
- Regional Recovery Coordinator
- Emergency Relief Centre Manager

A3.2.3.3 Evacuation

Decision to Evacuate
The decision to evacuate rests with the control agency in conjunction with police and available expert advice, unless time constraints prevent this consultation. Once the decision is made, the police are responsible for carrying out the evacuation.

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.

Evacuation plans for specialised services in the municipality such as hospitals, schools, rooming houses, high rise sites and shopping centres are the responsibility of the site managers. Due to the large number of these facilities within Kingston, the plans are not held by Council. Council does hold a Vulnerable Facilities list that includes aged care facilities, schools, kindergartens, childcare centres, rooming houses, hospitals and disability support services. This can be found in Section C12.

Consideration should also be given to the management of domestic and companion animals (pets) during evacuations. If time permits, information provided to the affected community should include options for the management of pets during the process of evacuation.

Warning

Warnings should be used under specific circumstances where community action is necessary primarily to protect lives, and also for the protection of property or the environment. Sections 42 and 43 of the *Emergency Management Act 2013* provide for warnings and information in relation to fires in Victoria. The provision of these warnings and information must be consistent with any guidelines, procedures and protocols developed by the Emergency Management Commissioner. For all other emergencies, the control agency should issue warnings and provide information to the community.

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

- The type of emergency.
- The number of people affected.
- The ethnic origins of the affected people.
- The requirements of any Special Needs Groups.

Refer to Section A5 of this MEMP for details on communications.

Withdrawal

The Victoria Police Evacuation Manager is responsible for managing the withdrawal from the affected area and for coordinating shelter of evacuated people. Once the decision to evacuate has been made, the MEMO should be contacted to assist in the implementation of the evacuation.

Council is responsible for:

- Coordinating the provision of council resources, as required.
- Establishing and managing relief centres, if required.
- Assisting Victoria Police with management of traffic flow including provision of information regarding road availability, capacity and safety.
- Assisting DoT (VicRoads) to maintain a list of road closures (public information).

Assistance in an evacuation may also need to be provided by private transport operators. The transport options required will be situationally dependent on the emergency. Council may be called upon to assist with this.

Shelter

Depending on the circumstances, evacuated people may be directed to an Emergency Relief Centre (ERC). The City of Kingston will provide advice regarding the most suitable ERC, potential staging areas or assembly points and other resources that may be required (e.g. public health, emergency relief considerations or requirements and special needs groups). For isolated incidents, Council will arrange hotel accommodation for affected persons if they are unable to arrange suitable accommodation. Refer to "*Emergency Shelter*" in Section A4 of this MEMP for further details.

KCC's preferred staging areas should be road ways and car parks, to minimise damage to community assets, infrastructure and reserve irrigation and drainage systems. Adequate traffic management will be put in place to ensure pedestrian/vehicle separation.

The following processes and considerations are required at the location of the staging area:

- All heavy equipment and vehicles, where possible, should be on solid ground (concrete, asphalted, etc) unless otherwise agreed through the MEMO and documented.
- Parklands / Open Space shall be used for personnel coordination, resting, temporary accommodation, briefings, and meals.
- Parklands / Open Space may be used for heavy equipment and vehicles if no other suitable site is available.
- The repair and reinstatement of any Parklands / Open space or Community Building used for a Staging Area shall be charged in full to the control agency, this includes the cleaning of the facility.

Reunion

Reunion of persons separated by the event is a Victoria Police responsibility but is managed by Red Cross and via the Register.Find.Reunite service. These services are usually operating out of an ERC, once operating and staffed by Red Cross volunteers.

Return

The Victoria Police Evacuation Manager is responsible for coordinating the return of evacuated people upon advice of the Control Agency that it is safe to return. This may occur during the relief and / or recovery phases of the emergency. The MRM should be involved in the decision processes and implementation of the return, following an evacuation. Please refer to Section A4 Relief and Recovery in this MEMP.

A3.2.3.4 Response Arrangements

A3.2.3.4.1 Resources

Control and Support Agencies RESPONSIBLE for emergencies

Section C8 of this MEMP details an agreed set of control and support agency responsibilities for the response to identified emergencies within the municipal district of Kingston. These arrangements have been tailored to meet local response capabilities, based on the agencies available within the municipality.

Support agencies may be able to offer varying levels of support, from information to 'on ground' resources. It may be appropriate to consult with a number of identified support agencies for advice in relation to any given emergency.

It is the prerogative of the control agency to formulate action plans for a given emergency, in consultation with support agencies.

Supply of Resources

Resources owned or directly controlled by Council will be used to supplement those of the control and support agencies. As the needs and effects of the emergency escalate, or outstrip the resources available locally, resources may be requested from the region, state, interstate, Commonwealth or internationally.

The MEMO will endeavour to obtain resources through existing municipal arrangements.

Should this be unsuccessful, KCC is a signatory to the Municipal Association of Victoria (MAV) Protocol for Inter-Council Emergency Management Resource Sharing. The Protocol is available on the MAV web site at http://www.mav.asn.au/policy-services/emergency-management/Pages/resource-sharing-protocol.aspx. If this protocol is enacted, the MERC and **Regional Emergency Response Co-ordinator (RERC)** should be informed. This is particularly critical if the resources are drawn from neighbouring municipalities within the region, so that the RERC is aware that the resource has been committed.

If the MEMO is unsuccessful obtaining, the request will be passed through the MERC to the RERC.

Requesting Procedure
All requests for resources should be directed to the MERC, who will request them through the MEMO.

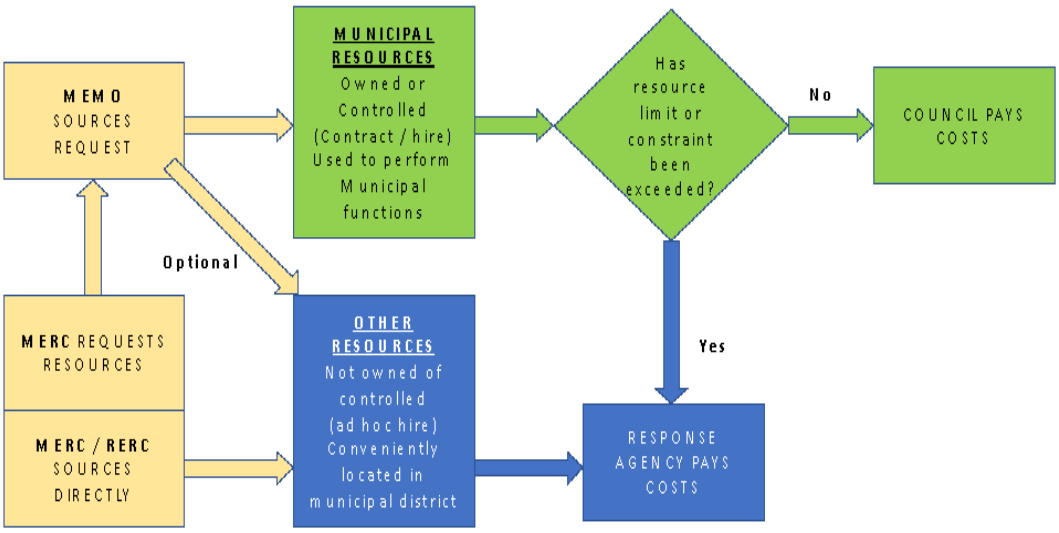
The MEMO is responsible for activating Council resources. Should any agency require Council owned or controlled resources, they will request these resources through the MEMO. The MEMO will then action these requests (where possible) through the Municipal Operations Centre (MOC). The MEMO shall provide details of the expected time frames to fulfil the request. Municipal resources should be used in the first instance, prior to engaging private contractors.

All such requests should be logged in the MEMO Incident Register, regardless of whether the MOC has been opened or not. The MEMO is also responsible for maintaining a resource database and contact details.

Where Council labour or Council owned equipment is used in an emergency in response to a request from a control agency, such resources will be supplied at no cost. This includes the provision of emergency relief measures provided to emergency-affected people. Please refer to Section C19 of this MEMP for a summary of KCC owned resources.

Where equipment or personnel need to be resourced from external providers on behalf of a number of organisations, the cost must be borne by the control agency. Agreement to pay must be obtained from the control agency before the resources are requisitioned.

Accounts and financial commitments made during the Response to an emergency are the responsibility of the MEMO through the Municipal Emergency Management Plan arrangements.



A3.2.3.5 Other Functional Areas

A3.2.3.5.1 Communications

Internal KCC communications
The City of Kingston may use SMS to predetermined internal groups to notify Council employees, executive and councillors of an incident, which will be managed through the MEMO or the Emergency Management Coordinator. KCC IT Service Team can facilitate this process.

General

All agencies having a role in these arrangements are responsible for the provision of their own communications 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 communication in the event of an emergency, when it is available, and should be utilised to capacity where possible. When locations earmarked for use as MOCs, Assembly Areas and Emergency Relief Centres were identified, consideration was given to the communications facilities already in place at those locations.

Telstra can provide additional telephones upon request to the MERC who will, in turn, submit such requests to the RERC for action.

All costs, related to such installations, are the responsibility of the requesting organisation, but **may** be reimbursed by State Government upon application by KCC, so long as the installations have been authorised in writing by the MERC.

WICEN

WICEN can provide a volunteer operated radio network.

It is activated by the MERC. Refer Contact Directory, Section A2 of this MEMP for contact details.

A3.2.3.5.2 Health

Aim

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

Health

The responsibilities of Environmental Health Officers in emergencies include:

- Advice on water supply
- Ensuring hygienic food handling - safe production, storage and distribution
- Supply of sanitary and hygienic accommodation when required
- Advice on pest control
- Control of infectious diseases (immunisation)

The municipal health arrangements should be considered in conjunction with the Regional and State Health Emergency Response Plans.

A3.2.3.5.3 Medical

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.

Ambulance Victoria will be responsible for contacting additional first aid support when required (e.g. St. John Ambulance).

Medical response management at an emergency scene will be carried out in accordance with the arrangements documented in the State Health Emergency Response Plan (SHERP).

A3.2.3.6 Financial Considerations

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

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.

KCC is accountable for any monies donated to an emergency event where Council has established the appeal and will implement systems to receive and account for all such donations. Other appeals may be commenced and managed at a State or Commonwealth level.

A3.2.3.7 Compensation of Volunteers

Compensation for all Volunteer Emergency Workers will be as laid down in Part 6 of the *Emergency Management Act, 1986*. It is the responsibility of the organisation utilising the Volunteer Emergency Workers to ensure that all of the Volunteer Emergency Workers are registered.

A3.2.3.8 Cross Boundary Events

Emergency events may cross municipal boundaries, requiring response and recovery activities from two or more local governments. Where this becomes necessary in response, the RERC will ensure that there is a coordinated response to the emergency. This may involve the provision of resources. All such requests should channel through the RERC.

A3.2.3.9 Municipal Operations Centre (MOC)

A Municipal Emergency Coordination Centre (MECC) is no longer a compulsory requirement as the majority of control occurs from Agency Incident Control Centres (ICC). As such, KCC will deploy an Emergency Management Liaison Officer (KCC EMLO) to attend the ICC and act as the liaison between the Council and the ICC, when appropriate.

The role of the KCC EMLO is to facilitate requests made to Council from the Incident Controller and Incident Management Team and act as a conduit for information exchange between the ICC and the MEMO.

The KCC EMLO will report to the MEMO. The MEMO will be responsible for coordinating the relevant Council resources as the incident dictates and reporting incident details across the relevant departments of Council.

KCC will operate a Municipal Operations Centre (MOC) to coordinate Council resources and facilitate cross-organisational communications. The MOC will be primarily managed by the Infrastructure department.

The MOC is to be located at the KCC Depot, 43 Garden Boulevard Dingley, Victoria 3172. It will be stood up at the request of the MEMO. In some circumstances the MOC could operate in a virtual environment or be stood up within the field.

Kingston MOCs will not be open to the public or accept members of the community. All public enquiries shall be through Council's Customer Care Centre, which diverts to the Oracle call service after hours to ensure 24/7 coverage. An Emergency Relief Centre, if activated, would be an alternate option for public enquiries. KCC would also use social media channels for posting notifications and responding to public enquiries.

A3.3 Transition from Response-to Recovery

The process of transition from response to recovery is an on-going one and commences from the time of impact of the emergency. It will involve the control agency (Incident Controller), MERC, MEMO and MRM. Consultation will be undertaken to reach agreement on the timing and process. Key considerations in reaching an agreement on the timing of the transition include:

- The nature of the hazard or threat and its potential to continue or re-occur.
- The extent of impact on communities, which may determine if a prolonged transition is required where some areas or affected groups are handed over before others.
- The extent of loss or damage and the extent of emergency relief.
- The anticipated demand on resources during recovery.

In determining the timing and process of transition from response to recovery, consideration should be given to:

- Notification of all organisations, stakeholders and the community;
- Media coordination;
- Management of community information sessions;
- Verification and validation of information;
- Operation of the Municipal Operations Centre (MOC) if required; and
- A schedule for transition to ensure a staged and seamless approach.

Refer to Transition Agreement Response to Recovery, in Section A4 of this MEMP. The purpose of this template is to assist emergency management agencies involved in the coordination of response, relief and recovery arrangements to achieve a seamless transition from response to recovery phases of emergency event coordination.

Goods and Facilities

In some circumstances, it may be appropriate for certain facilities and goods obtained during emergency response to be utilised in recovery activities. In these situations, there would be an actual hand over to the MRM of such facilities and goods. This will only occur after agreement has been reached between response and recovery managers. Refer to Transition Agreement, Section A4 of this MEMP.

Payment for goods and services used in the Recovery process is the responsibility of the MRM, in consultation with the MEMO, through the MEMP arrangements.

A3.4 Stand Down

When the control agency and emergency response coordinator are satisfied that the response to the emergency has been completed, a number of actions are required to complete the emergency response activities.

Actions may include:

- Recalling personnel and equipment.
- Informing the public, if appropriate.
- Conducting de-briefings.
- Initiating procedures for payment/compensation including seeking reimbursement for authorised expenditure either from requesting agencies or the State Government depending on circumstances and eligibility.
- Preparing reports.

A3.5 Debrief (After)

A debrief should take place as soon as practicable after an emergency. The Municipal or Regional Emergency Response Coordinator is responsible for ensuring the control agency for the emergency organises an operational debrief with participating agencies as soon as practicable after cessation of response activities.

All agencies, including recovery agencies, who participated in those activities, should be represented with a view to assessing the adequacy of the response and to recommend any changes to the relevant agency's plan(s) and future operational response activities. Such meetings should be chaired by the Chairperson of the MEMPC.

The purpose of the debriefing is to:

- Ensure participating agencies understand what happened during the emergency.
- Identify problems and highlight areas that were handled well, in order to improve efficiency, effectiveness and safety of future emergencies.

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

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A4 Relief & Recovery

A4.1 Introduction

The aim of Emergency Relief, as approved by the Kingston Municipal Emergency Management Planning Committee (MEMPC) is to support communities to successfully deal with the immediate impacts of an emergency in the social, built, economic, and natural environments.

These municipal relief and recovery arrangements are aligned with and operate in conjunction with, the Southern Metropolitan Regional Emergency Management Plan (REMP) and the State Emergency Management Plan (SEMP).

The principles for the coordination and delivery of relief in Victoria are:

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

The nationally recognised disaster recovery principles that are fundamental for successful recovery involve:

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

Emergencies of various scales frequently occur in Victoria. An 'all communities, all emergencies' approach underpins emergency management. All agencies have an obligation to contribute to improving the preparedness, capability and resilience of communities to prepare for, respond to and recover from emergencies. To achieve this, relief and recovery planning occurs before, during and after emergencies.

Emergency relief and recovery activities commence as soon as the effect and consequences of the emergency are anticipated. Once the emergency response activity has ceased, the management of the emergency will fully transition from response to recovery.

A4.2 Relief

The lead agency for the coordination of emergency relief is Emergency Management Victoria at the state level. The Department of Families, Fairness & Housing (DFFH) is responsible for coordinating relief and recovery at the regional level, supported by the Red Cross. At the local level, Council has responsibility for coordinating emergency relief for affected individuals and communities. Incident controllers are primarily responsible for the activation of relief services. This section outlines the nature of emergency relief and the support networks to provide that relief. Emergency relief is functionally coordinated as part of emergency recovery.

In the event that any or all of the functional services are required, the request must be authorised by the Incident Controller (IC) and the Municipal Emergency Response Coordinator (MERC) through to the Municipal Emergency Management Officer (MEMO). The MEMO, through the Municipal Recovery Manager (MRM), will then activate

the required functional services requested or required. All functional services will operate and report to the MRM who will report to the MEMPC and Council.

A4.2.1 Emergency Relief

Emergency relief is the provision of assistance to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency. Council has the initial relief coordination role, assisted by other agencies. Kingston City Council (KCC) will usually be involved in the provision of emergency relief to members of the Kingston community and will work with local partners to determine local arrangements to manage relief and recovery activities. However, it should be noted that requests may also be received via the regional level for assistance to communities outside Kingston, who are displaced beyond their regional boundaries.

A4.2.1.1 Emergency Relief Management

IC's are primarily responsible for determining the need to activate emergency relief services. Based on the IC's determination, an evacuation may be required. In such cases, the IC will advise the MERC (Victoria Police) and MRM, who then have the authority to activate the provision of emergency relief services. For smaller scale incidents and emergencies, the MERC & MRM will liaise and coordinate the necessary emergency relief arrangements.

A4.2.1.2 Spontaneous Volunteer Management

It is Council's policy not to accept any spontaneous volunteers. Any volunteers required will be obtained through recognised community organisations.

Whilst not encouraged, those community members that during an emergency do wish to 'spontaneously volunteer' shall be directed to KCC's Community Engagement Team who will assess and coordinate the handling of this process, in consultation with the MRM.

A4.2.1.3 Non-Major Emergency (Single incidents)

Non-Major emergencies or small scale single incidents such as a residential house fire, storm or flood may render a property uninhabitable, temporarily displacing the residents (individuals, couples, families or group households).

In these events, the MRM will coordinate emergency relief for the affected persons which may include temporary accommodation; food; material aid (replacement of clothing and essential items); and psychological first aid in partnership with the Australian Red Cross (ARC) and / or Victorian Council of Churches Emergencies Ministry (VCCEM). Referral will also be made to DFFH for an assessment of eligibility under the Personal Hardship Assistance Program and to local emergency relief and community agencies to support recovery.

There is also a disaster payment available to persons on income support, see https://www.servicesaustralia.gov.au/individuals/services/centrelink/crisis-payment

A4.2.2 Functional Services

A4.2.2.1 Emergency shelter

Emergency shelter is shelter for people affected by an emergency, in locations such as community halls, relief centres and local accommodation providers. Emergency shelter should be provided in the days following an emergency until other accommodation arrangements are made. Individuals are encouraged to make their own accommodation arrangements with friends and family.

If needed, emergency relief can be co-ordinated and provided by KCC in a variety of locations including at or near the site of an emergency or in an established relief centre. KCC has processes in place should an Emergency Relief Centre (ERC) need to be established to provide life support and essential needs to persons affected by any emergency. The MRM and Deputy MEMO will be activated to support opening an ERC. Refer to Section C10 for details on the ERC's.

Council procedures and relief centre floor plans are available from the MRM. These are located on the Council IT network located at TRIM folder 27/02/06. All MEMOs and MRMs have access to this information.

Through the Kingston Duty MRM, arrangements between KCC and support agencies will be developed and put in place via an 'Emergency Relief Temporary Accommodation Safety Net Program.' This program has been developed to assist individuals, families and those vulnerable or at risk of homelessness with no support network, and provide assistance in the imminent aftermath of an emergency incident for emergency relief temporary accommodation.

Through this program, emergency relief temporary accommodation will consist of 2-3 nights initially and can be extended for a further 3 nights if needed. Those affected by an emergency requiring emergency relief temporary accommodation will be placed in the nearest suitable accommodation available at the time of the incident.

Individuals will be responsible to pay for any and all incidentals ordered, used, taken or damaged to the property owner of the emergency relief accommodation arranged through the Council Emergency Relief Temporary Accommodation Safety program.

Persons affected by the emergency may also have the opportunity to engage in the community connections program, where case managers may be assigned to assist persons requiring ongoing accommodation.

Council may request DFFH to assist with emergency shelter and accommodation when local resources are exhausted.

A4.2.2.2 Food and water

People and communities must have access to food and water to support their immediate and basic needs. Food and water can be provided in a variety of settings including relief centres or via the distribution of relief packs to those sheltering in place.

At regional and state levels, the Red Cross is responsible for the coordination of food and water to those affected by the emergency event; and provides support at the local level, when requested. They are supported by agencies such as Foodbank Victoria, the Salvation Army and Council's 'Delivered Meals' provider.

At municipal level, the City of Kingston has engaged the Australian Red Cross as its provider for food and water arrangements within an ERC. Contact details are listed in Contact Directory of this plan.

Where the nominated catering organisation cannot be contacted, the Red Cross Operations Coordinator will be activated, via the Red Cross State Duty Officer.

The Red Cross Operations Coordinator is to be alerted or activated when the nature of the incident indicates any of the following:

- More than one substantial meal for affected persons is required to be supplied.
- Reimbursement for incurred costs will be claimed by local providers.
- Goods are required to be purchased by authorised Red Cross purchasing officers.

The Red Cross Operations Coordinator will, in conjunction with the local providers, ascertain the level of involvement necessary by Red Cross ensuring that local resources including those already in operation, are fully utilised.

A4.2.2.3 Reconnecting families and friends

The reconnection of families and friends and their communities is primarily facilitated through a service called *Register.Find.Reunite*. Victoria Police is responsible for the control and coordination of the service and the Red Cross for its management and operation.

Registration ensures the identification, safety and welfare of people; reconnects people with family, friends and community networks; and facilitates identification replacement and access to welfare and support services.

Register.Find.Reunite provides relatives and friends with basic details of the whereabouts and safety of people they know who may be visiting, living or working in an emergency affected area.

The system operates with trained Red Cross volunteers taking 'registrations' in the field, over the phone or online from emergency affected people. Victoria Police may initiate and coordinate the registration response until the Red Cross arrive. The Red Cross has the capacity to activate a Victorian Emergency Enquiry Centre (VEEC) during large emergency events.

Contact details are listed in Section A2 - Contact Directory.

A4.2.2.4 Disbursement of material aid (non-food Items)

Individuals, families and communities affected by emergencies could require essential material aid (non-food items) such as clothing, bedding and personal necessities, to help ensure their personal comfort, dignity, health and wellbeing.

The Salvation Army will coordinate the provision of non-food items (supported by agencies including St Vincent de Paul and Foodbank Victoria).

Contact details are listed in Section A2 - Contact Directory.

Members of the community may wish to help those affected via donation of material goods during an emergency. Whilst this is appreciated, the Recovery Planning Committee has discussed and decided not to accept any material aid goods. Those wishing to assist will be guided to donate money through the appropriate channels at that point in time.

A4.2.2.5 Emergency financial assistance

Emergency financial assistance is intended to help eligible individuals meet their basic needs in a dignified manner. DFFH is responsible for administering emergency relief payments from the Personal Hardship Assistance Program.

At its discretion, the Australian Government Department of Human Services (DHS) can determine to make other forms of financial assistance available.

Also see Crisis Payment link in 'Non-Major Emergency' section, above.

A4.2.2.6 Animal welfare

Companion animals impacted by emergencies could need access to food, water, shelter and freedom from pain, injury, discomfort or distress.

Accommodation for pets can be provided by the Lost Dogs Home, with Local Laws to assist with transport of pets to the shelter, if possible.

The requirement for animal welfare during emergency relief in KCC is not expected to be excessive or involve large livestock animals.

A4.2.2.7 Drinking water for households

Where local resources are unable to meet the demand, the Department of Environment, Land, Water and Planning (DELWP) will coordinate emergency drinking water supplies and sewerage services to affected areas (following public health advice from DH).

A4.2.2.8 Food and grocery supply logistics continuity

The Australian Red Cross, assisted by Foodbank Victoria and the Salvation Army, will support food and grocery supply logistics continuity planning and operations with the major food distribution operators.

A4.2.2.9 Health care, medical assistance and first aid

The State Health Emergency Response Plan (SHERP) describes the command, control and coordination arrangements, roles and responsibilities for an integrated health emergency response.

Ambulance Victoria, as Health Commander, is responsible for pre-hospital assistance.

The Department of Health (DH), as Health Coordinator, has responsibility for coordination across the broader health system and control of public health emergencies.

Contact details are listed in the Contact Directory of this plan. Ambulance Victoria is the primary contact for first aid services.

A4.2.2.10 Community information

Control agencies are responsible for providing information to assist communities to make informed decisions about their safety. This may be via the Victorian Public Warning System, public meetings, newsletters, advertising or media releases.

Council is responsible for the coordination and provision of local public information to affected individuals in relief and recovery. Council may also support community information during the response phase. Council will be guided by the control agency and may distribute communication materials from the control agency.

Information released by KCC will be prepared by the Municipal Communications Officer and approved by the MEMO or MRM (for general information regarding Councils participation in the emergency) or Chief Executive / Senior Management (for policy / financial / political matters), in consultation with the Control Agency, when necessary. Consideration will be given to the information needs of community sectors with additional needs. Communications are detailed in Section A5 of this MEMP.

A4.2.2.11 Psychosocial Support

This support could range from personal support and community information to psychological first aid. Council will coordinate the resources at a local level and escalate to DH as required.

Council will coordinate the provision of psychosocial support (including psychological first aid and emotional/spiritual care, at municipal level supported by the Australian Red Cross and Victorian Council of Churches – Emergencies Ministry (VCCEM). It is delivered through relief and recovery centres and through community outreach programs.

A4.2.2.12 Family Violence

The stress of being impacted by an emergency may become a trigger for family violence in some situations. Some members of the community may be affected as a result. Support is available from a range of providers in Kingston and will initially be coordinated through Orange Door and/or Police. See Contact Directory, Section A2 of this MEMP.

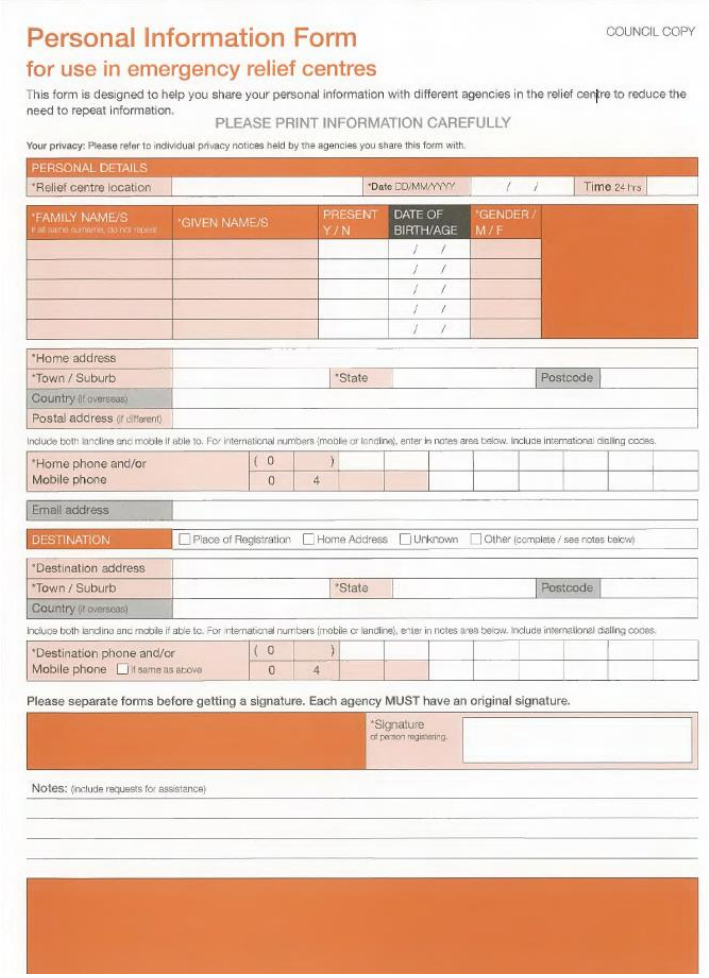
Any physical or threatening behaviour should be immediately reported to Victoria Police.

A4.2.2.13 Assessing Demand

Local recovery agencies will be activated as required. Support can be obtained from organisations listed in the 'Recovery Agencies' within Section A2 - Contact Directory. Where Council cannot meet demand, request for support will be escalated to DFFH.

To assist in identifying the needs of emergency affected people a Personal Information Form has been developed by DFFH and Red Cross. Pads of this form are kept in the ERC kit and will be made available once an ERC is activated. It is expected that Council staff will assist affected people in completing the form.

Sample Personal Information Form:



Personal Information Form

COUNCIL COPY

for use in emergency relief centres

This form is designed to help you share your personal information with different agencies in the relief centre to reduce the need to repeat information.

PLEASE PRINT INFORMATION CAREFULLY

Your privacy: Please refer to individual privacy notices held by the agencies you share this form with.

PERSONAL DETAILS

*Relief centre location | *Date DD/MM/YYYY / / | Time 24 hrs

*FAMILY NAME/S if all same surname, do not repeat	*GIVEN NAME/S	PRESENT Y / N	DATE OF BIRTH/AGE	*GENDER / M / F
			/ /	
			/ /	
			/ /	
			/ /	
			/ /	

*Home address
*Town / Suburb | *State | Postcode
Country (if overseas)
Postal address (if different)

Include both landline and mobile if able to. For international numbers (mobile or landline), enter in notes area below. Include international dialling codes.

*Home phone and/or Mobile phone (0) 0 4

Email address

DESTINATION ☐ Place of Registration ☐ Home Address ☐ Unknown ☐ Other (complete / see notes below)

*Destination address
*Town / Suburb | *State | Postcode
Country (if overseas)

Include both landline and mobile if able to. For international numbers (mobile or landline), enter in notes area below. Include international dialling codes.

*Destination phone and/or Mobile phone ☐ If same as above (0) 0 4

Please separate forms before getting a signature. Each agency MUST have an original signature.

*Signature of person registering.

Notes: (include requests for assistance)

A4.2.3 Relief Agencies and Community Organisation Roles

In addition to agencies and organisations with a designated emergency relief functional role, a number of community organisations that operate within KCC have agreed to provide Council with goods, services and access to facilities in an emergency. These are summarised below. Requests for assistance and access to these resources will be coordinated by the MEMO and/or MRM. Contact details are listed in Section A2:

Organisation	Functional support
Emergency Management Victoria (EMV)	• Relief and Recovery at a State Level
Department of Families, Fairness & Housing - South Division (DFFH)	• Relief and Recovery coordination at Regional Level • Principal recovery planning and management at a regional level

Organisation	Functional support
	• Providing information about emergency financial assistance to the community • Administering relief payments from the Personal Hardship Assistance Program
Department of Health (DH)	• Health support and guidance
Victoria Police	• Community safety
Australian Red Cross (ARC)	• Food and water for affected communities • Register.Find.Reunite. • Psychological First Aid (PFA)
Salvation Army	• Non-food items • Limited financial assistance and material relief
Material Aid Agencies	• Food parcels / vouchers • Meals (lunch Monday – Friday) • Personal care items • Pharmacy assistance
Citizen's Advice Bureau	• Food parcels / vouchers • Information and referral • Assistance with utility and phone bills • Referral for legal assistance • Travel assistance
Bolton Clarke (formerly Royal District Nursing Service)	• 24hrs service that could assist with nursing needs.
Access Care (City of Kingston)	• Nursing Staff • Personal Care Workers • Home maintenance service • Community Connections program
Central Bayside Community Health Service	• Health care services (GP, dental, post-acute, physiotherapy, counselling and mental health) • Pharmacy assistance
Launch Housing	• Housing support services including: • Assessment and Intake • Assertive Outreach • Emergency accommodation • Referral
Southern Migrant Resource Centre	• Support services for people from cultural backgrounds including: • Referral and liaison • Social support • Housing Support for over 50s
Lifeline	• Telephone counselling support
Victorian Council of Churches Emergencies Ministry (VCC EM)	• Coordinated outreach support including: • Personal Support • Psychological First Aid • Emotional Spiritual Care
St John Ambulance	• Assistance with transport and first aid

A4.2.4 Deactivation of Relief Assistance

The deactivation of relief services will be determined in consultation with the Incident Controller, MERC, MEMO and MRM based on levels of demand/need in the local community.

A4.2.5 Escalation

Relief and recovery coordination commences at the local level. As required, it can escalate from the local to regional or state level:

- When requested, because capacity is exceeded; or
- Where an emergency has affected multiple municipalities in one region, or multiple regions in the State; or
- Where an emergency has a significant community wide-impact, in which case the Victorian government may establish an event specific relief or recovery coordination structure to oversee a whole of sector response.

Escalation builds on existing local arrangements rather than replacing them. If assistance is required because capacity is exceeded, responsibility is retained by additional support.

To escalate to the regional level, contact the DFFH Regional Duty Officer in the first instance, contact details can be obtained in the A2 Contact Directory.

A4.3 Recovery

The *Emergency Management Act 2013* defines 'Recovery' as assisting persons and communities affected by emergencies to achieve an 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.

Recovery planning must ensure there is a clear understanding of the community context and is based on continuing assessment of impacts and needs.

A4.3.1 Recovery Principles

The following are nationally recognised disaster recovery principles:

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

Recovery from emergencies is a developmental process of assisting individuals, families, neighbourhoods and communities, affected by emergencies, to achieve an effective level of functioning. This phase commences as soon as practicable after the impact of an emergency and continues beyond when relief ceases. It is during this phase that the community tends to turn to local government following a disaster for direction, information and assistance.

Incident-specific recovery assistance is time limited. Council will engage with the community and provide support for community led recovery. Over time community recovery programs will transition into mainstream services, shifting the focus from recovery to community development.

Recovery functions will be coordinated by KCC and key agencies as described below, to support community recovery.

A4.3.2 Recovery Environments

There are four recovery environments - Social, Built, Economic and Natural – which provide a framework for planning, reporting, monitoring and evaluating recovery. The MRM sits across all 4 environments and determines the resourcing of each. Council will appoint environment coordinators as required, based on the best person for the role at that point in time.

A4.3.2.1 Social Environment

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

Council is responsible for managing and delivering recovery services for affected individuals and the community. Council will consider appropriate support strategies, including how individuals will access information, the coordination of services and case support. Council may request assistance from the Regional Recovery Coordinator, if capacity is exceeded.

A4.3.2.2 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.

Initial assessment of impacts on essential infrastructure and services will be undertaken at a local level by Council, as soon as practicable.

A4.3.2.3 Economic Recovery Environment

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

Council is responsible for the local management and delivery of economic recovery activities. Where capacity is exceeded, or the emergency affects multiple municipalities the Department of Jobs, Precincts and Regions (DJPR) will lead and coordinate State Government assistance to Council at a regional and State level.

A4.3.2.4 Natural Environment

The Natural environment considers the impact that an event may have on a healthy 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.

Where capacity is exceeded at the local level, DELWP and the Environment Protection Authority (EPA) will be requested to provide advice and information services to Council.

A4.3.3 Functional areas and activities

Functional areas describe a community need and bring together a number of related recovery activities. There are fifteen functional areas across the four environments, as detailed in Tables 12-15 of the SEMP – for details please refer to https://www.emv.vic.gov.au/responsibilities/semp/roles-and-responsibilities/recovery-co-ordination

The coordinating agency for a recovery functional area is responsible for:

- Overseeing the service delivery of the recovery elements;
- Monitoring and reporting risks, consequences, progress and capacity to ensure service delivery is being achieved in a timely manner;
- Determining and implementing appropriate communication and information sharing with relevant departments, agencies and key stakeholders; and
- Reporting progress and issues to the State Relief and Recovery Manager.

A summary of key functions and agency responsibilities under each of the recovery environments is provided below. Council will coordinate at the local level and escalate to the nominated lead agency as resources are consumed and where capacity is or is expected to be exceeded.

A4.3.3.1 Social Recovery environment functional areas and activities

Functional Area	Lead Agency	Responsibility
Housing and Accommodation	DFFH	• Support securing interim accommodation • Advice to council on accommodation standards for displaced people • Transition to permanent housing
	Council	• Survey and determination regarding occupancy of damaged buildings
	VBA	• Building advice and information to residents
Individual and household financial assistance	DFFH	• Personal hardship and re-establishment assistance
	EMV	• Australian Government Disaster Recovery financial assistance
	DTF	• Insurance advice and information to customers
Psycho-social support	DFFH	• Personal support (psychological first aid and emotional-spiritual care) in relief and recovery centres and through community outreach. • Family violence services and information • Counselling
	VSA	• Support in emergencies caused by Criminal Acts
	DET	• Support and advice to aid schools and early childhood services
	DJPR	• Referrals to psychosocial support services for primary producers and animal owners
	VIFM	• Support for the bereaved
Health and Medical Assistance	DH	• Public Health advice • Advise on wellbeing in recovery • Primary and Acute health services
Community Development	EMV	• Coordinates community information
	DFFH	• Support of municipal/community recovery committees
	Council	• Formulation, leadership and support of community recovery committee • Provision and staffing of Recovery / Information centres • Provision and management of community development services

	ARC	• Coordination of spontaneous volunteers
	DJPR	• Local Community events
	DPC	• Organisation of state-wide public appeals

A4.3.3.2 Housing and accommodation

The objective is to assist people displaced by an emergency to access temporary accommodation and return to permanent housing as soon as possible.

Individuals are expected to meet their own accommodation needs where possible. Friends, family, community, businesses or government agencies could provide interim accommodation. Council is responsible for the coordination of interim accommodation assistance at the local level. Where Council cannot meet the demand, request for support can be escalated to DFFH.

DFFH provide advice to Council on accommodation standards and interim accommodation standards. Council surveys and makes a determination regarding the occupancy of damaged buildings and secondary impact assessment.

The Kingston Municipal Building Surveyor (MBS), supported by the Victoria Building Authority (VBA), provides building maintenance and safety information to affected persons.

Community Housing Agencies, supported by DFFH support households to prepare housing plans for transition back to permanent housing.

A4.3.3.3 Psycho-social support

Psychosocial support includes aspects of personal support, psychological first aid, emotional and spiritual care, case management, counselling and mental health services, community information sessions and community engagement.

Council is responsible for working with individuals and communities to develop appropriate recovery programs that recognise and respond effectively to the diverse needs of the community. Council will coordinate the psycho-social support delivered by ARC and VCCEM.

Psychosocial support activities may include:

- Personal support (psychological first aid and emotional spiritual care) in relief and recovery centres and through community outreach
- Support for the bereaved
- Support in emergencies caused by criminal acts
- Support and advice to aid schools and early childhood services
- Referrals to psychosocial services for primary producers and animal owners
- Family violence services and information
- Counselling

A4.3.3.4 Individual and household financial assistance

Emergency events may have financial consequences for individuals and households and may impact employment security, payment of salaries or wages, ability to service debts and access to bank accounts, assets and insurance payouts.

Individuals and households are expected to actively protect their own property and assets to minimise financial impacts and support recovery.

Recovery programs are generally in the form of advice and services for affected individuals and communities rather than direct financial support.

DFFH coordinates this functional area and the activities include:

Personal hardship assistance program – Re-establishment assistance

The DFFH is responsible for administering financial assistance after emergencies through the Personal Hardship Assistance Program. Emergency re-establishment assistance is income tested financial assistance for alternative accommodation, removal of debris, rebuilding and replacement of essential household accounts. It helps eligible household to re-establish as quickly as possible in their own homes.

Also see Crisis Payment link in 'Non-Major Emergency' section above.

Australian Government Disaster Recovery financial assistance
Victoria's Natural Disaster Financial Assistance (NDFA) scheme is available to eligible undertakings including municipal councils to relieve some of the financial burden that may be experienced following an eligible disaster (such as a bushfire or flood) or terrorist act, in accordance with the Australian Government's Disaster Recovery Funding Arrangements (DRFA).

The DRFA is a standing, cost-sharing arrangement between the Commonwealth and states and territories for various pre-agreed relief and recovery measures, subject to the state meeting particular financial thresholds. The arrangements are intended to complement other strategies including insurance and are only available to eligible undertakings including municipal councils.

The DRFA provide assistance for individuals (such as for emergency food, clothing and temporary accommodation), for the repair and reconstruction of damaged essential public assets, for counter-disaster operations, and for assistance to small businesses and primary producers. They also provide holistic, longer-term recovery through community recovery packages for communities and businesses. The amount of Commonwealth financial assistance is worked out on thresholds calculated by the Commonwealth Government.

Insurance advice
The Department of Treasury and Finance (DTF) is the lead liaison between the State Government and the Insurance Council of Australia (ICA).

The ICA provides a single point of contact to assist policy holders and provides information to insurers, governments, the media and other parties. The Victorian Managed Insurance Authority (VMIA) supports DTF.

Victorian Legal Aid coordinates support from the legal community to individuals and communities affected by emergencies. The emphasis is on resolving disputes between insurance companies and clients.

A4.3.3.5 Legal Assistance Information
The City of Kingston through Relief and Recovery will encourage those that require legal assistance to avail themselves of the Victorian Legal Assistance Forum (VLAF).

This Forum has been set up to assist community members through many communication formats, this includes telephone information and legal advice through a dedicated hotline.

During the planning of Emergency Relief, the MRM must consider the use of the VLAF for community meetings as well as the promotion of the hotline and website.

A4.3.3.6 Health and medical assistance
Ensures that health and medical emergency responses are coordinated and appropriate

The State Health Emergency Response Plan (SHERP) describes the principles, command and coordination arrangements and responsibilities for a health emergency response.

DFFH coordinates this functional area and activities include:

- Public health advice
- Advice on wellbeing in recovery
- Maintaining access to primary and acute health services

A4.3.3.7 Community Development

Community development supports communities to share responsibility in recovery activities.

Council will coordinate this at the local level and escalate to EMV, areas required.

Individuals are encouraged to obtain information and services that will support their recovery.

Activities include:

- Community Information
- Formation, leadership and support of Municipal / Community Recovery Committees
- Local community events
- Provision and staffing of Recovery / Information Centres
- Provision and management of community development services
- Organisation of State-wide public appeals
- Coordination of spontaneous volunteers

A4.3.3.8 Economic Recovery environment functional areas and activities

Functional Area	Lead Agency	Responsibility
Local Economies	DJPR	• Implement approved actions and projects to assist economic recovery • Encourage and bring forward the resumption of local trade and economic activity • Monitor broad economic impacts and consequences
	EMV	• Implement available EMV financial assistance under the DRFA to assist voluntary non-profit groups, communities and economies.
Business	DJPR	• Assist businesses to access available information and advice following an emergency • Information and advice to small businesses to support decision making and encourage return to business • Implement approved actions to assist business recovery • Provide opportunities for the enhancement of knowledge and skills within small business
	EMV	• Implement available EMV financial assistance under the DRFA to assist small businesses' recovery.
	DTF	• Coordinate the insurance industry response, information advice and government liaison
Agriculture	DJPR	• Deliver recovery DJPR programs and advice to primary producers, and rural land managers and other animal businesses. • Provide technical advice DJPR to primary producers and rural land managers on re-establishment or alternative strategies
	EMV	• Implement available EMV financial assistance under the DRFA to assist primary producers' recovery.
	DELWP & FRV/CFA	• Assist farmers repair and restore fences damaged by bushfire or suppression activities.

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

Early consideration of the economic consequences of an event is critical for recovery. The viability of the community affected by the emergency can be dependent upon the ability of local business to recover. In turn, the viability of local business can impact on decisions within the broader community about whether or not residents will return.

It is the responsibility of businesses to maintain adequate insurance and establish continuity plans to help reduce the impact of emergencies.

A4.3.3.9 Local Economies

The objective is to mitigate the impact of emergencies on economic activity in affected communities.

Emergency events can have broad economic impacts including:

- Reputational damage to an industry or geographical area
- Reduction in tourism and visitation
- Reduction investor and consumer confidence
- Trade ramifications

Council is responsible for the local management and delivery of economic recovery activities. Where required DJPR will lead and coordinate assistance to council at a regional and state level.

Activities include:

- Implementing available Disaster Recovery Funding Arrangements (DRFA) to assist voluntary non-profit groups, communities and economies
- Implementing approved actions and project to assist economic recovery
- Encouraging the resumption of local trade and economic activity
- Monitoring broad economic impacts and consequences

A4.3.3.10 Businesses

The objective is to provide information, advice and support to businesses to facilitate good decision making and assist their recovery.

The economic consequences of emergency events for businesses can include:

- Unavailability of workers
- Damage to physical premises and/or inventory
- Reduction in trade for individual businesses
- Impact on cash flow and viability

Council is responsible for the local management and delivery of business recovery activities. Where required, DJPR will coordinate State Government assistance to Council at a regional and state level.

Targeted recovery activities will primarily focus on the provision of information and advice to businesses to support decision making and encourage a return to business.

Activities include:

- Assisting businesses to access available information and advice following an emergency
- Providing information and advice to small businesses to support decision making and encourage a return to business
- Implementing available financial assistance under the NDRRA to assist small business recovery
- Implementing approved actions to assist business recovery
- Providing opportunities for the enhancement of knowledge and skills within small business
- Coordinating the insurance industry response, information, advice and government liaison.

A4.3.3.11 Built Recovery environment functional areas and activities

Functional Area	Lead Agency	Responsibility
Building and Assets	Council	• Coordination of clean-up activities • Oversight and inspection of rebuilding/redevelopment
	EMV	• Provision of financial assistance to municipal councils for the restoration of essential municipal assets.
	DTF	• Provision of financial assistance to Council for the restoration of essential municipal assets
	VMIA	• Administration of insurance claims for state assets
	Agency	• Restoration, cleaning and rehabilitation of public buildings and assets managed within the agency
Energy Services	DELWP	• Electricity services assets reinstatement and return to reliable supply • Gas services assets reinstatement and return to reliable supply. • Restoration of liquid fuel supply
Telecommunications	DJPR	• Telecommunications assets reinstatement and return to reliable supply
Water and Waste water	DELWP and Water corporation	• Recovery and rehabilitation of essential water supply for domestic use • Restoration of sewerage, sanitation systems and water management
	DELWP & FRV/CFA	• Replacement of essential water used in fire fighting
Transport	DOT	• Airport restoration to normal activity • Restoration of Port infrastructure • Restoration of major arterial roads, bridges and tunnels • Restoration of tram, bus, rail services
	DJPR	• Assist with logistics interdependencies, contingencies and reconstruction

Infrastructure assists individuals and communities in the management of their daily lives and underpins the ability of private and public services to function. If essential infrastructure and services are affected by an emergency, its restoration is considered a priority to ensure that response, relief and recovery activities are not compromised.

Community recovery is underpinned by the restoration of essential infrastructure and services. Local infrastructure may also form part of community identity and connectedness.

Built environment impacts include, but are not limited to:

- Energy services
- Telecommunications
- Roads and transport
- Buildings and assets
- Water and wastewater management

Initial assessment of impacts on essential infrastructure and services will be coordinated at the local level by Council and as soon as practicable.

In restoring infrastructure, Council will

- Understand the community's priorities
- Keep the community informed of recovery progress
- Where possible restore to a better standard
- Utilise the VMIA to assist in the assessment and restoration of damaged assets.
- Provide support to restoring non-council community infrastructure where possible and appropriate.

A4.3.3.12 Building and Assets

Buildings and assets may be privately or publicly owned.

Assessment and repair of homes is critical for the return of normal life. Households and property owners are responsible for having adequate insurance protection to enable clean-up, repair and reconstruction of damaged property. Where persons do not have adequate insurance protection, they will be directed to the relevant community recovery programs at that point in time (e.g. State and Federal government grants).

The State government, Council, community and private sector have responsibilities when community facilities are damaged or destroyed. The property manager is responsible for ensuring adequate insurance is in place to enable the restoration of community facilities.

Activities include:

- Coordination of clean-up activities
- Provision of financial assistance for the restoration of essential municipal assets
- Restoration, clearing and rehabilitation of public buildings and assets managed within agency portfolios
- Oversight and inspection of rebuilding and redevelopment
- Administration of insurance claims for state assets

Council is responsible for

- Coordinating clean-up activities including disposal of dead animals (domestic, native and feral)
- Undertaking the assessment, restoration, clearing and rehabilitation of assets within its portfolio
- Oversight and inspection of rebuilding and redevelopment

A4.3.3.13 Natural Recovery environment functional areas and activities

Functional Area	Lead Agency	Responsibility
Natural environment, public land & waterways	DELWP	• Surveying and protecting threatened bird, marsupial, aquatic and plant species • Monitoring the rehabilitation of injured wildlife • Surveying and protecting ecosystems • Waste pollution management strategies • Develop and implement protection activities to support ecosystem recovery and regeneration
	DEWLP & PV	• Restoration, clearing and rehabilitation of public land and assets managed directly by DELWP, PV or CMAs • Protection and rehabilitation of cultural and heritage sites.
	DELWP, PV & DoT	• Erosion control on public land
	DELWP, CMAs or EPA	• Provision of advice and information services to Council, land managers and community groups.
Threatened ecosystems and species	DELWP	• Scientific and technical advice on interventions, response plans and targeted interventions to maintain species diversity and presence within an ecosystem

Emergencies that occur on public land have consequences for the biodiversity and ecosystem, economic and social values

Natural environments provide opportunities for recreation and a sense of connectedness. Recovery activities can include:

- Reopening / repairing walking tracks
- Restoring / repairing recreational facilities
- Surveying and protecting sites of cultural heritage significance

A4.3.4 Roles and responsibilities

A4.3.4.1 Municipal Recovery Manager

The role of the MRM is to:

- Coordinate municipal and community recovery resources.
- Assist with the validation and consolidation of information gathered in the post impact assessment. Refer to Section C11 in this MEMP
- Lead the process of establishing priorities for restoration of community services and needs.
- Liaise with the MERC and the MEMO on the best use of municipal resources.
- Report through to the MEMPC
- Establish an information and coordination centre to service the needs of the affected community, where necessary.
- Liaise, consult and negotiate with recovery agencies and council on behalf of the affected area and Community Recovery Committee.
- Liaise with the regional recovery committee and DFFH.
- Undertake other specific recovery activities as agreed with KCC and / or the MEMPC.
- Notify the General Manager and in turn the CEO/Mayor/Councillors, as required, of the nature and extent of recovery activities and the outcomes of the initial internal recovery committee meeting.
- Delegate tasks to 'support' MRM's as required.

Role of emergency recovery service teams

For large scale emergencies, each recovery environment functional area will comprise a series of recovery service teams with nominated team leaders. Each recovery service team aims to link the key municipal organisations involved in a particular area of recovery so as to ensure maximum access to and use of resources and knowledge and to minimise overlap of service delivery during emergency recovery.

The roles of the recovery service teams include to:

- Plan the recovery process for their area of responsibility;
- Co-ordinate the recovery process in the area of responsibility and report back to their recovery environment co-ordinators and the MRM;
- Identify local resources and external resources available for recovery;
- Identify and involve the community in planning and implementation of the recovery process;
- Liaise and communicate with other recovery service teams;
- Liaise and communicate within the recovery team as established after an emergency.

For minor incidents and emergencies, the MRM will determine which recovery environment functional areas require activating and will coordinate the required resources, based on the needs of the emergency. As such, emergency service recovery teams may not be required for small scale events.

Role of emergency recovery service team leader

Team leaders are responsible to the recovery environment co-ordinators who in turn represent the MRM on their behalf. The role of the recovery service team leader is to:

- Convene and co-ordinate a recovery service team;
- Should the team be activated, represent their recovery service team on the Kingston internal recovery committee formed at the time of an emergency, if required;
- Ensure minutes are kept and copies tabled at the Kingston emergency recovery service team meetings;
- Liaise with other recovery service teams to ensure co-ordination and information sharing;
- Liaise with relevant statewide organisations/departments through the MRM, which are responsible for specific types of service.

Depending on the nature, scope and expected duration of the recovery activities the MRM may, in consultation with Council Executive, decide to call an initial briefing meeting of all environment coordinators and recovery service team leaders. Such a meeting would be convened as soon after impact as practical.

A4.3.5 Other Municipal MRM's

Contact details for other municipal MRM's are available in Section A2 – Contact Directory.

A4.3.6 Recovery Committees

A Municipal Recovery Committee will be activated as required at the local level and its purpose will be determined by the nature and extent of the emergency and the needs of the community. The MRM will determine which agencies are invited based on the needs of the situation.

A4.3.6.1 Municipal Recovery Committee

Terms of Reference

Purpose
Where the magnitude of the event requires extended management and coordination of recovery process a Municipal Recovery Committee (MRC) may be established.

Triggers for the formation of an MRC may include:
- Advice from one or more government agencies, NGO's or stakeholders that the magnitude or extent of the emergency recovery will be prolonged;
- Community feedback or sentiment about the extent or priority of recovery activities.

Membership and Chair
The composition of the committee will vary depending on the nature of the emergency and the area affected. Membership of the MRC may include community leaders and representatives of relevant organisations including:
- MRM (chair)
- Deputy MRMs
- Kingston City Council staff, including community development staff
- State government agencies (e.g. DFFH, DH, DELWP, DETV, DET, etc.)
- Community groups
- Non-government organisations (e.g. Red Cross, Salvation Army, Community Health Services, Victorian Council of Churches Emergencies Ministry)
- Local community leaders
- Local counselling services
- Local business representatives

Duration and Frequency of Meetings
Meetings of this committee should not last more than 1 hour in the first instance and may, where necessary, be held by teleconference. The meetings should focus on coordination of service delivery and information gathering.

The meetings should be programmed to ensure all agencies are in a position to report their progress and issues in a timely and efficient manner. Meetings should be held on a daily basis in the first instance. Frequency of the meetings will be determined by the chair based on the changing requirements of the recovery from the emergency.

Functions
The functions of the MRC may include:
- Provide information on the affected community prior to the event
- Link and maintain networks with the community that will aid the recovery process.

- Coordinate the delivery of recovery services and monitor the needs of the community post emergency.
- Sustain an effective recovery program over the duration of the recovery period, within the capabilities of the municipal resources.
- Assist in the assessment of impact issues
- Oversee, support and consider recommendations from the Community Recovery Committee (CRC).
- Receive, consider and brief the MEMPC (which may meet more frequently in accordance with its procedures) where relevant.
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies and government departments
- Liaise with DFFH
- Monitor progress of recovery.
- Undertake specific recovery activities as determined by the circumstances

Initial Agenda
Issues that may be addressed at the first meeting of this group include:
- Post impact assessment
- Resource management
- Information management
- Capacity of the service providers to support the affected community, Council to coordinate at municipal level and the need to engage with DFFH regarding regional support for recovery operations
- Meeting coordination
- Community engagement
- Reporting processes and requirements
- Frequency of meetings
- Next meeting

A4.3.6.2 Community Recovery Committee

The nature and scope of the emergency and the demographics of the affected community will determine the mix and structure of a community representative group called the Community Recovery Committee (CRC). Generally, a CRC will only be activated for larger scale emergencies. It should be noted that depending on the extent of the emergency, one or more CRCs may be formed. If the emergency affects more than one municipality a CRC may be formed which overlaps administrative boundaries. This will be coordinated by the Regional Recovery Committee but will require input from Kingston City Council.

Triggers for the formation of a CRC may include:
- Community's desire to be part of the management of the recovery process;
- Council's desire to seek community input into the recovery processes and activities.

Terms of Reference

Purpose
To both seek input from the affected community into and inform their leaders about the process of recovery.

Membership and Chair
The membership of a CRC will usually be determined by the community and should include both ordinary and prominent members of the affected community, as well as leaders in the process of recovery See diagram below for considerations of membership.

Council and government representation on the committee should be restricted so as to not degrade the purpose of the committee. A single community development project officer from Council responsible for the recovery from the emergency is ideal. The nominated Council Officer shall report to the MRM and MEMPC on all Community Recovery Planning activities and requests.

Duration and Frequency of Meetings
To be determined by the committee and the needs of the affected community.

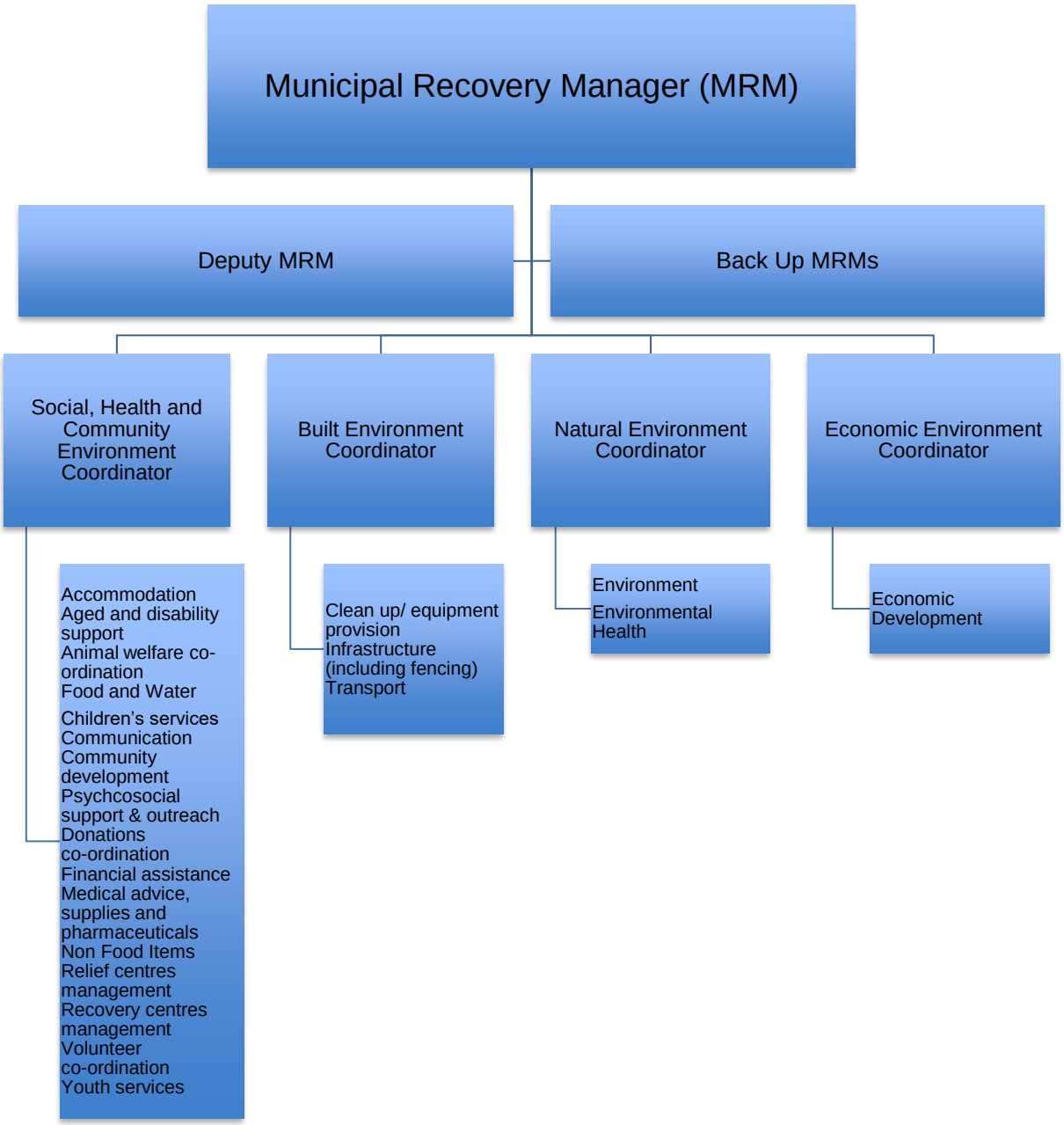
Functions
The functions of the CRC may include:

- Assist in the assessment of impact issues
- Monitor the overall progress of the recovery process in the community
- Identify community needs and resource requirements and make recommendations to MEMPC via the Municipal Recovery Committee
- Liaise, consult and negotiate, on behalf of affected communities, with the Municipal Recovery Committee
- Undertake specific recovery activities as determined by the circumstances and the CRC

A4.3.7 Recovery Implementation

The MRM or deputy(s) is to initiate the necessary recovery services as documented in this plan as soon after impact of an emergency as practical. This may involve activating the relevant recovery environment coordinators and recovery service teams as detailed in Figure 2 below.

Figure 2: Kingston Recovery Environments and Services



Relief and Recovery Centres

Relief and recovery centres are established to provide two very different services to emergency affected people.

- Emergency relief relates to immediate needs
- Emergency recovery addresses longer-term issues.

However, depending on the nature and extent of the emergency it is possible that some or all of the functions of both relief and recovery may be provided from the one location. The extent of impact of the emergency on people will determine the best mechanism for delivery of support and assistance to the affected community.

Kingston City Council has identified a number of facilities, which may be used for emergency relief and / or recovery activities. Please refer to Section C10 of this MEMP for further details.

Wherever possible, a 'one stop shop' approach will be used to deliver as many of these services as possible / practical from a single location. The location of such a facility will be determined by the nature of the emergency.

Transition from response to recovery

The control agency, MERC, MEMO and MRM will consult to reach agreement on the timing and process of transition from response to recovery.

The process of transition from response to recovery is an ongoing one and commences from the time of impact of the emergency. However, an agreement for handover from emergency response coordination to emergency recovery coordination is required to achieve a seamless transition of information, management, resources and coordination activities. Key considerations in reaching an agreement on the timing of the handover include:

- The nature of the hazard or threat and its potential to continue or re-occur.
- The level of safety if the MRM or deputy is required at the scene of the emergency.
- The extent of impact on communities, which may determine if a prolonged transition, is required where some areas or affected groups are handed over before others.
- The extent of loss or damage and the extent of emergency relief.
- The anticipated demand on resources during recovery.

In determining the timing and process of handover from response to recovery consideration should be given to:

- Notification of all organisations, stakeholders and the community;
- Media coordination;
- Management of community information sessions;
- Verification and validation of information;
- Operation of the Municipal Operations Centre (MOC); and
- A schedule for transition to ensure a staged and seamless approach.

To assist in the handover process 'An agreement for transition of coordination from response to recovery' is included as Annex A in this Section of the MEMP. This document includes a schedule for transition arrangements, which may provide some guidance to prioritisation of tasks.

Information management and data sharing

In order to effectively manage the provision of relief and recovery services to the affected community, there will be a requirement to collect, collate, evaluate and disseminate a significant amount of information. It will be critical to ensure that duplication is minimised between organisations and that timely reporting occurs to key stakeholders, including government and other potential providers of financial and physical support.

To assist in this process a standard operating procedure for post impact assessment data collection is included in Section C11 of this MEMP. In addition, an Emergency Relief Centre operations report form is included in Section C10 of this MEMP.

The MRM will liaise with the Regional Recovery Coordinator to determine the frequency and format of information reporting.

It should be noted that the provisions of the Privacy Act 2014 will apply to all data collected. Further information on the collection, storage and sharing of data is available from the Office of the Victorian Information Commissioner's (Privacy and Data Protection) Information Sheet on Emergencies and Privacy located at: https://www.cpdp.vic.gov.au/images/content/pdf/CPDP_Information_Sheet_-_Emergencies_and_Privacy_V1.0.pdf

A4.3.8 Impact Assessment

There are three types of emergency impact assessments, each undertaken at a different stage:

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

IIA sources information for the provision of relief and early recovery, whereas secondary and post emergency needs assessments inform recovery and prevention activities.

The intent of the IIA process is to capture, during the initial 48 hours of an emergency, the nature and scale of the impact on people, community infrastructure, economic, natural and built environments.

To ensure that the IIA process is undertaken in a timely manner, resources from all agencies and organisations involved in the emergency may be tasked to collect, confirm and exchange relevant information.

The control agency has the overall responsibility for the instigation and management of the IIA process. To assist in this process, a standard operating procedure outlining how the IIA process will operate within Kingston and an IIA data collection / needs assessment form is included in Section C11 of this MEMP.

Secondary Impact Assessment (SIA) is the process for determining the impact of an emergency on the **social**, **built**, **economic**, and **natural** environments of the affected community. Strategies for recovery are developed from the Secondary Impact Assessment report and then implemented by the range of available agencies within the local government boundary and/or region.

Should there be a requirement for an SIA or PENA then the processes established in the Southern Metropolitan Region will be followed to ensure consistency across municipalities in the region. Where necessary, additional local measures will be established to coordinate information management in relation to emergency needs assessment. This may include the formation of an event specific multi-agency relief and recovery team to manage information and coordinate the provision of support.

Please refer to Section C11 of this MEMP for further details on impact assessments and related templates

A4.3.9 Reporting & Debriefing

Regular briefings to Councils management team will be determined at the time of recovery planning, based on the nature of the emergency and the extent of the recovery.

The MRM will provide through the City of Kingston's Communications Team regular updates to the community on recovery activities.

At the conclusion of recovery activity, a debrief should be conducted to assess the adequacy of the planned arrangements for relief and recovery from emergencies. In most cases a debrief will be convened by the MERC to consider all aspects of the emergency response and recovery. However, in the case of protracted relief and or recovery activity, the MRM may consider convening a separate debrief of relevant organisations to consider the relief and recovery aspects alone.

A4.3.10 Role of Department of Families, Fairness and Housing

During relief and recovery from an emergency, DFFH is responsible for:

- Regional relief and recovery coordination across the four recovery environments.
- Relief coordination of emergency shelter, emergency financial assistance and psychosocial support.
- Recovery coordination of housing and accommodation, psychosocial support, individual and household support.
- Leading a number of relief and recovery areas. See the SEMP for more information.
- Supporting municipal councils in:
    - Forming, leading and supporting Municipal and Community Recovery Committees

- Providing and staffing recovery / information centres
- Advising on, providing and managing community development services.
- Providing tailored information services to affected communities.

A4.3.11 Role of Department Health

During relief and recovery from an emergency, DH is responsible for:

- Health and medical assistance

A4.3.12 Supply of Goods and Services /Financial Considerations

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

Where the goods/services are obtained through the Kingston City Council, they will be assigned a specific cost code to facilitate tracking of expenditure.

It should be noted that emergency relief and recovery expenditure, including expenses for 'emergency protection works', MOC operation and the like, may be reimbursable.

A4.4 Annex A – Agreement for transition of coordination arrangements from response to recovery

Note this Annex is based on the Emergency Management Victoria (EMV) template. It has been tailored specifically for use at municipal level in Kingston. Should the level of coordination of the particular emergency extend beyond municipal level the relevant Regional or State level emergency response and recovery coordinators should use the EMV template.

Transition | Response to Recovery

Incident Name/Location:	
Date/Time:	
Transition Date Effective:	
Impacted Municipality/s	
Control Agency:	
Prepared by:	
Security Level:	FOR OFFICIAL USE ONLY

Agreement

As at [HH:MM] [Day] [DD/MM/YYYY], control and coordination of [type of incident] incident [Name], affecting the City of Kingston has been handed over from [control agency] to Kingston City Council.

Purpose
The purpose of this document is to assist emergency management agencies involved in coordination of response, relief and recovery arrangements achieve a seamless transition from response to recovery phases of emergency event coordination.

The scope of the transition agreement arrangements includes:

- a description of the event;
- authorisation arrangements;
- coordination and management arrangements;
- transition activities and tasks to ensure continuity of essential community support; and
- information and communication arrangements.

A schedule of transition actions required is at Attachment 1.

Description of the event

Incident Name:		Incident Type:	
Incident Start Date:		Incident Start Location:	
Municipality/s affected: ***City Kingston.***			

Agencies involved:			
Assets lost:			
Life lost:		Injuries:	
Relief Centre(s) activated:		Community Meetings:	
Land area affected (ha):			
Summary			

Authority
To take effect, the following parties must endorse this agreement. A completed copy must be sent to all signatories:

Local (if applicable)	Regional/Divisional	State
Control Agency *Incident Controller*	**Regional Controller**	**State Response Controller**
Victoria Police *Municipal Emergency Response Coordinator*	**Victoria Police** *Regional Emergency Response Coordinator*	**Victoria Police** *State Emergency Response Officer*
Local Government *Municipal Recovery Manager*	**Department of Families, Fairness & Housing** *Regional Recovery Coordinator*	**Emergency Management Victoria** *State Relief and Recovery Manager*

Endorsement is pursuant to the roles and responsibilities detailed in the Emergency Management Act (2013) and the State Emergency Management Plan (SEMP).

Coordination and management arrangements for transition from response to recovery
The decisions relating to the timing of the transition of response to recovery coordination, and whether recovery coordination will be transitioned to local and/or state government), will be impacted by a number of key considerations. These include:

- The nature of the hazard/threat and whether there is a risk of a recurring threat;
- The extent of impact on communities, as this may determine if a prolonged transition period needs to be implemented;
- The extent of and known level of loss and damage associated with the incident;
- The considerations for the extent of emergency relief required by affected communities; and
- The considerations for the resources required to coordinate effective recovery arrangements.

The Incident Controller, the Emergency Response Coordinator and Emergency Recovery Coordinator (State and/or Regional/Local Government – Municipal Emergency Management Officer/Municipal Recovery Manager) will determine the transition structure and handover requirement to fully establish the Recovery Coordination arrangements. In a prolonged campaign incident, a transition period must be determined to allow sufficient time for briefing, resource planning and implementation of immediate recovery services.

The Evolution of Relief and Recovery Coordination Needs
The Transition Agreement involves specific activities of a short-term nature as recovery coordination requirements evolve and establish.

The key tasks under this agreement include:

- Continuity of emergency relief requirements, if required;
- Coordination of Initial Impact Assessments[1] in the affected communities;
- Identifying resources required to support immediate community recovery requirements including public health and safety; and
- Coordination of essential clean-up operations.

Conclusion of Response implies the cessation of the responsibilities of Victoria Police as response co-ordinators. However, during the initial phase of recovery coordination, and on request of the Recovery Coordinator, the Victoria Police and other response agencies will continue to support recovery activities to affected communities.

Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. Co-ordination responsibility is passed to the DFFH as the recovery co-ordination agency at the State and Regional level, while Local Government has management responsibility at the municipal level.

Transition Activities and Tasks
The following activities and tasks should be undertaken during transition:

- Notification of the Transition Agreement to response and recovery agencies;
- A briefing report for the Recovery Coordinator from the Incident Controller;
- Handover of the immediate media coordination arrangements from the Control Agency to the Recovery Coordination Agency
- Identification of resources for transfer from response to recovery for continuity or services, including logistics and supply contracts;
- Provision of initial impact assessment data/information and the status of clean-up projects by the control agency;
- Implementation/development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery
- Identification/notification of the hazard/threat and OH&S issues for recovery interests;
- Development of a communication strategy, notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests – authorised by Incident Controller, Response Coordinator and Recovery Coordinator;
- Ongoing management of relief centres and establishment of recovery centres with key contact information, done by Local Government; and
- Consideration to implement of initial outreach programs to enable more accurate assessments of impacts and determination of appropriate recovery activities.

Information Management/Communication
Information is the primary tool to assist individuals to make informed choices about their safety and to take responsibility for their own recovery.

During an emergency, community information sessions are convened by the Control Agency. They provide information about the risk and consequences of the hazard to the community. Local government and Regional DFFH attend these meetings to provide information about recovery services that may be required.

A communications strategy is required to maintain timely, accurate and relevant information for the community, agencies and government. The following communication methods apply during emergency response and should be continued during recovery to meet community needs:

- Community information meetings to be scheduled as needed and include key recovery representatives;

[1] As obtained by reference to Initial Impact Assessment Guidelines December 2012

- Regular incident status updating, and linkages of agency and department public Internet pages. Note that www.emergency.vic.gov.au is the State's single recovery website and will be updated for public recovery information;
- Provision of a Victorian Emergency Recovery Information Line 1300 799 232;
- ABC radio metropolitan and regional radio reports;
- Media releases on services available via media outlets, electronic and paper;
- Community newsletters; and
- Coordinated community and business sector outreach programs.

On request of the Recovery Coordinator, the Control Agency will continue to attend meetings post the impact/response phase. This will be jointly convened with the relevant local government representative. DFFH 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 within information sessions for the affected community to share their experiences and to have these acknowledged. Community information sessions also provide an opportunity to start identifying issues that may require additional advice or clarification as part of the recovery process.

Transition from Response to Recovery should be considerate of the short, medium and long-term requirements for all four recovery environments, including buildings and infrastructure, economic, natural and psychosocial needs. Each of these environments are interdependent and require equal consideration and planning.

Attachment 1 – Schedule of Transition Arrangements
The following schedule of transition activities is to be utilised as applicable for City of Kingston.

Key considerations for transitions:

- Potential impacts and the timely integration of recovery activities; and
- Drawing upon impact assessment data and information from the Incident Management Team to support the recovery coordination at the municipal or regional level.

	Key Actions – Incident Control Agency Note: The following actions may occur concurrently:	**Lead Agency**	**Confirmation process**
1.	Incident Control Agency to identify the timing of transition relative to the continuing threat and the role of the Incident Management Team. This may occur as a phased transition program across the impacted districts/LGAs dependant on timing of impacts and continued threat.		Handover report
2.	Recognition of the continuing role of the Incident Control Agency in the management of the control of threats and mitigation works.		
3.	A briefing report for the Municipal Recovery Manager and the Regional Recovery Coordinator and/or State Relief and Recovery Manager (SRRM) from the Incident Control Agency		
4.	Establish a transition for community information arrangements from the Incident Control Agency, with community support and recovery input from the affected LGAs and DFFH for community interests.		Briefing
5.	Identification of resources required from response to recovery for continuity or services, including logistics and supply contracts.		Verbal Briefing
6.	Provision of initial impact data/information report, and the status of clean-up projects by control agency including the coordination of information from departments, agencies and LGA.		Report
7.	Identification/notification of the hazard/threat and OH&S issues for recovery interests.		
8.	Development of a communication strategy notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests, in conjunction with the Response Coordinator, Recovery Coordinator and Municipalities.		
9.	**Key Actions – Response Coordination Agency**		
10.	Briefing from Victoria Police Municipal Emergency Response Coordinator to DFFH Regional Recovery Coordinator and/or SRRM and Municipal Recovery Manager. Briefing to include the ongoing MOC functionally requirements.	VicPol	Verbal Briefing
11.	Details of vulnerable people who were identified and subsequently evacuated or assisted as a result of the incident have been passed onto respective LGA.		
12.	**Key Actions – Recovery Coordination Agency**		

	Key Actions – Incident Control Agency Note: The following actions may occur concurrently:	**Lead Agency**	**Confirmation process**
13.	Implementation/development of an incident specific recovery plan, including identification of additional agencies required for service delivery; including departments, agencies and LGA.		Via Recovery Planning Arrangements
14.	Integration of recovery issues into existing arrangements, where applicable.		
15.	**Key Actions – Municipalities**		
16.	Identification of transition issues for local MOCs, ICCs, Incident Control Agency, Municipal Emergency Response Coordinator, Municipal Recovery Manager and Regional Recovery Coordinator.	Kingston City Council	Verbal Briefing
17.	Analysis of initial impact information, validation with municipal records/data base and provision of a consolidated report	Kingston City Council	Report to DFFH Region
18.	Ongoing management of relief centres and establish recovery coordination centres with key contact information by Local Government;	Kingston City Council	Via recovery planning arrangements
19.	Implementation of initial outreach programs to enable more accurate assessments of loss and damage impacts to be compiled for recovery programs	Kingston City Council	
20.	Establish community-based recovery processes as per Municipal Emergency Management Plan	Kingston City Council	

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A5 Public & Internal Communications

A5.1 Authority and Need

Releasing information is normally the responsibility of the control agency(s) in conjunction with the **Municipal Emergency Response Co-ordinator (MERC)**, at municipal level. Any information released by Kingston City Council (KCC) must be prepared by the Municipal Communications Officer and approved by the MEMO or MRM (for general information regarding Council's participation in the emergency) and/or Manager Communications & Community Relations / Chief Executive / Senior Management (for Policy / Financial / Political matters).

Information can be categorised under the following headings:

A5.2 Pre-Event

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

A5.3 During Event

To release suitable information through media channels concerning the effects of the emergency and what action the public can take.

A5.4 Post Event

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

A5.5 Relief and Recovery Process

KCC will be responsible for the release of information about services being made available to residents and affected people within Kingston, as a result of the emergency. This will be in consultation with the relevant State or Federal department(s).

Any information released must be prepared by the Municipal Communications Officer and approved by the MRM (general information) or Chief Executive. Liaison must take place, so duplication and confusion does not occur.

Should KCC open an Emergency Relief Centre (ERC), full details of the location, hours of operation, methods of access (e.g. if roads are blocked) and services available on site, should be widely disseminated to the affected community.

A5.6 Dissemination

Immediate use of all media channels should be made to avoid phone congestion. The public should be advised to direct calls to appropriate agencies and centres with adequate facilities, staff and knowledge, to answer questions or disseminate information. Maximum use should be made of digital-based services such as websites and social media-based services.

Close liaison should also take place with media and communications staff from the emergency services responsible for the particular type of emergency, to ensure a coordinated approach and consistency of messaging being disseminated to the community.

A5.7 Methods

All methods of disseminating information should be considered including:

- Council, emergency service and other relevant web sites
- Social media channels
- Email
- Council Customer Care Centres
- Libraries
- Text messaging services
- Radio and TV
- Newspapers (particularly in extended response and recovery phases)
- Ethnic groups: radio stations, newspapers
- Church/religious groups
- Community organisations and newsletters
- Community Information Bureaus
- Manual door-knock of each residence
- Sirens
- Public address system mounted on vehicle
- Letterbox drops and mail outs

Where escalated to regional or state coordination, relief and recovery information for the public will also be available from:

- Vic Emergency website (www.emergency.vic.gov.au)
- Vic Emergency hotline (1800 226 226)
- Nurse-on-Call (1300 60 60 24)
- Other specialised communication and media channels, as required

Agencies should, as far as possible, inform the community regarding warning systems and procedures likely to be used during an emergency. Warnings will be most effective, and reach the most people, when a combination of warning systems is used. This is critical as people often rely on one information medium.

A5.8 Vulnerable and CALD persons

Special consideration needs to be given to warning people with disabilities and people from culturally and linguistically diverse (CALD) backgrounds.

Translation services

In the case where information or communication is required with persons unable to speak English, an interpreter service, such as Council's Community Link multicultural telephone information service may be used to assist. TIS National is another resource that may be considered. Please refer to Relief and Recovery contact list at Section A2 of this MEMP.

Mandarin	9280 0730	Polish	9280 0734
Cantonese	9280 0731	Russian	9280 0735
Greek	9280 0732	Indonesian	9280 0737
Italian	9280 0733	All other languages	9280 0736

Vision impaired

Vision Australia provides support services to people who are blind or have low vision. Resources and information are available from Vision Australia (1300 84 74 66) to assist with alternative format publications. Visit http://www.visionaustralia.org.au

Hearing impaired
Vic Deaf (TTY - 9437 1199 or Ph 9473 1111) provides support services for people who are deaf or hard of hearing, including interpreting and case management. Detailed information is available from the Vic Deaf website, http://www.vicdeaf.com.au/ Emergency Auslan Interpreting Services can be accessed from 6am – 8pm Monday to Friday and all-day Saturday, Sunday and public holidays via VITS on 9280 1955. The referring agency is responsible for costs associated with the service. Calls to deaf or hearing-impaired individuals can also be made via National Relay Service on 133 677 (TTY and Voice calls).

The Victorian Relief and Recovery website (http://www.emergency.vic.gov.au/) also provides information and resources in community languages and Auslan.

The City of Kingston has developed a Vulnerable Facilities List; a list of facilities within the municipality where vulnerable people are likely to be situated. The list is located at TRIM 14/32523 on the Council IT network. All MEMOs and MRMs have access to this information.

A5.9 Information Resources

The following systems are an essential part of these arrangements and should be utilised if and when required:

- Digital media
- Police Media Liaison (who can access the State Emergency Management Joint Public Information Committee to assist with information dissemination)
- Literature/Brochure Information
- Print Media

If an emergency requires concurrent media response through radio, television and newspaper outlets, the Police Media Liaison Section may be contacted through the MERC.

A5.10 Customer Care Centre

During business hours, KCC operates a Customer Care Centre; a large telephone enquiry service, skilled in responding to public enquiries.

During an emergency, a specialised service can be activated to handle incoming calls from the public, to either:

- Advise them of the status/details of the emergency, either via a call taker or recorded message; or
- To relay information from the public to response and recovery personnel.

A5.10.1 Steps to Activate specialised service

- MERC or MEMO to decide if specialised service should be requested/activated, in consultation with the Manager Communications & Community Relations.
- Scale of staffing of the specialised service to be nominated by Manager Communications & Community Relations in consultation with the MEMO.
- The Municipal Communications Officer to provide a situation briefing that will enable Customer Care Centre staff to understand the emergency and an appropriate level of detail to keep the public reasonably informed.
- A recorded message to be prepared and used to field most calls in consultation with the Municipal Communications Officer.
- ‘Question & Answer’ screens to be prepared to enable accurate and clear communication from Customer Care Centre staff.

A5.10.2 Stand-Down

The specialised service of the Customer Care Centre will be stood down at the request of the MEMO.

The specialised service is accessible via the widely publicised primary contact telephone number for Council. Should callers experience a period of heavy call load or be placed on hold during their call, there will be a pre-recorded 'on hold messaging' about a variety of Council services. The content of this messaging can be updated to provide contemporary advice to callers about a particular emergency situation or to assist them in reducing on hold times during peak call periods. For example, the message can direct callers to ring the State Emergency Service in the period following a major storm event if their call relates to private property damage or inundation. The process of changing the on-hold messaging is managed by the Manager Communications & Community Relations.

A5.11 Internal Council Communications

In some emergencies, there may be a need for Council staff who are not normally part of the on-call emergency response team (i.e. MEMO or MRM) to assist. In such a case, the MEMO or MRM can contact staff (individuals, some or all) using Council's staff directory.

Keeping Council staff informed about an emergency will be critical to ensure both a focused response and an informed and consistent understanding of the situation. The Manager Communications & Community Relations will be responsible for ensuring this occurs. Internal platforms for communicating with staff include:

- Staff intranet
- CEO email updates
- Weekly newsletter that is emailed to all staff/senior management providing updates on policies, training, etc.
- Team Leader briefings
- Text message service

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B6 Municipal Emergency Management Planning Information

B6.1 Introduction

B6.1.1 Aim

The aim of this Plan is to detail the available resources and agreed arrangements for the prevention of, the response to, and the recovery from emergencies that could occur in the City of Kingston as identified in the *Emergency Management Act, 2013.*

B6.1.2 Objectives

The broad objectives of this Plan are to:

- Implement measures to prevent or reduce the causes or effects of emergencies.
- Manage arrangements for the utilisation and implementation of municipal resources in response to emergencies.
- Manage support that may be provided to or from adjoining municipalities.
- Assist the affected community to recover following an emergency.
- Complement other local, regional and state planning arrangements.
- Ensure full participation and involvement in planning by all members of the committee.

B6.1.3 Key Elements

The key components of emergency management are organised to facilitate planning, preparedness, operational coordination and community participation and are defined under the *Emergency Management Act 2013* as:

Mitigation– the elimination or reduction of the incidence or severity of emergencies and mitigation of their effects.

Response – the combating of emergencies and the provision of rescue and immediate relief services.

Recovery – the assisting of person and communities affected by emergencies to achieve a proper and effective level of functioning.

Integrated prevention, response and recovery before, during and after an emergency is required to minimise the impact of emergencies on the overall life and functioning of communities.

B6.1.4 Planning Process and Responsibilities

The *Emergency Management Act 2013* outlines the planning process for the development, maintenance and refinement of the MEMP and the steps and responsibilities for each.

1. Establish Planning Committee
   Core agencies are responsible for identifying stakeholders, establishing the Emergency Management Planning Committee (MEMPC) and committees that are risk/hazard specific.

2. Risk Management
   Risk management and specialist groups are responsible for identifying hazards, analysing the likelihood and consequences and prioritising risks to inform mitigation planning.

3. Management Strategies
   The MEMPC and support organisations are responsible for developing management arrangements, based on the risk assessment, for prevention/mitigation, response, relief and recovery activities for incidents and emergencies. Management and support arrangements for activation and operation of a MOC and the identification of Council owned, or contracted resources and services are the responsibility of the City of Kingston.

4. Development of the MEMP
   The MEMPC is responsible for the development of the MEMP and hazard-based sub plans. Agencies are required to endorse the draft plan and confirm intention and capability to meet obligations; and submit the draft MEMP for consideration by the Regional Emergency Management Planning Committee (REMPC). The MEMPC is also responsible for acknowledging feedback and reviewing the Plan.

   The MEMPC is responsible for adopting the Plan, ensuring that it meets legislation and audit requirements, and for providing feedback to the committee. In addition, Council is responsible for making the Plan publicly available and for developing a communication strategy in partnership with the MEMPC to raise community awareness and develop community resilience.

5. Implement the Plan
   The MEMPC and organisations with responsibilities under the plan are responsible for implementing mitigation and management strategies and accountabilities assigned and accepted.

6. Monitor and Review
   The MEMPC and organisations with responsibilities under the Plan are responsible for conducting exercises to test the Plan and post incident reviews to ensure currency of the Plan. Planning is a continuous process.

   Agencies are responsible for communication and consultation as part of the planning process and for providing advice to residents to enable them to prepare for likely emergencies. The agencies will also consider education and awareness raising programs.

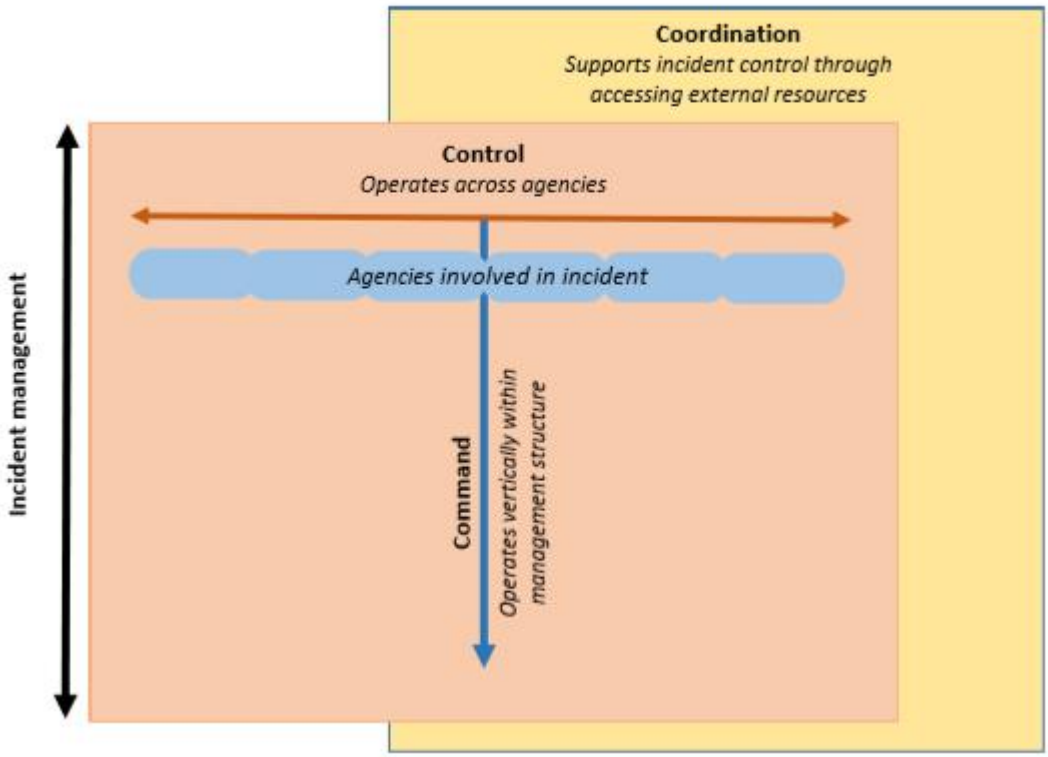
B6.1.5 Six C's of Emergency Management

In recent years, the traditional emergency and incident management mechanisms of Command, Control and Coordination have been supplemented by the addition of Consequences, Communication and Community Connection. The combination of the 'six Cs' is an inclusive and community focused approach led by Emergency Management Victoria with the aim of building safer and more resilient communities.

Six C's of Emergency Management	Description
Control	The overall direction of response activities in an emergency, operating horizontally across agencies. *Control of an emergency situation will at all times remain the responsibility of the designated agency or authority for that type of emergency. The control agency is required to appoint an Incident Controller, who will control operations.* (A list of the control agencies can be found in Section C8 of this MEMP)
Command	Command involves the direction of personnel and resources of an agency (e.g. Council) in the performance of that organisation's role and tasks and operates vertically within it.
Coordination	Coordination is the bringing together of agencies and resources to support the 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.

The diagram below depicts the relationship between the control, command and coordination functions during an emergency at the incident tier.



Coordination

Response Coordination
Emergency response coordinators bring together agencies and resources to support the response to emergencies. Broadly, their functions are to ensure:

- Effective control arrangements have been established and are maintained to manage the response to emergencies;
- Effective information sharing; and
- The necessary resources are accessed to support the response to emergencies.

Recovery Coordination
Emergency recovery coordinators/managers bring together agencies and resources to support the provision of relief from emergencies.

Control

Controllers are responsible for leading all agencies responding to the emergency. Specific arrangements apply to the appointment of controllers in Class 1 and Class 2 emergencies and for fires other than for a major fire.

The line of control refers to the line of supervision for those appointed to perform the control function. Controllers escalate or provide direction through the line of control.

Command

Each agency has a chain of command which is the agencies organisational hierarchy that identifies the link between each individual and their supervisor. Commanders escalate agency issues and provide direction on agency issues through the chain of command.

Consequence management

Consequence management involves the coordination of activities of agencies with a role in delivering services to the community, with the aim of minimising the adverse consequences of emergencies on the community.

During a major emergency all agencies may need to activate their business continuity arrangements to manage the adverse consequences of the emergency on their area of responsibility.

Consequence management should inform and be a precursor to relief and recovery activities.

Communications

Communications relates to communicating to the public, reporting to government and communicating with stakeholder agencies.

Community Connection

Community connection involves understanding and connecting with local community groups and leaders to ensure community issues are known and where possible can be addressed. These community networks will support resilience and decision making within the community.

B6.2 Municipal Profile

B6.2.1 Area Characteristics

B6.2.1.1 Geography

The City of Kingston is located in the middle and outer southern suburbs of Melbourne, between 15 and 34 kilometres south-east of the Melbourne CBD. The City of Kingston is bounded by the City of Glen Eira and the City of Monash in the north, the City of Greater Dandenong in the east, Frankston City in the south, and Port Phillip Bay and the City of Bayside in the west. The City of Kingston's boundaries are Centre Road and Westall Road in the north, Springvale Road and the Mornington Peninsula Freeway in the east, the Eel Race Drain in the south, Port Phillip Bay in the south-west, and the Frankston railway line and Charman Road in the west.

The City of Kingston is a residential and industrial area, with substantial areas of open space. The City features significant residential areas in the west and south, while there are major industrial nodes around Moorabbin, Braeside, Moorabbin Airport and Clayton South. The central and eastern areas contain significant areas of primary industry, such as high-value horticulture, flower cultivation and quarrying. There are also substantial areas designated for leisure and environmental value, including golf courses and wetlands. The City encompasses a total land area of 91 square kilometres, including significant areas of foreshore.

B6.2.1.2 Municipal Suburbs

The City of Kingston has 22 suburbs, these are detailed in the table and map below.

Kingston suburbs and postcodes

Kingston Suburbs	Postcodes
Aspendale	3195
Aspendale Gardens	3195
Bonbeach	3196
Braeside	3195
Carrum	3197
Chelsea	3196
Chelsea Heights	3196
Cheltenham (split with Bayside)	3192
Clarinda	3169
Clayton South / Westall	3169
Dingley Village	3172
Edithvale	3196
Heatherton	3202
Highett (split with Bayside)	3190
Mentone	3194
Moorabbin	3189
Moorabbin Airport	3194
Mordialloc	3195
Oakleigh South (split with Monash)	3167
Parkdale	3195
Patterson Lakes	3197
Waterways	3195

Kingston suburbs and neighbouring Councils

B6.2.1.3 Major Events

The City of Kingston hosts a variety of events and festivals annually. These events attract large crowds of participants from the immediate area, the municipality and from the broader region. Below is a summary of the annual calendar of events.

Month	Event	Venue	Estimated Attendance
January	Australia Day celebration	Kingston City Hall, Moorabbin	Approx. 500 people, invitation only
March	Mordi Fest *****note: retired for 2021******	Peter Scullin Reserve, Mordialloc	Approx. 15,000 people per day x 2 days
April	Sunset Cinema *****note: 2021 only******	Sir William Fry Reserve, Highett	Approx. 500 people per day x 10 days
September	Spring Fair	Keeley Park, Clayton South	Approx. 3,000 people
October	Pet Expo	Kingston Heath Reserve, Heatherton	Approx. 2,000 people
December	Carols by Kingston	Bicentennial Park, Chelsea	Approx. 10,000 people
Monthly	Citizenship ceremonies	Kingston City Hall	Approx. 500 people

B6.2.1.4 Demographics

Summary

Kingston is a diverse community with a current estimated resident population of 167,228 people in 2021 that features a wide range of ages, household types and cultures. By 2041 Kingston's population is expected to reach 198,340 people living in an anticipated 65,482 households.

Consistent with national trends, Kingston's oldest residents comprise the fastest growing population group in the municipality. The changing cultural make-up of Kingston is also reflective of immigration trends across Australia, with the Italian and Greek population ageing, and an increase in people arriving from India and China. 16 percent of the Kingston population has a disability and 5 percent need help with their daily living.

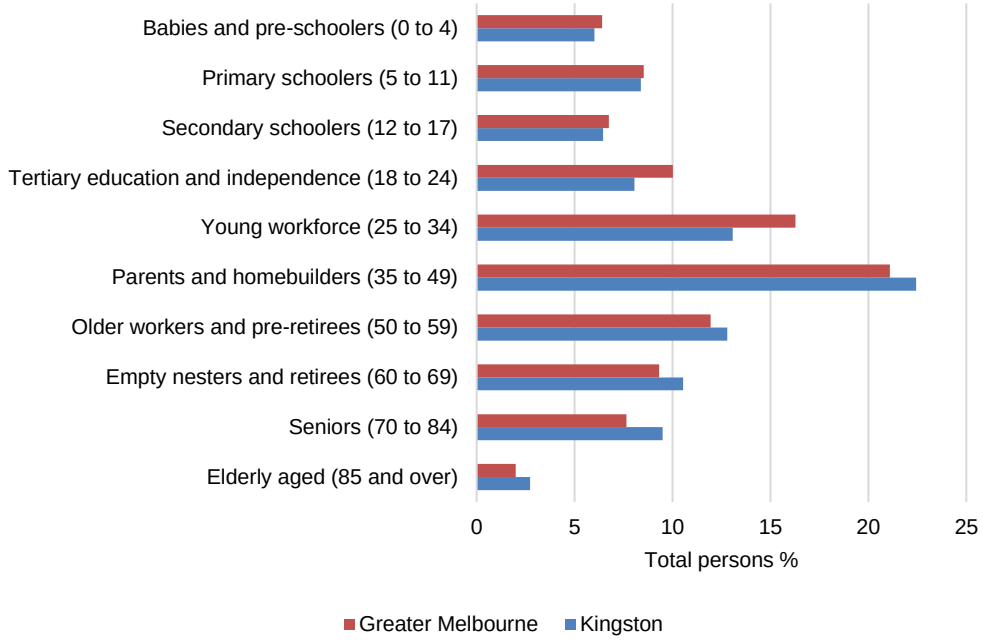
Population

The population of Kingston at the last Census in 2016 was 151,375 people. It is estimated to be 167,228 people in 2021 and is forecast to grow to 198,340 people by 2041 (18.6%).

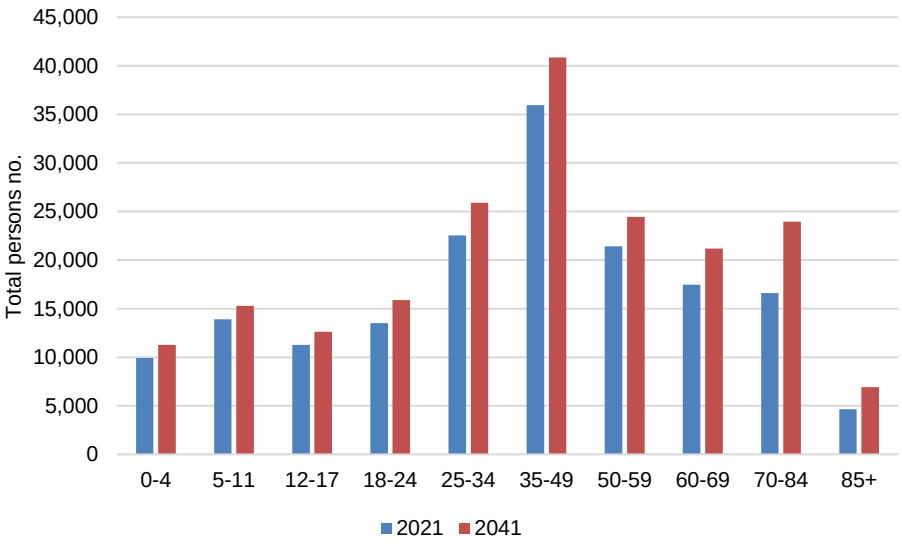
A few key points:

- The largest age group in Kingston and Greater Melbourne is parents and homebuilders aged 35 to 49 years.
- Kingston has an older population profile than Greater Melbourne.
- The age groups forecast the greatest increase between 2021 and 2041 is people aged 85+ years (49%) and 70 to 74 years (44%).

Population age groups 2016, Kingston and Greater Melbourne



Population age groups forecast growth 2021 to 2041, Kingston



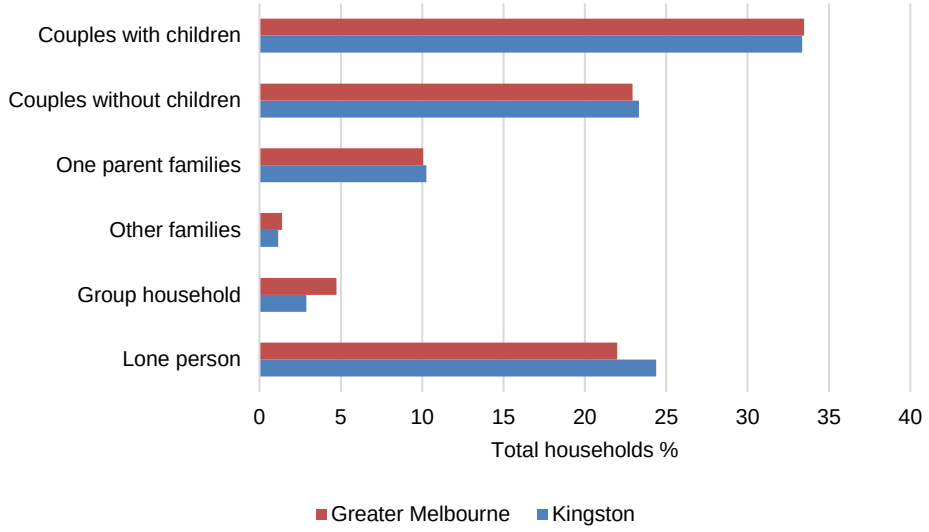
Households

The 2016 Census reports 58,782 households in Kingston. There are estimated to be 65,482 households in 2021 and this is forecast to grow to 80,446 households by 2041 (23%).

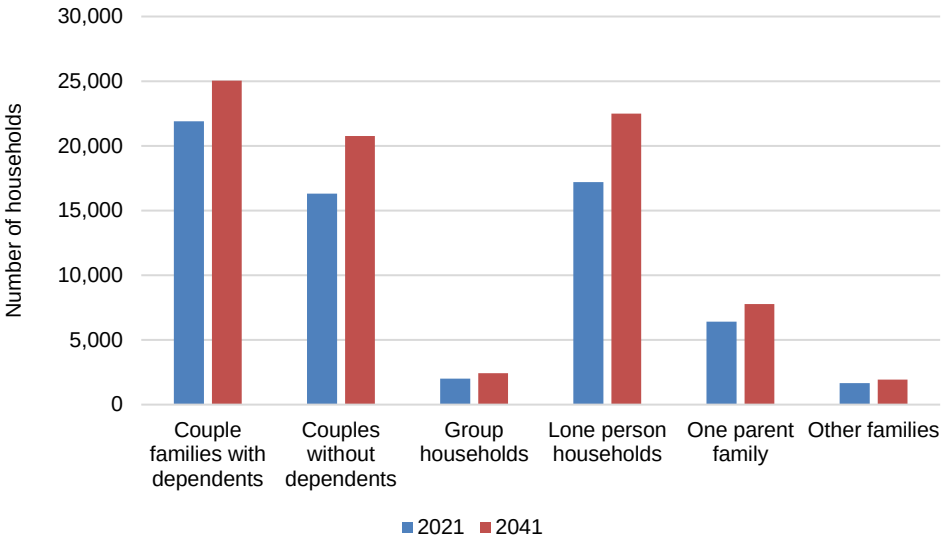
A few key points:

- The largest household type in Kingston and Greater Melbourne is couples with children.
- Kingston has a greater proportion of lone person households than Greater Melbourne.
- The household type forecast the greatest increase between 2021 and 2041 is lone person households (31%).

Household types 2016, Kingston and Greater Melbourne



Household types forecast growth 2021 to 2041, Kingston



People

The following data provides a snapshot of information about the people that live in Kingston compared to Greater Melbourne. It is taken from the 2016 Census.

A few key points:

- There are more women than men in Kingston and Greater Melbourne.
- Kingston has less people university qualified and more vocational qualified than Greater Melbourne.
- Almost one quarter of households and individuals are living on incomes in the lowest quartile brackets.
- The population of Aboriginal and Torres Strait Islander people in Kingston may be larger than is self-reported in the Census survey.
- Kingston has a smaller proportion of its population born overseas or speaking another language than Greater Melbourne, but this still represents at least 25% of the population.

Kingston population demographics, 2016

	Kingston no.	Kingston %	Greater Melbourne %
Women	77,753	51.4	51.0
Men	73,637	48.6	49.0
Employed	74,096	94.6	93.2
Bachelor or higher degree	31,484	25.3	27.5
Vocational qualification	20,793	16.7	15.3
No qualification	48,102	38.6	38.6
Household income in lowest quartile ($0 to $740 per week)	11,731	23.0	22.6
Individual income in lowest quartile ($0 to $310 per week)	26,484	23.0	25.6
Aboriginal and Torres Strait Islander people	579	0.4	0.5
Need assistance due to a disability*	7,610	5.0	4.9
Born overseas	46,931	31.0	33.8
Speaks a language other than English at home**	39,482	25.9	32.3

- * As people get older they need more assistance from disability – almost half of people aged 85+ years need assistance due to their disability (43.1%).
- ** 6,488 people speak another language and English not well or not at all (4.3% Kingston, 5.6% Greater Melbourne).
- Clayton South has the most culturally diverse population in Kingston, with 63.6% of the population born overseas and 68.9% speak a language other than English.

Top 10 overseas countries of birth

Country	Kingston %	Greater Melbourne %
United Kingdom	4.9	3.6
India	3.4	3.6
China	2.7	3.5
Greece	1.9	1.0
New Zealand	1.6	1.8
Sri Lanka	1.0	1.2
Italy	1.0	1.4
Vietnam	1.0	1.8
Philippines	0.9	1.0
South Africa	0.8	0.5

Top 10 languages other than English

Language	Kingston %	Greater Melbourne %
Greek	4.5	2.4
Mandarin	3.0	4.1
Italian	1.5	2.3
Russian	1.3	0.4
Cantonese	1.1	1.7
Vietnamese	1.0	2.3
Hindi	0.9	1.1
Punjabi	0.8	1.2
Arabic	0.8	1.7
Filipino / Tagalog	0.7	0.8

Further data

Further Census data, forecasting data and mapping is available on the Kingston website at www.kingston.vic.gov.au/demographics.

B6.2.1.5 Vulnerable people and facilities

The 2009 Victorian Bushfires Royal Commission recommended that MEMPs contain information regarding vulnerable people, they must contain both:

- Information about community organisations already working with vulnerable individuals.
- A register of facilities where vulnerable people are likely to be situated such as aged care facilities, hospitals, schools and childcare centres.

There will be vulnerable people who neither recognise themselves as vulnerable nor have appropriate support through carers, friends or families.

A range of community groups and individuals are considered to be vulnerable including:

- Frail aged persons living alone;
- People with physical and/or mental impairment through age, illness and/or disability;
- Visitors to, or people working in the municipality; and
- Multi-cultural or emerging communities.

It should be noted that within this plan culturally and linguistically diverse (CALD) communities are not identified as vulnerable, rather they are identified as a community that requires tailored communications in an emergency.

Refer to the Vulnerable Facilities list (located at TRIM 14/32523) for the location and contact details of local services including:

- Maternal and Child Health Centres
- Playgroups
- Kindergartens
- Childcare centres
- Primary Schools
- Secondary Schools
- Aged care accommodation facilities
- Rooming Houses and Student housing
- Hospitals
- Disability services
- Community facilities
- Tertiary institutions

Specified staff including the MEMO, MRM, deputies and selected administration staff can access this list.

The Vulnerable Persons Register may be used by Victoria Police to assist in prioritising emergency service organisation resources to undertake evacuation activities during an incident. They may also, before the peak season, check the register through contact with the funded agencies, council or the individual/s listed on the register.

B6.2.1.6 Maps

Kingston Council Geographic Information System (GIS) is able to develop a wide range of maps suitable for use for Council, the community and emergency management agencies. KCC Emergency Management staff and the MEMPC may request maps through the GIS Officer to assist in planning, responding, recovery or testing and exercising.

A range of maps are contained within Section C7 of this MEMP which provides various overviews of the municipality.

These maps are provided as a guide for individuals, communities, organisations, industry and agencies to gain a better understanding to assist in their mitigation, preparedness, response and recovery of emergencies.

B6.2.2 Bush/Grass Fires

While the Kingston municipality is mostly seen as an urban area, the municipality is covered by both Fire Rescue Victoria (FRV) and the Country Fire Authority (CFA).

Whilst Kingston is not a big fire risk municipality, Council conducts an annual fire hazard inspection program to ensure that risk is minimised, and residents are compliant with fire safety recommendations.

Former landfills in Kingston's Green Wedge are now being transformed into parklands and open space. Most of the medium density bushland areas within the municipality are either Council or Parks Vic owned.

Whilst Kingston does not have enough bushland areas for a full-blown bush fire, there have been small scrub fires in recent years.

B6.2.3 Coastal

The City of Kingston on its western boundary, abuts the eastern side of Port Phillip Bay, with approximately 13 kms of coastal frontage which in the majority is an unbroken, sandy beach.

The Kingston foreshore is well used, attracting thousands of visitors every year. The foreshore also supports many recreational activities and accommodates numerous clubs and community organisations. There is some evidence of the past Aboriginal inhabitants as well as several post settlement heritage features. There is substantial infrastructure to support these activities and some commercial uses such as restaurants, kiosks and boat hire facilities. The commercial and recreational activities and uses of the foreshore create pressures on the natural coastal environment. There is also the challenge of balancing competing demands for coastal space. As in most coastal areas, the effects of climate change are becoming more evident and

The foreshore can be separated into two key sections; Mentone to Mordialloc (northern end) and Aspendale to Carrum (southern end) foreshores.

The southern end of the municipality along this coastal stretch is low-lying and flat, with approximately 2 metres above sea level dune from beach to property boundary, increasing in height to approximately 19.5 metres above sea level at the northern end of the municipality.

Beach Road runs directly along the foreshore from Mentone south to Mordialloc Creek. South of Mordialloc Creek to Carrum has residential property abutting the foreshore reserves with Nepean Highway, a natural levee to inland suburbs of the municipality.

The foreshore is home to a wide range of plant species and various species of local and migrating fauna. The foreshore supports many recreational activities attracting thousands of visitors every year.

The Kingston foreshore has been recognised as having high conservation values with the presence of local, regional and state significant flora species.

Foreshore vegetation plays an important role in stabilising the dunes, providing habitat and a food source for local and migrating fauna, and is aesthetically pleasing. The foreshore natural environment is managed by

maintaining and restoring biological diversity through the protection, maintenance and restoration of ecological processes, indigenous flora and fauna communities, habitats and gene pools.

The Kingston foreshore is also susceptible to poor water quality from stormwater runoff after heavy rains, from not only within the municipality, but also from surrounding municipalities. This includes the Dandenong Ranges upstream of the municipality via four large Melbourne Water drainage outfalls, 58 local drainage outfalls and both the Mordialloc Creek and Patterson River.

The Kingston foreshore is a community playground all year round that includes seven lifesaving clubs, Carrum Coast Guard and two multipurpose boat ramps.

The foreshore is also serviced by emergency markers to assist the community and emergency services when there are no distinguishable natural or man-made reference points such as street names.

For further information, please refer to the Coastal Management Plan on the City of Kingston website.

B6.2.4 Moorabbin Airport

Located in the geographic centre of the municipality, Moorabbin Airport is the third busiest airport in Australia based on aircraft movement numbers.

The entire airport precinct measures 294 hectares. It is bounded by Centre Dandenong Road to the north, Boundary Road to the east, Lower Dandenong Road to the south and Grange Road and Bundoora Parade to the West.

The airport brings a large economic benefit across the municipality as well as increased considerations for planning, development and recreational activities with significant flight paths over surrounding areas due to the airports capability of landing corporate jets, turbo props, twin engine aircraft and rotary aircraft.

The 2021 Master Plan envisages:

- Aircraft movements increasing from 268,000 to 375,000
- On-Airport jobs growing from 6,500 to 9,050
- Economic value increasing from $870m to $1.2bn
- Investment of $800m in high quality facilities and infrastructure.

A copy of the Master Plan is available on the Moorabbin Airport Corporation website.

A 3,000 square-metre plot of airport land has been provided to FareShare at no cost, one of metropolitan Melbourne's largest charity vegetable gardens, managed by Moorabbin Airport Corporation and FareShare. This land produces 20,000 tonnes of vegetables annually and contributes 100,000 side meals to the nutritious meals FareShare provides to Melbournians in need. 150 volunteers maintain the garden year-round.

Moorabbin Airport formed The Moorabbin Airport Community Aviation Consultation Group (CACG) which meets quarterly and is comprised of representatives from peak community organisations, aviation, business sectors and government. Community bodies and government agencies provide information to the CACG on issues regarding aircraft noise management, flight paths, noise abatement procedures and safety measures where applicable.

Founded in 1962, the Australian National Aviation Museum boasts one of the largest collections of Commonwealth Aircraft Corporation manufactured aircraft in Australia. The Museum plays an important role in aviation education and engagement and attracts over 40,000 visitations each year including young people who visit as part of school trips and aviation interest programs. The Museum is the largest volunteer run aviation museum in Australia. 500 dedicated members contribute their time to restore historically significant aircraft and make them available for the general public to appreciate.

B6.2.5 Heavy Industry

Kingston's industrial sector is one of the largest and most concentrated in the state. Considerable industry is within the municipality, mainly consisting of light-to-medium range manufacturing and services predominately across Moorabbin, Cheltenham, Dingley Village, Mordialloc, Clayton South and Braeside.

The City of Kingston and neighbouring municipality Greater Dandenong comprise the greatest concentration of small-to-medium industry in the Melbourne region and the second largest in Australia (outside of Brisbane). This brings a particular risk profile to the municipality with regard to industrial incidents and the use of potentially hazardous chemicals and manufacturing processes.

Two of the largest Melbourne metropolitan waste transfer stations / landfill operations also operate within the City of Kingston with another on its border in the north-east corner of the municipality.

B6.2.6 Southland

Westfield Southland is located at 1239 Nepean Highway Cheltenham, Victoria. The centre is defined by a broad retail, services and entertainment offer. It currently caters to a trade area population of approximately 605,000 residents, with a total accessible market of 1.2 million residents. In 2019, there were 14.6 million annual visitors to the centre.

Westfield Southland is home to many of Australia's most well-known retailers including David Jones, Myer, Big W, Kmart, Target, Coles, Woolworths, ALDI and Apple. There is a Village cinemas complex on site and a broad mix of approximately 370 specialty stores, with 6,000 allocated car park spaces.

Southland has a dedicated train station with travel in both directions along the City and Frankston lines and is only accessible via Southland P1 Blue Car Park. There is also a large bus interchange located under the eastern end of the "Bridge area" with 2 levels of retail above, accessible via escalators or lifts.

The centre has areas of mass gatherings which include:

- Food Court (Level 3) - 850 seat food court located on level 3 with 17 food tenancies.
- Entertainment, Leisure Precinct (ELP) – 14 screen Village cinema complex with 14 food retailers and 6 specialty retailers.
- Centre Court (Level 1) - area that is used for events and has the main escalators and lifts for the centre located within it. The large rotating Super Screen is housed above the Level 3 ceiling space

From an emergency management perspective, Westfield Southland has a dedicated Emergency Planning Committee which is responsible for managing an Emergency Operation Centre in the event of a major incident or emergency; adhering to emergency response procedures and following a centre specific Terrorist Threat Response Plan (TTRP). All centre-based staff and contractors undertake rigorous emergency management training and exercises throughout the year as well as performing full centre evacuation drills as per AS:3745 (Planning for Emergencies in Facilities).

B6.2.7 Education Institutions

A range of educational institutions are found throughout the municipality including kindergartens, pre-schools, primary, secondary and tertiary. Further information can be found via www.myschool.edu.au or individual school websites.

Summary of Education Services in the City of Kingston:

Education Type	Number
Government Primary Schools	23
Government Secondary Colleges	7
Government Specialist Schools	3
Independent Schools	4
Catholic Schools	11
Early Childhood Services	119
TAFE	2

B6.3 History of Emergencies

B6.3.1 Incident summary 2011 – 2021

The following table provides a recorded history of emergencies that has affected the City of Kingston over the last ten years. This table is not exhaustive; with small to medium incidents not detailed within.

DATE	*TYPE OF EMERGENCY*	*DETAILS*	*INJURIES / DEATHS*
March 2021	Fire	Man in his 50's died after a house fire in Cheltenham. Woman in her 80's injured.	1 death; 1 injury
March 2020 - present	Pandemic	COVID 19 global pandemic.	Refer to State Government statistics
December 2019	Plane Crash	Light plane crash at Moorabbin airport.	1 injured
June 2018	Plane Crash	Cessna 172 aircraft crashed into suburban street on approach to Moorabbin airport, killing its pilot.	1 death
March 2017	Fire	Fire at Patterson Lakes Library and Community Centre.	Nil
October 2014	Plane Crash	Single engine kit plane crashed into a house and laneway in Chelsea.	1 death
January 2014	Heatwave	4 days of consecutive heat above 40c. Small number of brown outs across the municipality. State wide 167 deaths recorded.	None known within municipality
13 December 2012	Train Accident	Pedestrian hit by train whilst crossing at pedestrian crossing near Mentone Station.	1 pedestrian death
29 November 2012	Drowning	Young male drowned at Chelsea beach. Passers-by saw the body in the water and tried rescuing before medical personnel arrived.	1 death
October 2012	Train Accident	Edithvale.	1 pedestrian death
September 2012	Plane Crash	Moorabbin Airport.	None
21 June 2012	Earthquake	A 5.46 magnitude in Korumburra caused minor damage to properties across Kingston, including cracked walls and broken windows.	None
March 2012	Train Accident	Car and train collided at Cheltenham Station killing the male driver.	1 death
February 2012	Storm	Wind gusts of 117km hit parts of Melbourne and recorded at Moorabbin Airport. Hundreds of requests for assistance were recorded across the municipality.	None
January 2012	Fire	Body of a female found after a house fire in Como Parade in Mordialloc.	1 death
November 2011	Train Accident	Aspendale.	1 pedestrian death

November 2011	Drowning	2 kayakers drowned on Port Phillip Bay with one body washing up on the beach next to the Patterson River and other body found at Seaford.	2 deaths
November 2011	Storm	Heavy rain and flash flooding in the southern area of the municipality saw a number of trees uprooted and falling onto carports damaging cars and homes.	None
October 2011	Fire	Man in his 80s died after a house fire in Gipps Street Mordialloc.	1 death
September 2011	Storm (Wind)	High winds caused a large Gum tree branch at Southmoor Primary School injuring 7 people including 3 children.	7 injuries, 2 taken to hospital, one with cuts, the other with a knee injury, 5 others had grazes.
August 2011	Train Accident	Highett.	1 pedestrian death
17 Feb 2011	Storm / Flooding	60mm of rain fell in under 24hours causing flash flooding in the areas of Carrum, Patterson Lakes.	None
4-5 Feb 2011	Flooding	1-100yr rainfalls across most of Victoria after Cyclone Anthony cross the northern area of Australia. Major flooding occurred across Kingston as well as excess rubbish on the foreshore. MECC was activated in Collins St, Mentone Dept.	None

B6.4 Management Arrangements

B6.4.1 Context

Every municipal government in Victoria has a legislative obligation (Emergency Management Act) to establish a MEMPC and appoint a Chair. The Municipal Emergency Management Planning Committee (MEMPC) is then responsible for the preparation and maintenance of the Municipal Emergency Management Plan (MEMP).

This section details how emergencies within the City of Kingston will be planned for and managed when they occur and how the plan will be evaluated and maintained. It also provides an overview of the roles and responsibilities of key members of the Municipal Emergency Management Planning Committee (MEMPC).

B6.4.2 Municipal Emergency Management Plan

The MEMP is the overarching emergency management plan for the municipal district of Kingston and provides information to emergency services, other organisations and the community on how risks will be dealt with and the management arrangements for emergencies, to promote community safety.

The Plan documents the outcomes of the planning processes conducted by the MEMPC and provides the context for the development and integration of specific response and recovery plans.

B6.4.3 Municipal Emergency Management Planning Committee

The Municipal Emergency Management Planning Committee (MEMPC) is formed pursuant to Section 21(3) & (4) of the Emergency Management Act, to formulate plan for the Councils' consideration in relation to the prevention of, response to and the recovery from emergencies within the City of Kingston.

The State Emergency Management Plan (SEMP), outlines the function of the MEMPC as:

Mitigation and Planning

- Be responsible for the preparation and review of their MEMP

- Consider community EM plans if they have been developed
- Ensure the MEMP is consistent with the SEMP and with the relevant REMP
- Provide reports and recommendations to the region's REMPC in relation to any matter that affects or may affect EM planning in their municipal district
- Share information with the region's REMPC and with other MEMPCs to assist effective EM planning in accordance with Parts 6 and 6A of the EM Act 2013
- Collaborate with any other MEMPC that the MEMPC considers appropriate in relation to EM planning including preparing MEMPs

The committee is an integrated planning committee, covering all aspects of planning, preparedness, response and recovery.

MEMPC Sub Committees may be formed as required to assist in the preparation and maintenance of MEMP Sub-Plans.

B6.4.3.1 Terms of Reference

The EMV Terms of Reference were adopted by all committee members as representatives of their agencies in February 2021. At the decision of the MEMPC, the Terms of Reference may be reviewed and modified as an agenda item of the MEMPC meeting, or every 3 years.

Please refer Section C20 of this MEMP for the Terms of Reference for the Kingston Municipal District MEMPC.

Emergency Management Planning Process

The following positions shall make up the MEMPC:

- Chair - Municipal Emergency Management Officer (MEMO);
- Executive Officer (KCC EM Coordinator)
- Municipal Recovery Manager (MRM)
- Municipal Fire Prevention Officer (MFPO)
- Municipal Building Surveyor (MBS)
- Municipal Communications Manager (MCM)
- Municipal Emergency Response Coordinator (MERC, VicPol)
- Regional Recovery Coordinator or representative (DFFH)
- Fire Service Representatives (FRV & CFA)
- VICSES Regional Representative
- Medical / Ambulance Representative
- Australian Red Cross Representative
- Salvation Army
- Victorian Council of Churches Emergency Ministry
- Parks Victoria Representative
- Department of Education Representative
- Industry Representatives (e.g. Southland, Moorabbin Airport, Heavy industry sector)
- Community Agency Representatives,
- KCC EM staff, and
- Other agencies as required.

B6.4.3.2 B3.1 Frequency of Meetings

The Municipal Emergency Management Planning Committee (MEMPC) meets quarterly each year and by exception.

Minutes of all meetings must be taken, and a copy sent to the Regional Emergency Management Planning Committee (REMPC). Functional Sub Committees, if formed, should meet at least once per year to review and amend their arrangements where necessary.

The MEMPC will also be convened following:

- An incident of significance as deemed by the MEMPC;
- A major organisational change;
- A significant new risk in the municipality; or
- An exercise with major outcomes.

Standing agenda items for the MEMPC at every meeting will include:

- Review of membership (annual only);
- Review of the contact directory;
- Review of risks (annual only); and
- Review of selected sections of the MEMP so as to ensure all sections have been reviewed at least once between audits by the MEMPC.

B6.4.4 Key Agency Roles and Responsibilities

Emergency services and other agencies play key roles in the planning process. Agency representatives participate and contribute as members of the Municipal Emergency Management Planning Committee and provide expert advice on the content of the plan.

They contribute information on the structures in place for the response to and recovery from emergencies and the coordination arrangements in place for dealing with emergencies in the municipality.

Some of the agencies will also be involved in the treatment management strategies/initiatives for identified risks, refer to Section C18 in this MEMP.

Emergency services and other agencies also have defined roles in the response to and recovery from emergencies. In most cases this is based on legislative mandate, regulatory requirement, or by other formally agreed arrangements. A list of the roles and responsibilities of key organisations within the City of Kingston is detailed in Section C8 of this MEMP.

B6.4.4.1 Control Agency

The Control Agency is the agency nominated to control the response activities for a specified type of emergency. The control agency may change as the emergency response progresses or is clarified.

Please see Section C8 of this MEMP for a list of control agencies responsible for each emergency type in Kingston

B6.4.4.2 Council Role

The City of Kingston has a legislated responsibility for management of municipal resources and the coordination of community support to aid in the recovery from an emergency during both the response to and recovery from emergencies.

This includes the management of:

- The provision of emergency relief to affected persons during the response phase;

- Municipal assistance to agencies during the response to and recovery from emergencies;
- Assessment of the impact of the emergency; and
- Recovery activities within the municipality, in consultation with Department of Families, Fairness & Housing.

B6.4.5 Individual Roles and Responsibilities

B6.4.5.1 Municipal Emergency Response Coordinator (MERC)

The Municipal Emergency Response Coordinator (MERC) is a member of Victoria Police. The MERC sits on the Municipal Emergency Management Planning Committee and is responsible for ensuring the emergency management planning and response arrangements are contemporary. All Victoria Police Senior Sergeants have been delegated the powers and functions of the MERC pursuant to s56 of the *Emergency Management Act 2013.*

Responsibilities
The role of the MERC is to:

- Ensure effective control has been established.
- Take an active role in planning at a local level including representation on the MEMPC.
- Ensure the MEMO is advised of the emergency, and available to provide access to municipal resources if required.
- Ensure the MEMO is receiving information as appropriate.
- Advise the RERC regarding emergencies which have the potential to require supplementary resources from outside the municipal district.

Any Control Agency requiring municipal support will request support through the MERC who will pass on all requirements to the MEMO.

B6.4.5.2 Municipal Emergency Management Officer (MEMO)

The City of Kingston has appointed the Manager Infrastructure to fulfil the function of the substantive Municipal Emergency Management Officer (MEMO). Council has also appointed three other Council Officers who will rotate through the MEMO role on a monthly cycle of the roster.

Responsibilities
The role of MEMO is to:

- Coordinate municipal resources in emergency response. The MEMO has full-delegated powers to deploy and manage Council's resources during emergencies.
- 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.
- Maintain an effective contact base so municipal resources can be accessed on a twenty-four-hour basis.
- Deploy an Emergency Management Liaison Office to attend the ICC and act as the liaison between Council and the ICC
- Keep the MOC prepared to ensure prompt activation if needed by Council.
- Liaise with the MRM on the best use of municipal resources.
- Organise a response debrief if requested by the 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.
- Perform duties as determined.

B6.4.5.3 Municipal Recovery Manager (MRM)

The City of Kingston has appointed the Manager Family Youth & Children's Services to fulfil the function of the substantive Municipal Recovery Manager (MRM). Council has also appointed three other Council Officers who rotate through the MRM role on a monthly cycle of the roster.

Responsibilities
The role of the MRM is to:

- Coordinate municipal and community resources for recovery.
- Assist with collating and evaluating information gathered in the post impact assessment.
- Establish priorities for the restoration of community services and needs.
- Liaise with the MEMO 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 Families, Fairness & Housing.
- Undertake other specific recovery activities as determined.

The MRM may delegate duties to provide for effective management of the recovery functions.

B6.4.5.4 Municipal Fire Prevention Officer (MFPO)

The City of Kingston has appointed the Team Leader Local Laws to fulfil the role of Municipal Fire Prevention Officer in accordance with the *Metropolitan Fire Brigades Act 1958.*

Responsibilities
The role of the MFPO is to:

- Undertake and regularly review Council's fire prevention planning and plans.
- Liaise with fire services, brigades, other authorities and councils regarding fire prevention planning and implementation.
- Advise and assist the MEMPC on fire prevention and related matters.
- Ensure the MEMP contains reference to the Municipal Fire Management Plan.
- Report to 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.

B6.4.5.5 MEMPC Executive Officer

The City of Kingston has appointed the Emergency Management Coordinator to fulfil the role of Executive Officer to the MEMPC.

Responsibilities
The role of the Executive Officer is to:

- Coordinate the MEMPC to maintain the MEMP.
- Coordinate the MEMPC to review and update the sub plans.
- Prepare agendas, call meetings, prepare and distribute minutes.
- Coordinate the MEMPC to undertake the MEMP self-assurance process.

B6.4.5.6 Incident Emergency Response Coordinator (IERC)

The Incident Emergency Response Coordinator (IERC) is usually the senior member of Victoria Police at the initial scene of an emergency. This role usually relates to the first response to an emergency, and the person fulfilling the role may change in seniority as the emergency escalates or de-escalates.

The IERC is responsible for performing the principal role of the Emergency Response Coordinator.

Responsibilities
The role of the IERC is to:

- Ensure that the necessary control agency/s and support agencies are in attendance or have been notified of the emergency and are responding.
- Liaise with all agencies at scene. Ensure an incident controller has been identified.
- Arrange for the satisfaction of requests for provision of resources to the control/support agencies by:
  a. ensuring provision of available resources from within municipal council area
  b. utilising municipal emergency relief and supply arrangements, or
  c. requesting additional resources through the Municipal/Regional Emergency Response Coordinators.
- Provide situation reports to the Municipal/Regional Emergency Response Coordinator.
- Ensure that consideration has been given to:
  a. alerting the public to existing and potential dangers arising from a serious emergency
  b. the need for evacuation (consult Control Agency)
  c. public information, and
  d. traffic isolation, ingress/egress of emergency vehicles, etc. (Consult Control Agency/Police Commander).
- Make necessary arrangements at scene for media – for example, containment, press releases.

B6.4.5.7 Regional Emergency Response Coordinator

The member of Victoria Police appointed 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.

When all relevant resources have been fully committed and there is further requirement for additional resources, all requests must be forwarded to the Municipal Emergency Response Coordinator who will in turn pass on same to the Regional Emergency Response Coordinator for action. In the absence of the Regional Emergency Response Coordinator, his/her deputy will be contacted.

Responsibilities
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
- where necessary, ensure the Regional Controller has formed and is chairing the Regional Emergency Management Team (REMT) or, where there are multiple disparate emergencies in the Region, form and chair the REMT
- source resources and services requested by the Municipal Emergency Response Coordinators and escalate requests unable to be fulfilled by the region to the EMC through the Senior Police Liaison Officer
- in the event of uncertainty, determine which agency is to perform its statutory response role within a region, where more than one agency is empowered to perform that role
- ensure the Regional Controller is developing a regional strategic plan for the management of the emergencies within the region
- ensure the Regional Recovery Coordinator has been notified of the emergency
- monitor the provision of warnings and information to affected communities
- consider registration of persons evacuated or otherwise affected across the region

- monitor the provision of relief across the region
- monitor the need to declare an emergency area, and
- provide the Senior Police Liaison Officer 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.

B6.4.5.8 Regional Recovery Coordinator

The Regional Recovery Coordinator (RRC) is the Area Director (or delegate) of the Department of Families, Fairness & Housing and is supported by the Regional Recovery Manager (RRM). The RRM is member of the Southern Metropolitan Regional Emergency Management Planning Committee (REMPC).

The authority to activate the Southern Metropolitan Regional Emergency Relief and Recovery Plan rests with the RRC or RRM when the impact of an emergency event may lead to community needs that exceed the capacity of Council and/or when the emergency event affects additional municipalities and regional coordination of resources is required.

Operational responsibilities may be delegated to the RRM depending on the scale of an emergency.

B6.4.5.9 Municipal Public Health Officer (MPHO)

The Municipal Public Health Officer is responsible for all public health matters in the municipality. The role of the MPHO is to provide advice and support with preventative public health services and health protection/environmental health messaging and activities including:

- food
- water
- sanitation
- vector (disease carrying pest) control.

The role of the MPHO is undertaken by Council's Team Leader Environmental Health.

B6.4.5.10 Emergency Relief Centre Manager

The Emergency Relief Centre Manager is responsible for the coordination of resources and services within the centre in providing support and essential needs to persons affected by an emergency including management of:

- logistics
- support agencies
- volunteers
- communications
- support staff
- material aid
- animal aid
- records and administration

B6.4.5.11 Municipal Communications Manager (MCM)

The role of Municipal Communications Manager will be undertaken by the Manager Communications & Community Relations. The role of the Municipal Communications Manager is to:

- Manage communications on behalf of Kingston.
- Provide communications advice.
- Ensure the public, media, staff and Councillors are kept informed.
- Ensure accurate and current information is available through the media, Council's website and other communications materials.
- Attend briefing meetings.

- Act as the media liaison as required.

B6.4.5.12 Community Safety Advisory Committee

KCC facilitates the Kingston Community Safety Advisory Committee that works with and plans in partnership with stakeholders, specific programs in tackling community safety throughout the municipality.

Committee representatives include the following KCC departments:

- Community Wellbeing
- Community Buildings
- Open Space
- Local Laws
- Emergency Management

The following external stakeholders also form part of the committee:

- Victoria Police
- VicRoads
- SES
- Coastguard Melbourne
- Fire Rescue Victoria
- CFA
- Ambulance Victoria
- DoJCS

B6.4.6 Regional Emergency Management Planning Committee (REMPC)

The City of Kingston is a member of the Southern Metropolitan Region Emergency Management Planning Committee (REMPC).

The REMPC provides an integrated approach to emergency management planning combining the response, relief and recovery planning functions into a single regional committee.

The committee is a multi-agency comprising of representatives from LGA's, government and non-government organisations and industry.

B6.5 Risk Management Arrangements

B6.5.1 Introduction

The underlying guiding principle which drives risk mitigation at all levels is the protection and preservation of life, property and the environment. The process used is emergency risk management. This process aims to reduce risks within a community. This can be done by identifying the risks that a community faces, assessing the vulnerability of the community to those risks and providing options to reduce or eliminate the risks.

The emergency response, relief and recovery agencies that operate within the City of Kingston recognise they have a key role in risk management - prevention and mitigation - activities to reduce the risk, or minimise the effects, of emergencies that may occur in the municipality.

To complement the emergency risk management process, the MEMPC undertakes risk assessment reviews

to identify existing and potential risks. An 'all hazards' approach is used to ensure all potential hazards are identified.

All documentation relating to this process is stored on in Council's electronic records management system (Refer to TRIM 27/06/06.

B6.5.2 The role of the Council and the MEMPC

The MEMPC 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 municipality. The MEMPC plays a role in prevention by identifying potential hazard areas, providing advice and developing risk reduction and treatment strategies.

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.

B6.5.3 Risk Assessment

The process used in the development of this plan is the Community Emergency Risk Assessment Tool (CERA), based on ISO 31000, a global risk management standard.

The CERA is undertaken with input requested of all the MEMPC membership annually. It addresses context, community profile, vulnerable elements, risk identification, analysis and rating, culminating with a range of suggested treatment/control options for each risk. The process is fully documented, and the recommended control options are presented to the responsible agencies for consideration and action.

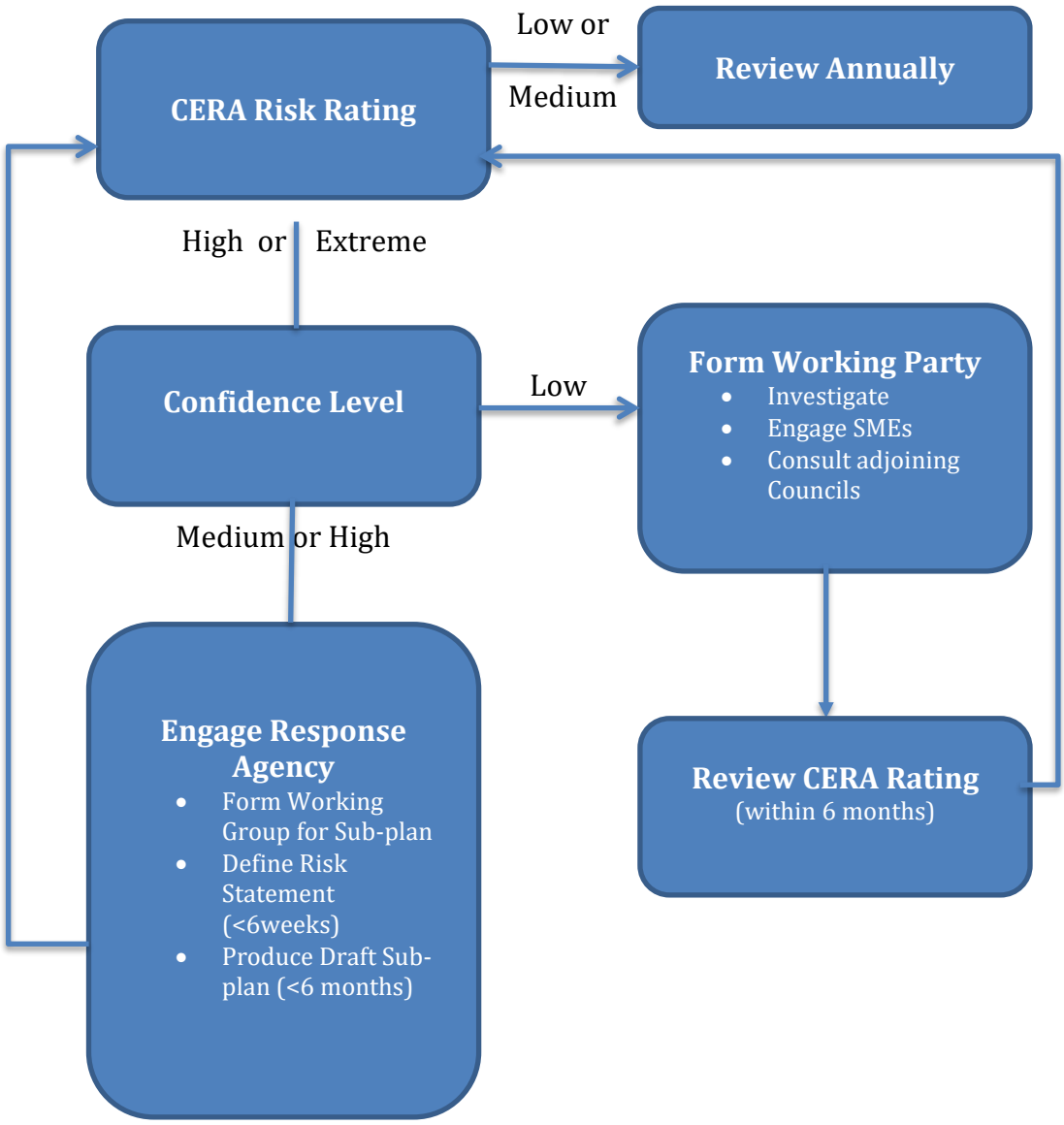
CERA is designed to take an "all hazards approach" and to focus on those emergency risks that have the most significant potential to impact the community, thereby satisfying the 'all communities, all emergencies' approach. It should also focus on where the MEMPC can play a practical and impactful role in better mitigating the risk and/or monitoring the controls in place to address them. The intended outcome of this process is the development of risk reduction strategies that enhance personal safety and security within the City of Kingston.

The CERA approach combines hazard information and intelligence from a number of sources, including subject matter experts and the community, to gain a clear understanding of the elements that define 'risk' within a specific area. The CERA program generates an overall risk rating low through to extreme and a risk confidence level of low to high.

B6.5.4 Development of Sub-Plans

Any risk which receives a High or above rating should have a response sub plan developed in a timely manner. The process for the addition of a new response sub plan will be as follows. All sub plans will be reviewed every three years.

The cyclic review of the risk management process will result in a report provided to the MEMPC meeting identifying any adjustments and will be used by the MEMPC to identify if any amendments or updates are required to the MEMP.



B6.5.5 Bush Fires

Today there are small pockets within the municipality that are still recognised has having a medium density bush landscape of which consideration and planning must be undertaken.

Kingston has undertaken extensive consultation with stakeholders and the fire agencies to review, action and plan for bush fires within the municipality. Through this consultation, the MEMPC decided not to develop a Municipal Integrated Fire Management Plan due to the moderate risk rating for the Hazard being made.

Given several years have passed since this evaluation, the MEMPC will again review the risk of bush and grass fires within the municipality during the CERA workshop in 2021. The outcome of the risk review will determine whether a Municipal Integrated Fire Management Plan is now required.

B6.5.5.1 Bush Fire Planning

The City of Kingston has appointed a Municipal Fire Prevention Officer (MFPO) to act as the chair of the Municipal Fire Management Sub-Committee (MFSC). The MFPO is responsible for issuing permits to burn during the fire danger period and issuing fire prevention notices for hazard removal to private landowners in their municipality.

B6.5.6 Risk Review

In February 2018, a risk assessment working group was convened to review existing risks identified by previous risk reviews and to identify any new risks using the CERA standard list of hazards. The working group comprised of representatives from the City of Kingston, SES, Victoria Police, MFB, CFA and Parks Victoria. A summary of this risk assessment is provided below.

Please note: The next CERA workshop is scheduled for 2021. The MEMP and associated sub plans will be updated to reflect the outcomes of this risk assessment once completed.

CERA SUMMARY TABLE 2018

Kingston City Council			
26 February 2018			
Code	Risk	Ratings Confidence	Residual Risk Rating
BF-S	Bushfire - small, isolated	High	Medium
FL-F	Flood - Flash	High	Medium
ET-HW	Heat Health	High	High
ST	Storm	High	High
T-AC	Transport Incident - Aircraft	High	High
TE	Terrorism / Massacre	High	High
I-O1	Service Utility Disruption	Med	Medium
F- R	Fire - Residential	High	High
HM-T	Hazardous Materials Release - in transpc	High	High
HE	Human Epidemic / Pandemic	High	High
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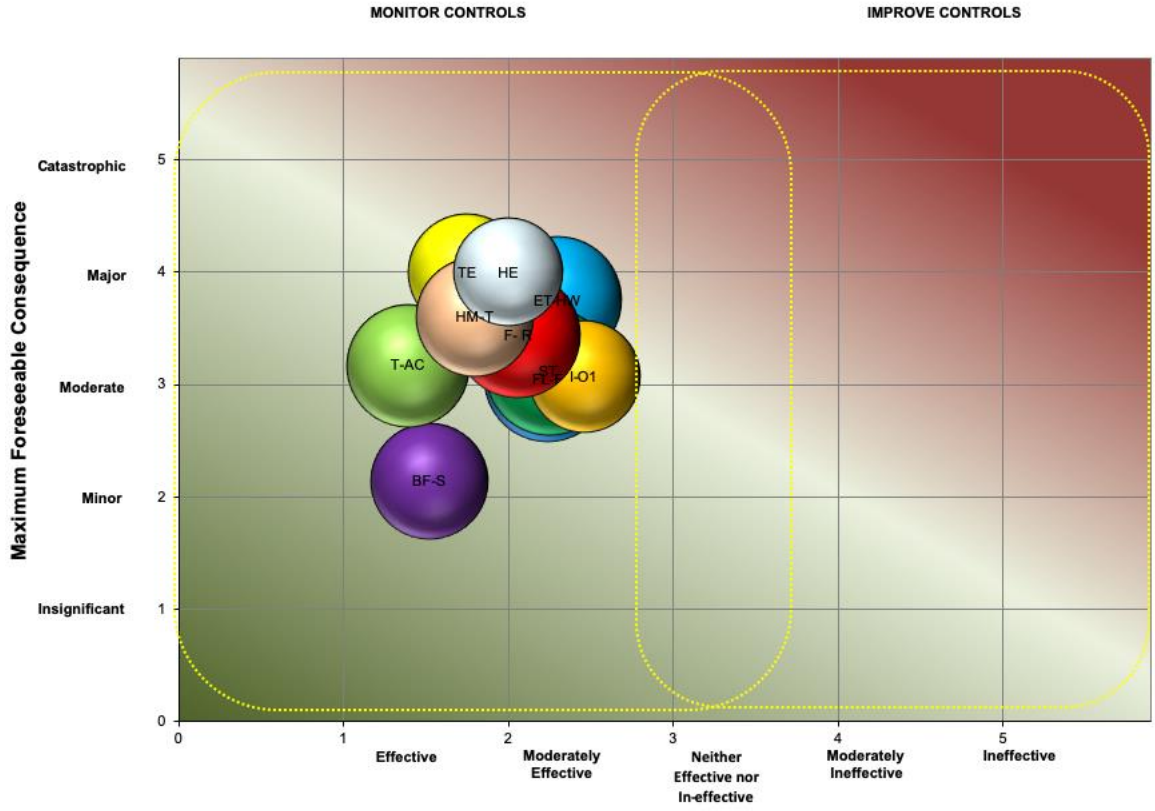
CERA HEATMAP 2018



B6.5.7 Treatment Plans

The following treatment plans are in the process of being developed as a result of the hazards or sources of risk identified in the CERA.

- KINGSTON Municipal Flood Emergency Plan
- KINGSTON Influenza Pandemic Plan
- KINGSTON Heatwave Plan
- ***[Other plans added here once CERA completed and HIGH+ risks known]***

Please refer to Section C14 for a list of special plans and supporting documentation.

The *Electrical Safety* Act (1998), s.86B, states that MEMPs must specify procedures for: the identification of trees that are hazardous to electric lines and; the notification of responsible persons of hazard trees. In accordance with the Act, the following plan has been created to document the processes in place to maintain and monitor the clearance space immediately surrounding electric lines within Kingston.

- Kingston Electric Line Clearance Management Plan

B6.5.8 Community engagement and awareness

The ability of a community to respond to an emergency situation and in turn recover from the effects of an emergency will depend on the attitude of the people affected. Obtaining the preferred response from people during emergencies will require community education and awareness programs to be implemented for this purpose. The City of Kingston and the Municipal Emergency Management Planning Committee will support and promote appropriate prevention and awareness programs within the municipality. The MEMPC has already committed to engaging with community on strategic planning, including inviting community

representatives to be an active part of the emergency risk assessment process and to be involved in the MEMPC.

B6.5.9 Monitoring and Review

The Community Emergency Risk Assessment (CERA) process is subject to minor reviews annually and will undergo a major review at least once every three years, between self-assurance cycles. The progress of implemented treatment options is monitored by the MEMPC through reports provided by the MEMO and responsible agencies at MEMPC meetings and through the annual risk assessment process.

This process will be administered by the MEMO and SES representative at MEMPC meetings and, if required, an updated draft plan will be presented to the MEMPC for endorsement.

Sub plans have their own review processes which are coordinated by Council's Emergency Management Coordinator with support from relevant Working Groups assigned responsibility for the plan review.

B6.6 MEMPC Endorsement

This plan has been produced by and with the authority of the Kingston MEMPC pursuant to Section 60ADB of the *Emergency Management Act (2013).*

This plan is a result of the co-operative efforts of the planning committee after consultation with those agencies and organisations identified therein.

This plan has been endorsed by the Municipal Emergency Management Planning Committee, representing all organisations with a role in it.

Minor and administrative amendments will be made to this plan from time to time without re-presenting the plan to these groups. Any major structural or policy changes will be considered before adoption.

.....
KCC Manager Infrastructure
Chair of the Municipal Emergency Management Planning Committee.

B6.7 Self-Assurance Process

On 1 December 2020, the MEMP audit process conducted by Victoria State Emergency Service (VICSES) was repealed and replaced with a new self-assurance arrangement.

Under the self-assurance arrangement, the MEMPC will submit the MEMP for approval to the REMPC, alongside a Statement of Assurance (SoA). The SoA verifies that the plan has been prepared in accordance with the Act and with due regard to Minister's Guidelines for Preparing State, Regional and Municipal Emergency Management Plans.

The SoA consists of:

- An assurance checklist, to ensure all requirements from the Act have been met
- A certificate of assurance, signed by the preparer to confirm that the plan is compliant with the Act.

The self-assurance process and submission of the MEMP and its sub plans to the REMPC will occur at least once every three years.

B6.8 Financial Considerations

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

Municipal councils are expected to use their resources for emergency operations within the municipal district. Municipal resources are those used to perform municipal functions, even if the resources are privately owned (contracted to council). Generally, councils are expected to provide municipal resources without charge, however some resources may be subject to limits and/or constraints, (e.g. the use of some equipment may be limited to a timeframe due to the expense of operation). Such limits and/or constraints should be reasonable, commensurate with each council's capacity to provide such resources, and details included in municipal emergency management plans.

Some reimbursement is available. Extraordinary expenditure incurred, (e.g. for overtime, or equipment hire used in emergency protection works, restoration of publicly owned assets or relief provided to emergency-affected people) may qualify for reimbursement by the Department of Treasury and Finance according to a sharing formula.

The Kingston City 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.

B6.9 Compensation of Casual Emergency Workers

Compensation for all emergency workers will be as laid down in Part 6 of the Emergency Management Act, 1986. This includes both Registered Emergency Workers and Volunteer Emergency Workers. It is the responsibility of the organisation utilising the Volunteer Emergency Workers to ensure that all of the Volunteer Emergency Workers are registered.

B6.10 Maintenance of the Plan

B6.10.1 Plan Review

The MEMPC is responsible for maintaining this plan. The MEMP will be reviewed regularly at the MEMPC meetings and also following:

- A major emergency in which the plan has been utilised;
- An exercise in which major outcomes have been identified;
- A new or emerging risk to the community; or
- A significant change to the community profile.

Organisations delegated with responsibilities in this Plan are required to notify the MEMO and Executive Officer of any changes of detail (e.g. contact information), as they occur.

Amendments are to be produced and distributed by the City of Kingston as required. Refer to the Distribution List in Section C7 of this MEMP.

B6.10.2 Testing and Exercising

Upon completion of development of this Plan, and thereafter on an annual basis, arrangements pertaining to this plan should be tested. This will be done in a form determined by the MEMPC. Any procedural anomalies or short falls encountered during these exercises, or operations, will be discussed with the MEMPC and any learnings addressed and rectified at the earliest opportunity.

B6.10.3 Publication

Following adoption and review of the MEMP, Council will distribute copies to all members of the MEMPC, other key agencies, neighbouring municipalities and relevant Council staff. The MEMP will be made publicly available via hard copies at each Council Library and posted on the Council website. Refer to the Distribution List in Section C7 of this MEMP.

B6.10.4 Legal Deposit

Council will deposit, within two months, of every new or amended publication, the MEMP to the State Library of Victoria, in accordance with s49 of the *Libraries Act 1988*.

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C7 Administration Information

C7.1 Amendment Register

All amendments must be recorded in the following table when changes are made to any part of the MEMP, including amendments and sub-plans, excluding contact lists.

Version	Date	Section Amended	Summary of Amendment	Authorised By
1.0	May 2021	Entire MEMP	Complete re-write	Kingston MEMPC Chair

C7.2 Distribution List

The preference will be for electronic copies, however hard copies will be in the Libraries and at the request of relevant individuals/organisations.

TITLE	NAME
MEMPC Chair **MEMPC members** **REMPC Chair** **City of Kingston** Chief Executive Officer (interim) General Manager Community Sustainability General Manager Corporate Services General Manager Planning & Development General Manager City Assets & Environment	

C7.3 Exercise Register

The following exercises have been conducted to evaluate this plan. Following each exercise, a debrief is conducted and report with recommendations tabled at the next MEMPC meeting.

Date	Exercise Name	Type	Subject

C7.4 Glossary

Agency	An agency means any government or non-government organisations with a responsibility, ability to or involved in the provision of the emergency management.
Area of Operation	Means the time limited geographical area, activity or activities, and/or incidents, designated by – The Emergency Management Commissioner in relation to a Class 1 and/or Class 2 emergency; or The Chief Commissioner of Police in relation to a Class 3 emergency.
Chain of Command	Chain of command is an agency's organisational hierarchy that identifies the link between each individual and their supervisor.
Command	The direction of members and resources of an agency in the performance of the organisation's role and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency.
Community Development Officer	A person appointed to initiate, co-ordinate and support activities in affected community to assist its development in recovery from an emergency.
Community Recovery Committee	A committee which may be convened after an emergency to provide a management and action forum for the recovery process in respect of an affected area or a specific community.
Consequences	The outcome and effect of an event or situation expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain.
Control	The overall direction of response activities in an emergency. Authority for control is established in legislation or in an emergency response plan and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation. Control relates to situation and operates horizontally across agencies.
Control Agency	An agency nominated to control the response activities for a specified type of emergency. Control agencies are detailed in the SEMP.
Control Centre / Command Centre	Facilities from which incident, site, region/area of operations, and state level functions can be carried out. This could be in-field, mobile or physical location.
Coordination	The bringing together of agencies and resources to ensure effective response to and recovery from emergencies. In relation to response, ensuring that effective control has been established and maintained, and the systematic acquisition and application of resources (agency, manpower and equipment) in accordance with the requirements imposed by emergencies. Emergency response coordination operates throughout the management of response, including during provision of immediate relief and during the transition to recovery activities. Coordination always sits with Victoria Police.
Coordinator	A Coordinator is a person that could sit at the incident level, municipal level, regional level or state level to ensure that appropriate control and support agencies are in attendance. In the event of uncertainty, determine which agency is to perform its statutory response role; • ensures that an incident has effective control • ensure that the Incident Controller has formed and is chairing an Incident Emergency Management Team, • arrange for the provision and allocation of resources requested by the control and support agencies; and • escalate unfulfilled requests to the municipal, regional or state levels. The Coordinator role always sits with Victoria Police.
Counselling	The provision of psychological support and advice to persons affected by an emergency.

Disaster	This term is not generally used within Victoria's arrangements, where it would be taken to mean the same as emergency. The term 'disaster' would only be used through the definition below when 'a state of disaster' has been declared.
Disaster, State of or Area of	The Premier of Victoria can declare a state of disaster to exist in all or part of Victoria if an emergency constitutes a significant and widespread danger to life or property, which justifies the enabling of the special powers for the safety and preservation of life. *Part 5 Section 22 The Act 1986.*
Emergency	An emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria, or endangers or threatens to endanger the environment or an element of the environment in Victoria including, without limiting the generality of the foregoing, a) an earthquake, flood, wind-storm, or other natural event; and b) a fire; and c) an explosion; and d) a road accident or any other accident; and e) a plague or an epidemic or contamination; and f) a warlike act or act of terrorism, whether directed at Victoria or part of Victoria or at any other State or Territory of the Commonwealth; and g) a hi-jack, siege or riot; and h) a disruption to an essential service (Act)
Emergency Accommodation	Accommodation may be provided to households and individuals displaced by an emergency event in hotels, motels, caravan parks, houses, and flats or similar. The timeframe usually ranges from days to weeks. In some cases, emergency accommodation may transition into interim accommodation. Emergency accommodation is organised through the MRM and usually provided by community, business or government organisations, although people often find their own accommodation with family or friends.
Emergency, Coordination Centre	A centre established at municipal, regional or state level to coordinate resources and conduct operations ancillary to the Control and response agencies in the field.
Emergency Management Liaison Officer (EMLO)	An EMLO is a person appointed by an agency who represents their agency at another agency's facility, utilised to manage an emergency.
Emergency Management	Arrangements for, or in relation to: a) the mitigation of emergencies; and b) the response to emergencies; and c) the recovery from emergencies;
Emergency Management Team	An emergency management team is the team which assists a controller in formulating a response strategy in its execution by all agencies, and which assists the Emergency Response Coordinator in determining resource acquisition needs and ensuring a coordinated response to the emergency.
Emergency, Major	The *Emergency Management Act 2013* contains specific arrangements for the management of a major fire or major emergency, defined as a large or complex fire or other emergency (however caused) that: has the potential to cause, or is causing, loss of life and extensive damage to property, infrastructure or the environment; or has the potential to have, or having, significant adverse consequences for the Victorian community or a part of the Victorian community, or requires the involvement of two or more agencies (fire services agencies if a major fire) to respond to the emergency; or will, if not suppressed, burn for more than one day (applies to major fire only). A Class 1 emergency is either: A major fire, or

	Any other major emergency for which the control agency is FRV or VICSES A Class 2 emergency is a major emergency that is not: A Class 1 emergency, or A warlike act or act of terrorism, whether directed at Victoria or at any other state or territory of the Commonwealth, or A hi-jack, siege or riot. A Class 3 emergency is any emergency that Victoria Police is the Control agency for under legislations. Victoria Police will also be the controller for Class 3 emergencies even if Class 1 or Class 2 emergencies are happening concurrently.
Emergency Recovery	Process by which a community is supported to a level of proper functioning after an emergency.
Emergency Relief	Provision of immediate life support and basic human needs of persons affected by or responding to an emergency.
Emergency Relief Centre	A location or facility established to provide information, shelter, life support and essential needs to persons affected by an emergency. Often referred across the country and the world as an evacuation or disaster centre.
Emergency Service Agency	Any agency involved in the support of the community before, during and after an emergency.
Essential Service	Defined (Act) as transport, fuel (including gas), light, power, water, sewerage or a service (whether or not of a type similar to the foregoing) declared to be an essential service by the Governor in Council.
Evacuation	The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return. The purpose of an evacuation is to use distance to separate the people from the danger created by the emergency.
FRV	Fire Rescue Victoria (formally MFB and CFA)
Incident	Same meaning as emergency.
Incident Controller	A person appointed by the control agency responsible for the resolution and over all decisions in responding to an emergency.
Material Needs	Essential non-food items provided to emergency-affected persons including, clothing, bedding and other personal requisites.
Municipal Emergency Management Planning Committee (MEMPC)	The Committee, which, at municipal level, is responsible for the formation and maintenance of the Municipal Emergency Management Plan (MEMP).
Mitigation	Measures taken in advance of, or after, an emergency aimed at decreasing or eliminating its impacts on society and the environment.
Municipal Council	A local Government body contained within defined boundaries for which that body is responsible for its management.
Municipal Emergency Co-ordination Centre (MECC)	A facility which brings together key agencies to coordinate the provision of council and community resources during an emergency (Response, Relief and Recovery). Can be virtual, in-field or a designated facility. ***Note: Kingston have elected to coordinate resources via a MOC***
Municipal Emergency Management Officer (MEMO)	The person appointed by the municipality responsible to council for the co-ordination of municipal resources in emergency response.
Municipal Emergency Response Coordinator (MERC)	An appointed Senior Sergeant member of Victoria Police responsible for ensuring effective control by the control agency, coordination of resources and activities including provision of relief and an after-action review at the municipal level.
Municipal Recovery Manager (MRM)	An appointed municipal council officer responsible for the co-ordination at the municipal level for relief and recovery services and activities.
Municipal Operations Centre (MOC)	The MOC will coordinate Council resources and support. Its primary functions are to be utilised for the coordination of resource allocation, to receive and transmit information updates, and to provide an administrative and management base for response and recovery.

Municipality	The area contained within the defined boundaries for local Government responsibility of a Shire, Borough, Town or City.
PROTECTED	Any material classified under the Commonwealth's Protective Security Policy Framework Information Security Management Guidelines.
Recovery	The assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning.
Region	Area defined by Government or agencies.
Regional	For the purpose of this Plan and related Emergency Management documents for the Kingston municipality shall mean, Southern Metropolitan Region.
Regional Controller	The regional controller leads and manages the response to the emergencies for which they are responsible within a Victorian government region or defined area.
Regional Emergency Response Coordinator (RERC)	A member of Victoria Police appointed by the Chief Commissioner of Police as an emergency response coordinator for each Victorian government region.
Regional Recovery Coordinator (RRC)	The person appointed by the State Emergency Recovery Coordinator to carry out regional recovery planning and management functions.
Relief	The provision of assistance to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency.
Resilience	The capacity of individuals, communities, institutions, businesses and systems to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.
Response	The combating of emergencies and the provision of rescue services.
Response Agency	An organisation as described in the SEMP
Risk	The chance of something happening that will have an impact upon or across a community.
Risk Management	The systematic application of management policies, procedures and practices to the tasks of identifying, analysing, assessing, treating and monitoring risk.
Senior Officer	A municipal employee as defined by the *Local Government Act 1989.*
SITREP	Situational Report - a form of status reporting that provides decision-makers with a quick understanding of the current situation.
Spontaneous Volunteer/s	Community members or groups who unplanned, wish to assist and help during an emergency event.
State of Emergency	Term used by the Chief Health Officer for large epidemic, pandemic and other issues relating to Health. Not used in Emergency Management.
Sub-Plan	An annex of an existing plan, with additional statements of control / coordination arrangements and roles / responsibilities for identified risks
Support Agency	An agency which provides essential services, personnel, or material to support or assist affected persons and/or others in response, relief and recovery.
TRIM	Electronic document depositary system used by City of Kingston.

C7.5 Abbreviations and Acronyms

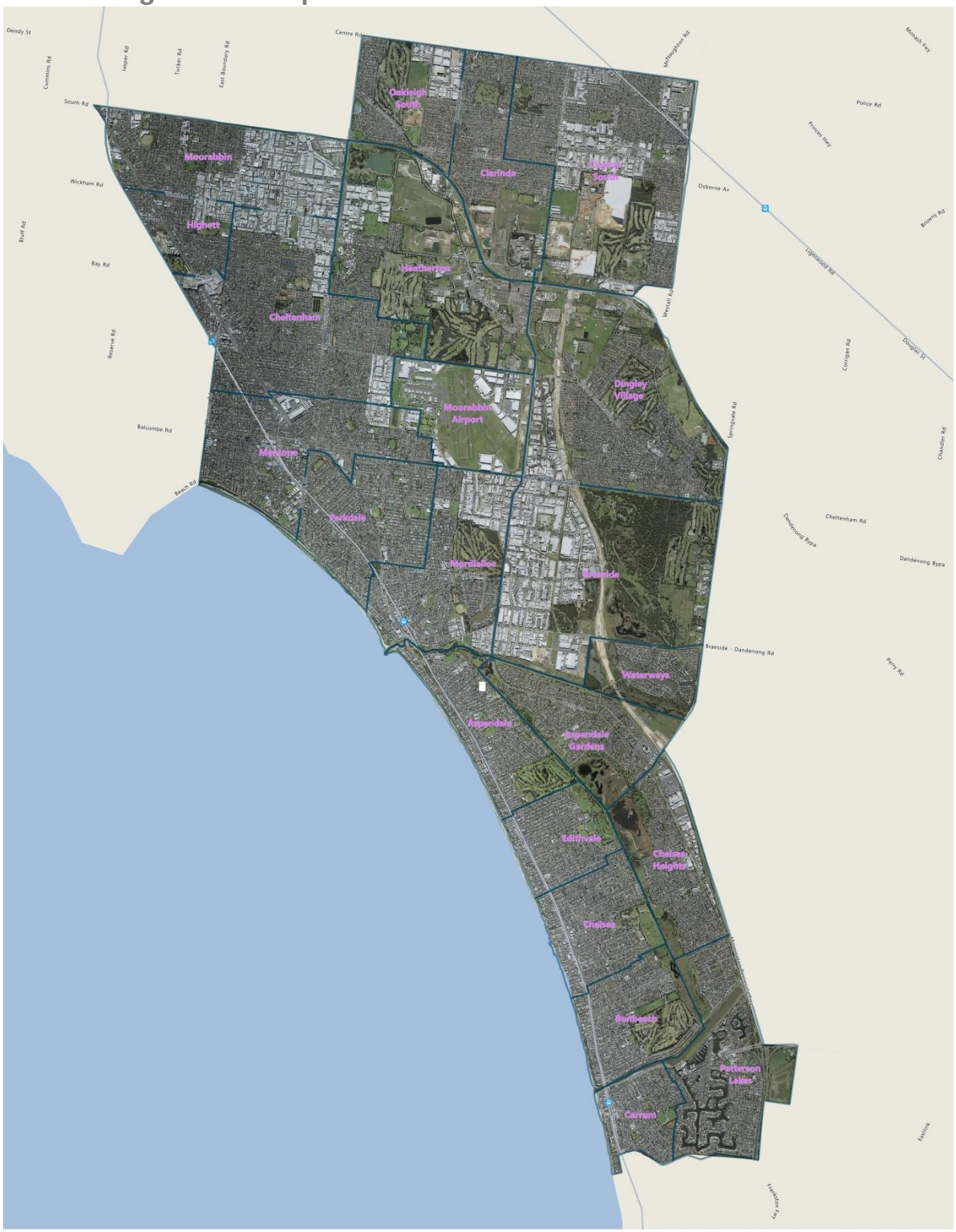
AA	Airservices Australia
ADF	Australian Defence Force
ARC	Australian Red Cross
ATSB	Australian Transport Safety Bureau
AV	Ambulance Victoria
BOM	Bureau of Meteorology
CERA	Community Emergency Risk Assessment
CERM	Community Emergency Risk Management
CRC	Community Recovery Centre
DET	Department of Education and Training
DFFH	Department of Families, Fairness & Housing
DH	Department of Health
DJPR	Department of Jobs, Precincts and Region
DJR	Department of Justice and Regulation
DOT	Department of Transport
DPC	Department of Premier and Cabinet
DELWP	Department of Environment, Land, Water and Planning
DTF	Department of Treasury and Finance
EHO	Environmental Health Officer
EM Act 1986	Emergency Management Act 1986
EM Act 2013	Emergency Management Act 2013
EMLO	Emergency Management Liaison Officer
EMR	Emergency Medical Response
EmRePSS	Emergency Resource Providers Support Scheme
EMT	Emergency Management Team
EMV	Emergency Management Victoria
EPA	Environmental Protection Authority
ERC	Emergency Relief Centre
ESTA	Emergency Services Telecommunications Authority
ESV	Energy Safe Victoria
FERC	Field Emergency Response Coordinator
IC	Incident Controller
ICC	Incident Control Centre
IFMP	Integrated Fire Management Planning
IGEM	Inspector General for Emergency Management
IMT	Incident Management Team
IEMT	Incident Emergency Management Team
IERC	Incident Emergency Response Coordinator
MAV	Municipal Association Victoria
MECC	Municipal Emergency Co-ordination Centre
MEMP	Municipal Emergency Management Plan
MEMPC	Municipal Emergency Management Planning Committee
MERC	Municipal Emergency Response Co-ordinator
MEMO	Municipal Emergency Management Officer
MFESB	Metropolitan Fire and Emergency Services Board
MFPO	Municipal Fire Prevention Officer
MOC	Municipal Operations Centre
FRV	Fire Rescue Victoria
MOC	Municipal Operations Centre
MRM	Municipal Recovery Manager
MTM	Metro Trains Melbourne
DRFA	Disaster Recovery Funding Arrangements
NRIS	National Registration and Inquiry System (now known as Register Find Reunite)
OIC	Officer in Charge
PENA	Post Emergency Needs Assessment
PV	Parks Victoria

RCT	Regional Control Team
REMP	Regional Emergency Management Plan
REMPC	Regional Emergency Management Planning Committee
RERC	Regional Emergency Response Coordinator
RERCC	Regional Emergency Response Coordination Centre
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SEMP	State Emergency Management Plan
SHERP	State Health Emergency Response Plan
SCT	State Control Team
SIA	Secondary Impact Assessment
SITREP	Situation Report
SOP	Standard Operating Procedure
SPLO	Senior Police Liaison Officer
SRRT	State Relief and Recovery Team
TSV	Transport Safety Victoria
VBA	Victorian Building Authority
VCCEM	Victorian Council of Churches Emergencies Ministry
VICPOL	Victoria Police
VICSES	Victoria State Emergency Service
VMIA	Victorian Managed Insurance Authority
VWA	Victorian Workcover Authority
WICEN	Wireless Institute Civil Emergency Network

C7.6 Maps

C7.6.1 Kingston Municipal District – Municipal Boundaries Map

C7.6.2 Kingston Municipal District Aerial Photo



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Kingston Aerial Photograph May 2020

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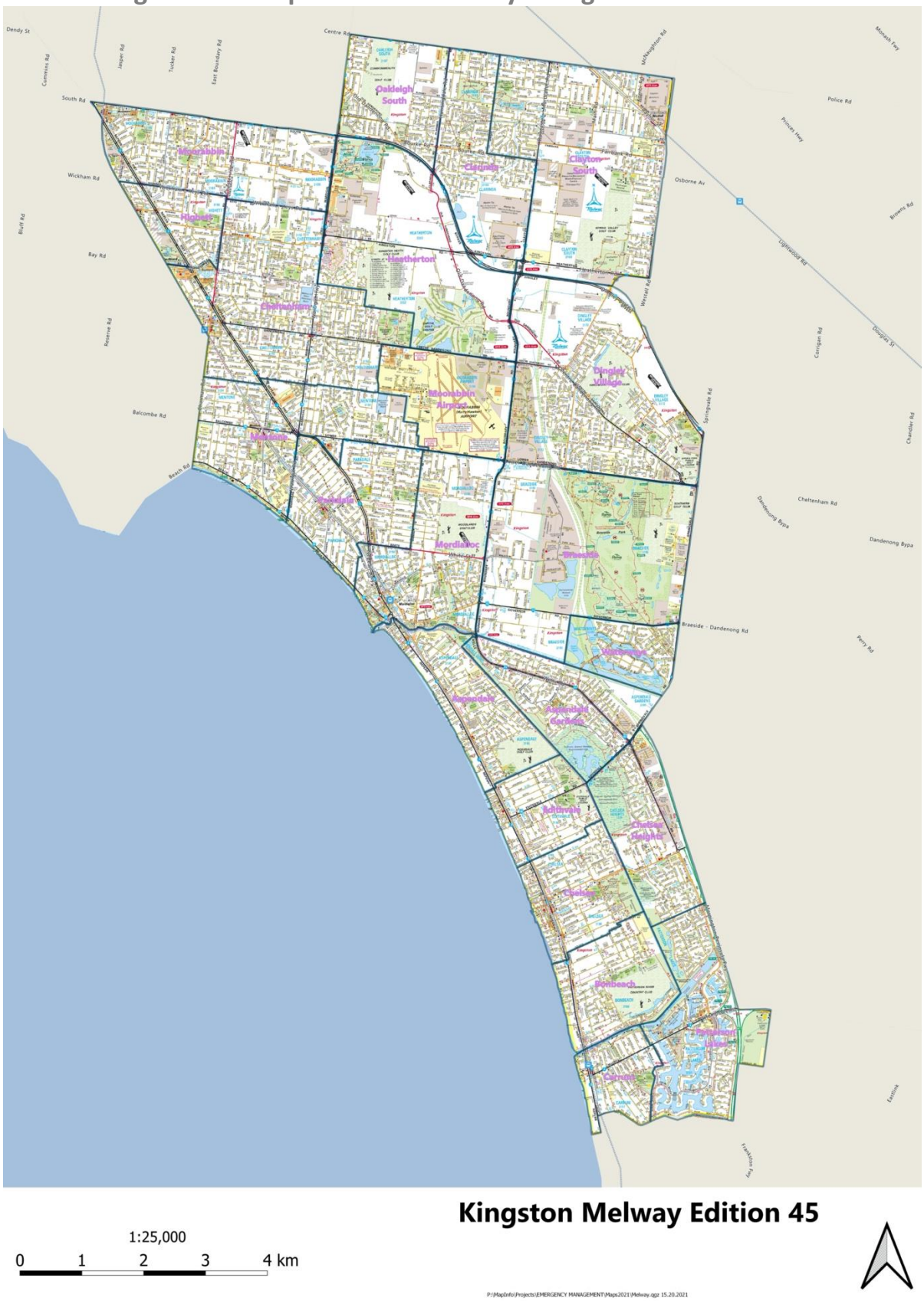
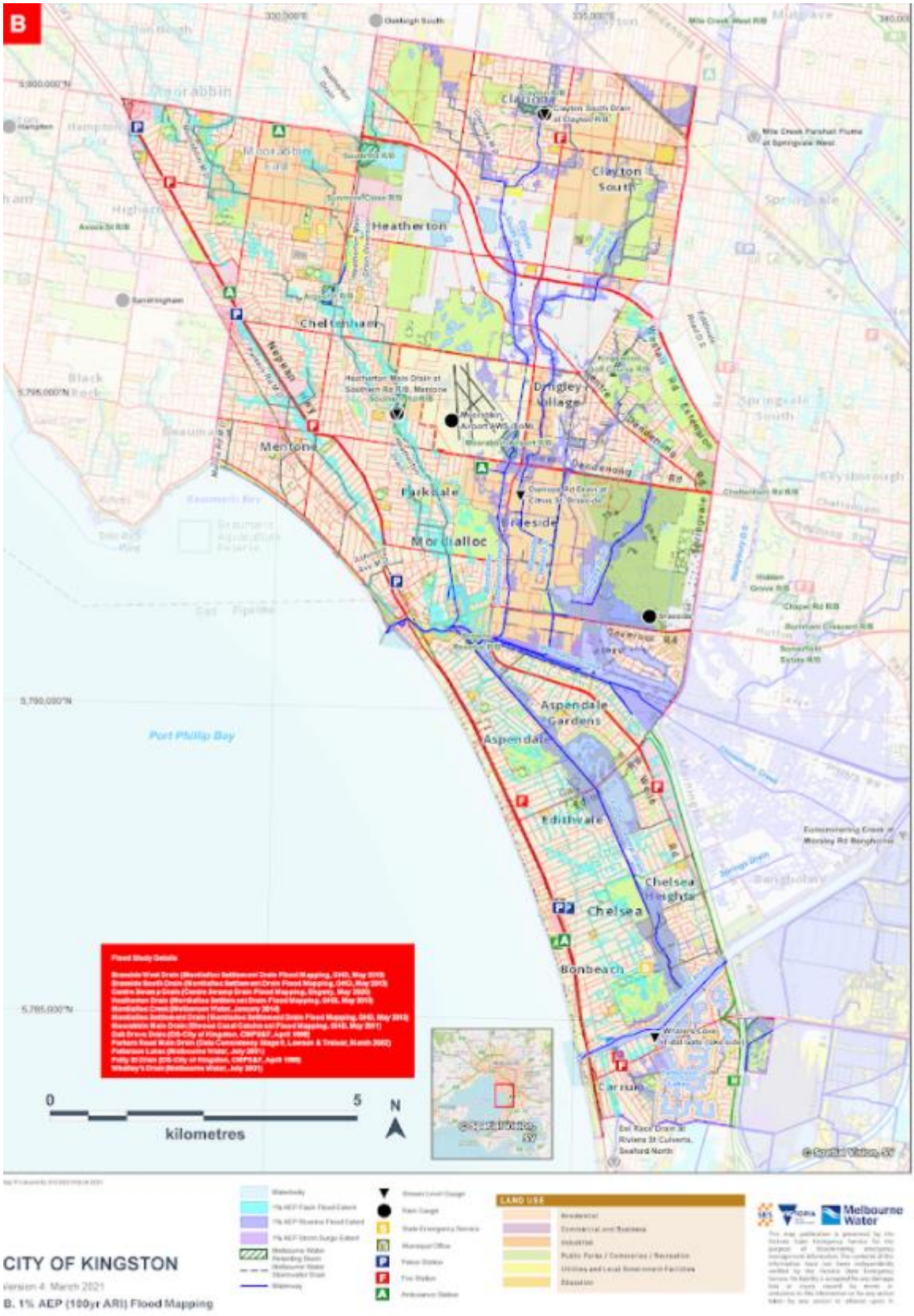
C7.6.3 Kingston Municipal District Melways Image

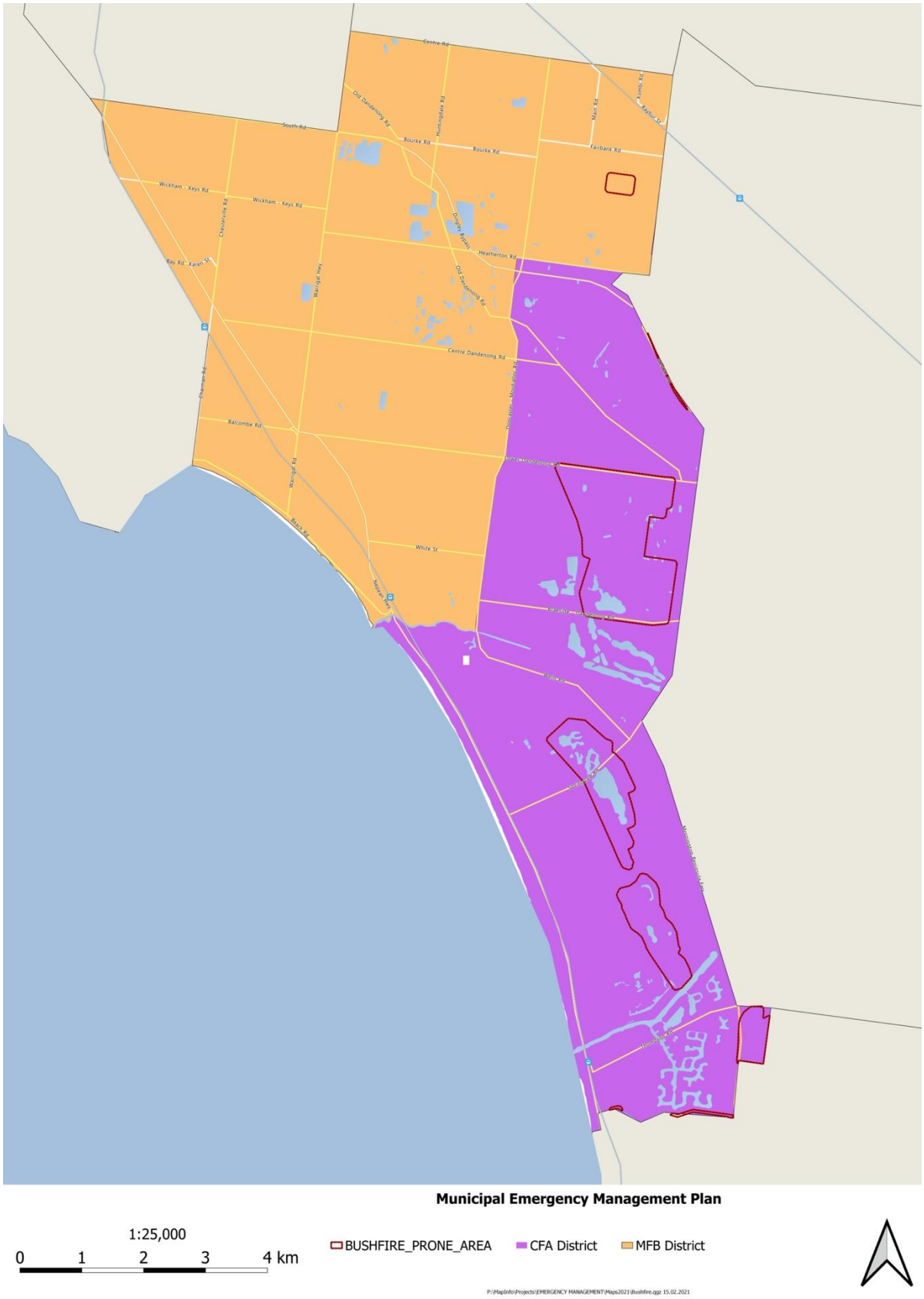


C7.6.4 Kingston Municipal District – Flood Prone Areas

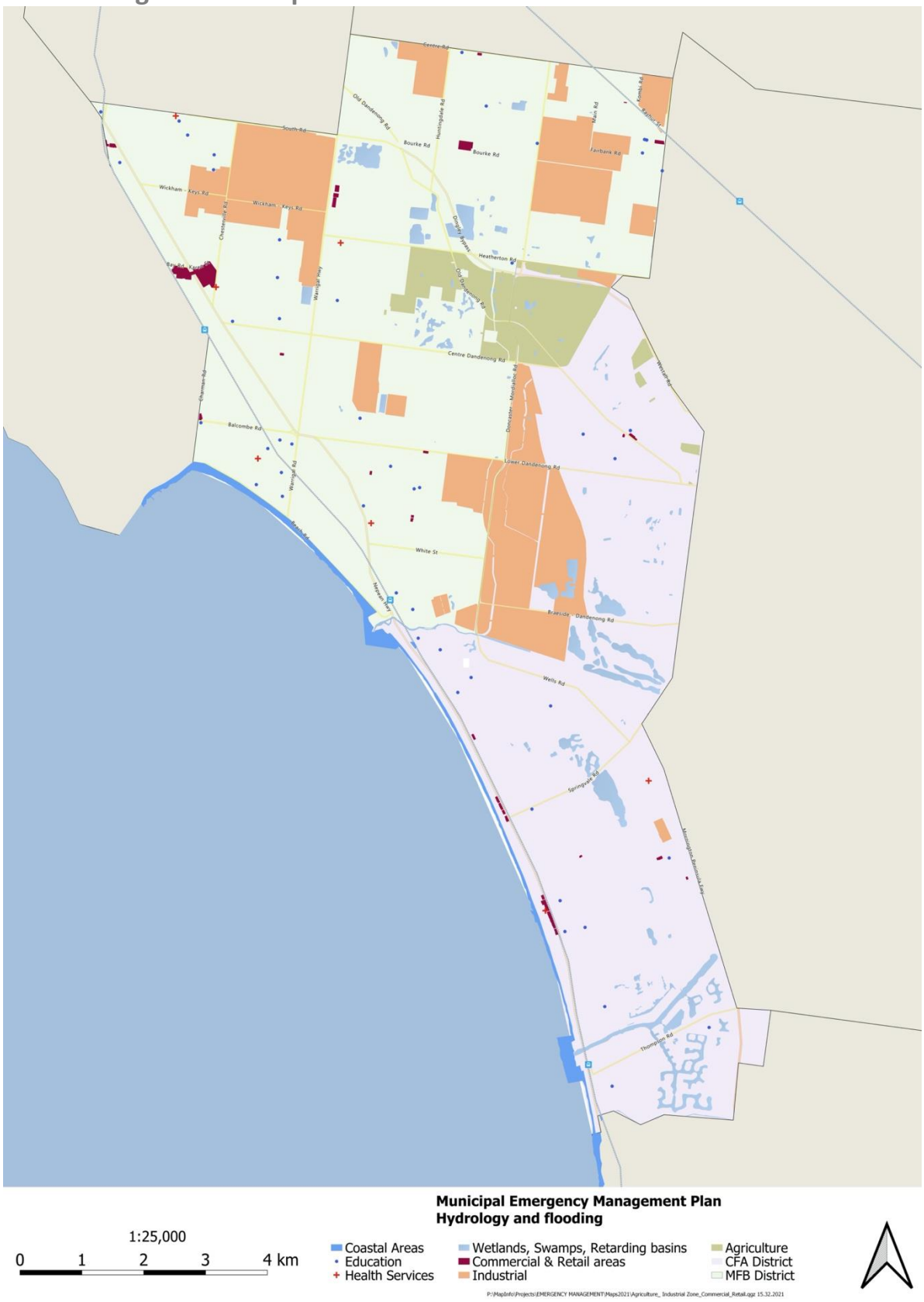


C7.6.5 Kingston Municipal District – Green Wedge

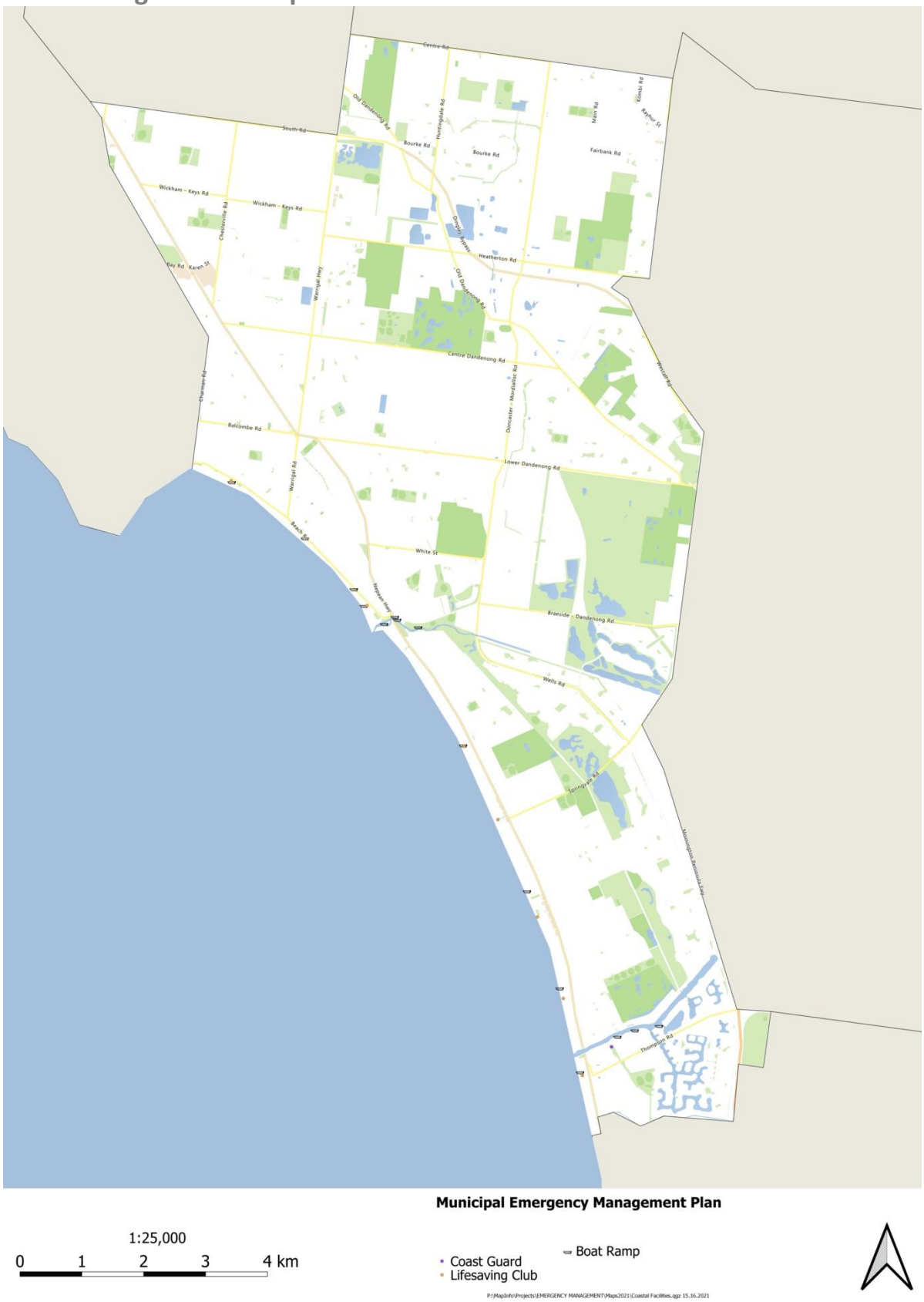
C7.6.6 Kingston Municipal District – Bushfire Prone Areas



C7.6.7 Kingston Municipal District – Land Use Zones

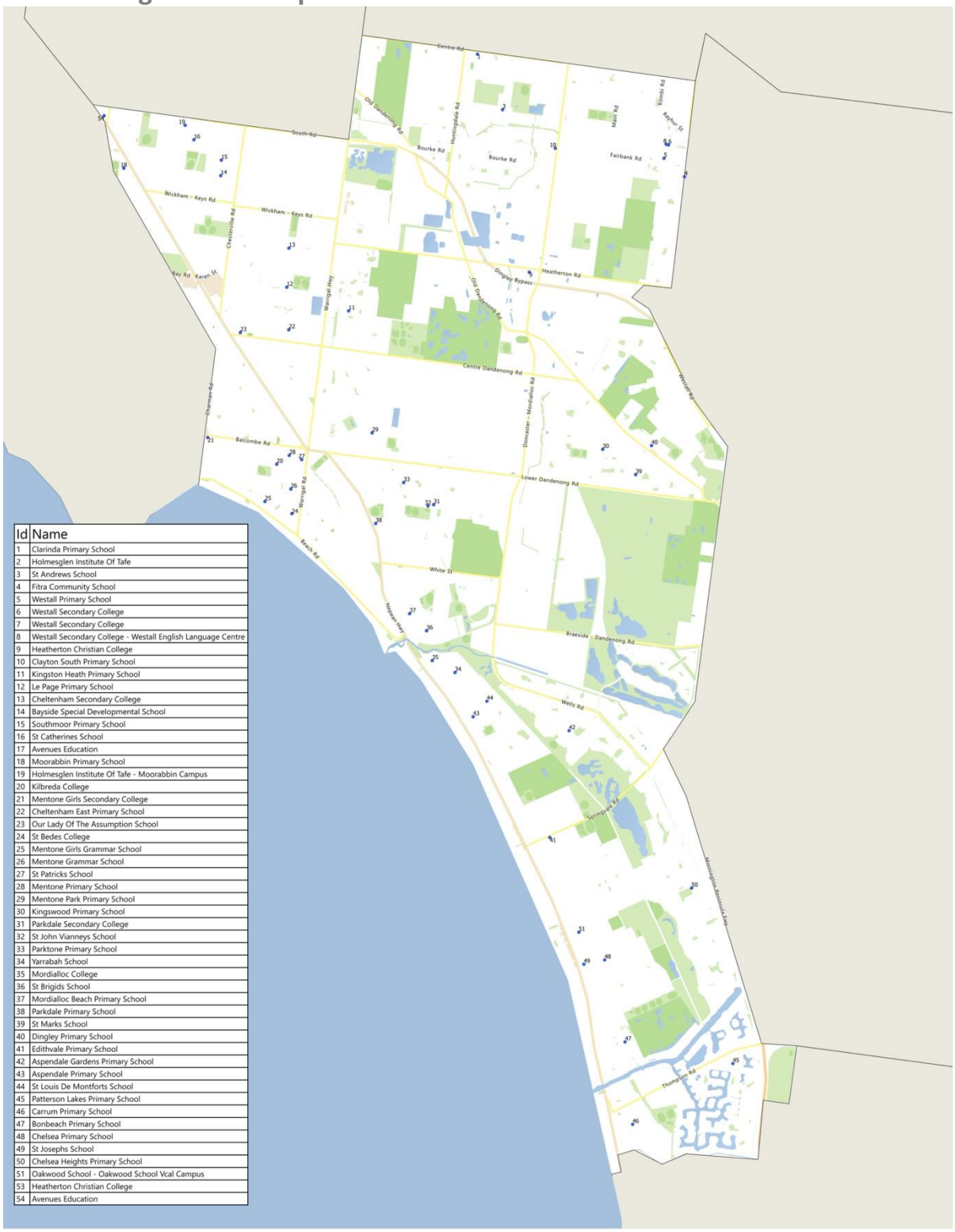


C7.6.8 Kingston Municipal District – Coastal Facilities



C7.6.9 Kingston Municipal District – Emergency Markers

C7.6.10 Kingston Municipal District – Educational Facilities



Id	Name
1	Clarinda Primary School
2	Holmesglen Institute Of Tafe
3	St Andrews School
4	Fitra Community School
5	Westall Primary School
6	Westall Secondary College
7	Westall Secondary College
8	Westall Secondary College - Westall English Language Centre
9	Heatherton Christian College
10	Clayton South Primary School
11	Kingston Heath Primary School
12	Le Page Primary School
13	Cheltenham Secondary College
14	Bayside Special Developmental School
15	Southmoor Primary School
16	St Catherines School
17	Avenues Education
18	Moorabbin Primary School
19	Holmesglen Institute Of Tafe - Moorabbin Campus
20	Kilbreda College
21	Mentone Girls Secondary College
22	Cheltenham East Primary School
23	Our Lady Of The Assumption School
24	St Bedes College
25	Mentone Girls Grammar School
26	Mentone Grammar School
27	St Patricks School
28	Mentone Primary School
29	Mentone Park Primary School
30	Kingswood Primary School
31	Parkdale Secondary College
32	St John Vianneys School
33	Parktone Primary School
34	Yarrabah School
35	Mordialloc College
36	St Brigids School
37	Mordialloc Beach Primary School
38	Parkdale Primary School
39	St Marks School
40	Dingley Primary School
41	Edithvale Primary School
42	Aspendale Gardens Primary School
43	Aspendale Primary School
44	St Louis De Montforts School
45	Patterson Lakes Primary School
46	Carrum Primary School
47	Bonbeach Primary School
48	Chelsea Primary School
49	St Josephs School
50	Chelsea Heights Primary School
51	Oakwood School - Oakwood School Vcal Campus
53	Heatherton Christian College
54	Avenues Education

Municipal Emergency Management Plan

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Coast Guard
Lifesaving Club
Boat Ramp

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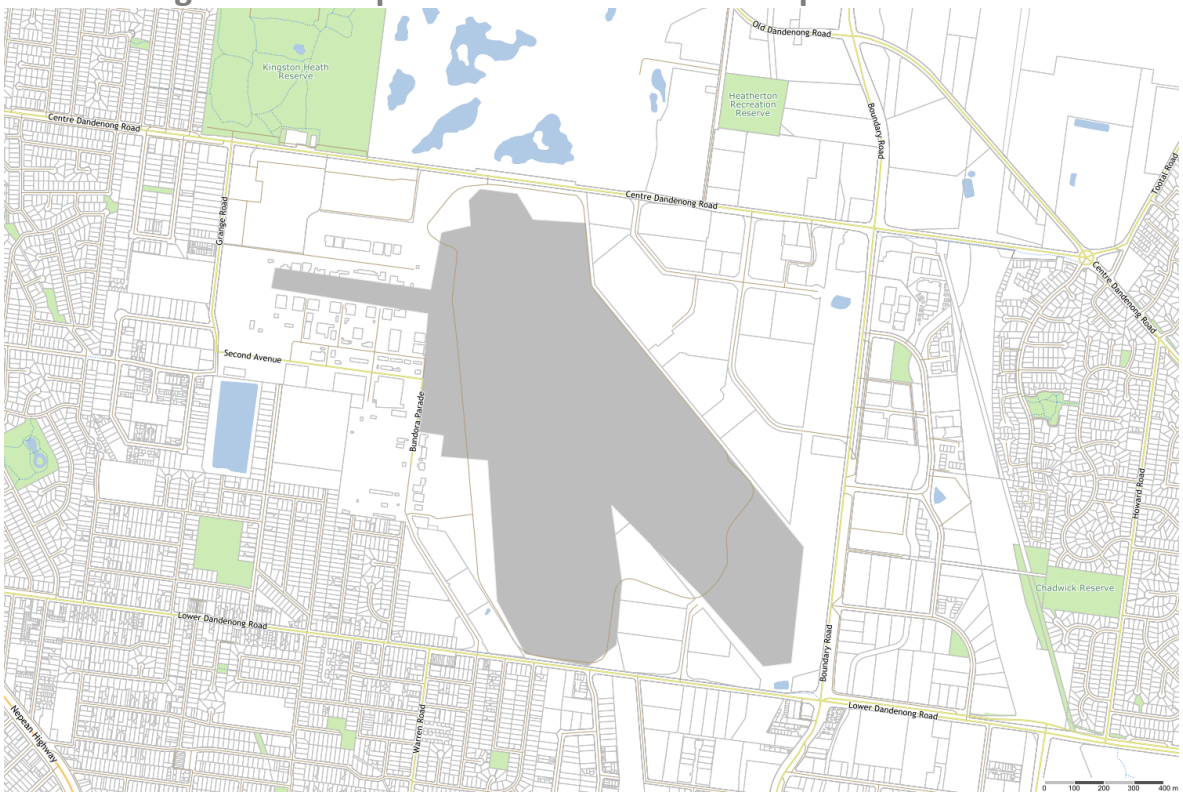
C7.6.11 Kingston Municipal District – Moorabbin Airport Aerial Photo

C7.6.12 Kingston Municipal District - Moorabbin Airport



C8 Control & Support Agencies

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C8.1 Control and Support Agencies by Emergency

Detailed below is an agreed set of arrangements for the response to identified emergencies within the City of Kingston. These arrangements have been tailored to meet local response capabilities based on the agencies available within the municipality.

The control agency is the primary agency responsible for responding to a specified type of emergency. The control agency may change as the emergency progresses or is clarified.

A support agency provides essential services, personnel or material to support or assist a control agency of affected persons.

Any agency may be requested to assist in any emergency if it has skills, expertise or resources that may contribute to the management of the emergency.

Support agencies may be able to offer varying levels of support from 'on-ground' resources to information. It may be appropriate to consult with a number of identified support agencies for advice in relation to any given emergency. It is the prerogative of the control agency to formulate action plans for a given emergency in consultation with support agencies.

For certain types of emergency, there may be more than one control agency. Each regional and municipal plan identifies the relevant control agencies through consideration of normal geographic areas of operation and resources capacity.

Emergency	Form of emergency	Control agency	Class of major emergency
An earthquake, flood, windstorm or other natural event	Earthquake	VICSES	1
	Flood	VICSES	1
	Heat	EMC	2
	Storm	VICSES	1
	Landslide	VICSES	1
Fire and explosion	Aircraft	FRV	1
	Boilers and pressure vessels	FRV	1
	Explosion	FRV	1
	Explosive device	Victoria Police	3
	Fire	FRV	1
Road accident or any other accident	Aircraft	Victoria Police	2
	Biological materials (including leaks and spills)	DH	2
	Gas leakage	FRV	1
	Hazardous materials, high consequence dangerous goods or dangerous goods (including leaks and spills)	FRV	1
	Lifts, cranes or scaffolding and amusement structures	FRV	1
	Building collapse	FRV	1
	Military aircraft and ships	Defence Force	2
	Radioactive materials (including leaks and spills)	DH	2
	Rail and tram	Victoria Police	2
	Road	Victoria Police	2

Emergency	Form of emergency	Control agency	Class of major emergency
Plague or an epidemic or contamination	Chemical contamination of livestock or agricultural produce (agricultural or veterinary)	DJPR	2
	Exotic animal disease (includes bees and aquaculture)	DJPR	2
	Plant pest or disease	DJPR	2
	Vertebrate pest/plagues	DJPR	2
	Non-hazardous pollution of inland waters	DELWP	2
	Retail food contamination	DH	2
	Food/drinking water contamination	DH	2
	Human disease	DH	2
	Blue-green algae	DELWP	2
A warlike act or act of terrorism, hijack, siege or riot	A warlike act or act of terrorism, hijack, siege or riot	Victoria Police	3
	Other threats against persons, property or environment	Victoria Police	2
A disruption to an essential service	Food supply, critical infrastructure damage or disruption	Victoria Police	2
	Electricity	DELWP	2
	Natural gas	DELWP	2
	Petroleum and liquid fuels	DELWP	2
	Public transport	DOT	2
	Roads/bridges/tunnels	DOT	2
	Drinking water and sewerage	DELWP	2
	Cyber security	DPC	2
Rescue *(note — not listed in the EM Act 2013 and potentially a support service)*	Building, structure	FRV	1
	Land	Victoria Police	2
	Lift, crane, scaffolding or amusement structure	FRV	1
	Mine/quarry	Victoria Police	2
	Rail, aircraft and industrial	FRV	1
	Road	FRV	1
	Trench or tunnel	FRV	1
	Water	Victoria Police	2
Search *(as above)*	Land	Victoria Police	2
	Water	Victoria Police	2

C8.2 Support Services for Response

There are a range of functional support services for response.

The agency with portfolio responsibility for the subject area will generally be the lead agency for the functional area and will coordinate the involvement of service providers within the portfolio.

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 via the Municipal Emergency Response Coordinator.

Functional area	Lead response support agency (RSA)
Agriculture	DJPR
Animal welfare (livestock and companion animals)	DJPR
Ambulance services/first aid	AV
Business and industry	DJPR
Coronial services	Coroners Court of Victoria
Courts, corrections and consumer affairs	DJCS
Deceased person identification	VicPol
Earth resources (mines)	DJPR
Education	DET
Emergency services telecommunications	ESTA
Environmental impact (air, land and water quality)	EPA
Fisheries (in Victorian waters)	VFA
Health and human services	DHHS
Health protection – public health	DHHS
Health command	AV
Insurance and risk advice	VMIA
Local government	DJPR
Media/communications	EMV
Public land	DELWP
Public telecommunications	DJPR
Public transport	DoT
Responder agencies	CFA, FRV, DELWP, VICSES

Functional area	Lead response support agency (RSA)
Roads	DoT
Spatial data	DELWP
Specific facilities (including secure facilities)	Owner or manager
Threatened ecosystems and species	DELWP
Tourism	DJPR
Transport (including airports and ports)	DoT
Reticulated water and wastewater (sewerage)	Water corporations
Weather	BoM
WorkSafe	Victorian WorkCover Authority

C8.3 Assistance and Agencies for Relief and Recovery

The tables below are provided as a guide to indicate the range and type of services, which can be needed in a recovery process and the principal sources of those services. This guide to provision of services does not preclude the provision of these or additional services by others than those shown, provided they are managed within the coordination processes established.

Relief
Relief is the provision of assistance to meet essential needs of individuals, families and communities during and in the immediate aftermath of an emergency.

Municipal relief coordination is the responsibility of Council.

Relief assistance is grouped into the following areas of responsibility. Each area has a lead coordinating agency responsible for:

- Coordinating strategic information sharing
- Monitoring relief issues, risks, progress and capacity issues
- Determining and implementing appropriate communication and information sharing mechanisms with relevant departments, agencies and key stakeholders
- Reporting progress and issues to the Relief and Recovery Manager at the next higher level

Each relief area of responsibility is summarised in Table 1 below.

Table 1: Relief services and co-ordination agencies, including incident-tier lead and support agencies

Relief services and co-ordinating agency (RelCA)	Activity	Incident tier		VPF core capability (major emergencies)
		Relief lead agencies (RelLAs)	Relief support agencies (RelSAs)	
Emergency shelter (DHHS)	Arrange emergency shelter and accommodation for displaced households	Municipal councils	DHHS	• Operational Management • Relief Assistance
Food and water (ARC)	At regional and state levels, ARC co-ordinates food and water including support from agencies, and provides support at the local level when requested	ARC	Foodbank Victoria Salvation Army	• Operational Management • Logistics & Chain Management • Relief Assistance
Reconnecting family and friends (VicPol, ARC)	Operate Register.Find.Reunite in relief centres, enquiry centres or online, to reconnect people with family, friends and their communities	VicPol	ARC	• Operational Management • Relief Assistance

Relief services and co-ordinating agency (RelCA)	Activity	Incident tier		VPF core capability (major emergencies)
		Relief lead agencies (RelLAs)	Relief support agencies (RelSAs)	
Disbursement of material aid (non-food items) (Salvation Army)	Provide essential material aid (non- food items) to emergency affected persons including clothing, bedding and other personal requisites.	Salvation Army		• Operational Management • Logistics & Chain Management • Relief Assistance
Emergency financial assistance (DHHS)	Administer relief payments through the DHHS Personal Hardship Assistance Program, to help individuals meet their basic needs	DHHS		• Operational Management • Intelligence & Information Sharing • Relief Assistance
Animal welfare (DJPR, DELWP)	DJPR is the primary agency for animal welfare (other than wildlife) support services	DJPR	Municipal councils RSPCA VFF	• Operational Management • Relief Assistance • Environmental Response
	DELWP is the primary agency to respond to wildlife welfare	DELWP		
	Municipal councils are responsible for housing of displaced and lost/stray companion animals	Municipal councils		
Drinking water for households in non-reticulated areas (DELWP)	Provide relief drinking water to eligible households	DELWP	DHHS (advice) Local resources[2] Water corporations	• Operational Management • Relief Assistance • Health Protection
Food and grocery supply logistics continuity (DJPR)	DJPR will support food and grocery supply logistics continuity planning and operations with the major food distribution operators	DJPR		• Operational Management • Intelligence & Information Sharing • Logistics & Chain Management

Relief services and co-ordinating agency (RelCA)	Activity	Incident tier		VPF core capability (major emergencies)
		Relief lead agencies (RelLAs)	Relief support agencies (RelSAs)	
Health and Medical assistance and first aid (AV)	Provide pre hospital care to people affected by emergencies	AV	DHHS LSV St John Ambulance	• Operational Management • Health Emergency Response
	Establish field primary care clinics			• Operational Management • Health Protection • Health Emergency Response
	Provide other health and medical relief assistance measures			• Operational Management • Health Emergency Response • Relief Assistance
Community information (Relief co-ordinating agency)	Provide relief and recovery information to assist communities to make informed decisions about their safety	Lead agency	Municipal councils	• Community Information & Warnings • Operational Management • Intelligence & Information Sharing • Health Protection
Insurance and claims advice and support during an emergency	Insurance and claims management advice and support for Departments and participating agencies	VMIA		• Intelligence & Information Sharing • Economic Recovery • Impact Assessment

Recovery

Recovery is defined as assisting persons and communities affected by emergencies to achieve an effective level of functioning.

Recovery at the municipal level is the responsibility of Council.

Recovery assistance is arranged into four environments of social, economic, built and natural. Each environment has one or more functional areas that bring together a number of related recovery activities to address specific community needs. There are fourteen functional areas across the four environments.

The coordinating 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
- Reporting progress and issues to the State Relief and Recovery Manager

Each functional area has a number of recovery activities, as shown in the tables below.

Table 2 Recovery Coordination, Lead And Support Agencies: 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.

Housing and accommodation (DHHS)

Assist people displaced by the emergency to access temporary accommodation, and return to permanent housing as soon as possible

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Support securing interim accommodation	DHHS	Community housing agencies Municipal councils	• Operational Management • Relief Assistance • Social Recovery
Advice to councils on interim accommodation standards for displaced people	DHHS		• Operational Management • Social Recovery
Survey and make a determination regarding occupancy of damaged buildings	Municipal councils		• Impact Assessment
Building advice and information to residents	VBA	Municipal councils	• Operational Management • Built Recovery • Social Recovery
Transition to permanent housing	DHHS	Community housing agencies	• Operational Management • Social Recovery

Individual and household financial assistance (DHHS)

Assist households to minimise the financial impact of the emergency by providing advice and financial assistance where eligible

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
DHHS Personal Hardship Assistance Program – re-establishment assistance	DHHS	EMV	• Operational Management • Social Recovery
Australian Government Disaster Recovery Financial Assistance	EMV as lead gov't liaison	Services Australia	• Operational Management • Relief Assistance • Social Recovery
Insurance advice and information to customers	DTF as lead gov't liaison	ICA Victoria Legal Aid VMIA	• Operational Management • Intelligence & Information Sharing • Economic Recovery

Psychosocial support (DHHS)

Support the emotional, spiritual, cultural, psychological and social needs of affected people

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Personal support (psychological first aid and emotional-spiritual care) in relief and recovery centres and through community outreach	DHHS	ARC Municipal councils VCC EM	• Operational Management • Relief Assistance • Social Recovery
Family violence services and information	DHHS (Family Safety Victoria)	Mental health services Private providers Specialist family violence services	• Relief Assistance • Social Recovery
Counselling	DHHS	Mental health services Private providers	• Relief Assistance • Social Recovery
Support in emergencies caused by criminal acts	Victim Support Agency	VCC EM	• Social Recovery
Support and advice to aid schools and early childhood services	DET		• Intelligence & Information Sharing • Building Community Resilience • Relief Assistance
Referrals to psychosocial support services for primary producers and animal owners		DHHS DJPR	• Operational Management • Impact Assessment • Relief Assistance • Social Recovery
Support for the bereaved	VIFM	Coroners Court of Victoria DHHS VCC EM	• Operational Management • Social Recovery

Health and medical assistance (DHHS)

Ensure that health and medical emergency responses are co-ordinated and appropriate

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Public health advice	DHHS	Municipal councils	• Operational Management • Intelligence & Information Sharing • Health Protection

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Advice on wellbeing in recovery	DHHS	ARC Municipal councils VCC EM	• Operational Management • Intelligence & Information Sharing • Social Recovery
Primary and acute health services	DHHS	DHHS-funded health care services Other primary & acute health services & agencies	• Health Emergency Response

Community development (EMV)

Support communities to share responsibility in recovery activities

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Community information	EMV	Municipal Councils	• Community Information & Warnings • Operational Management • Intelligence & Information Sharing • Social Recovery
Formation, leadership and support of municipal/community recovery committees	Municipal councils	DHHS	• Operational Management
Provision and staffing for recovery/information centres	Municipal councils	ARC DHHS	• Operational Management • Relief Assistance • Social Recovery
Provision and management of community development services	Municipal councils	DHHS	• Operational Management • Building Community Resilience
Organisation of state-wide public appeals	DPC	ARC	• Community Information & Warnings • Operational Management • Relief Assistance • Social Recovery
Co-ordination of spontaneous volunteers		ARC Volunteering Victoria	• Operational Management • Search & Rescue • Social Recovery

Table 3 Recovery Coordination, Lead And Support Agencies: Economic Environment

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

Local economies (DJPR)

Mitigate the impact of emergencies on economic activity in affected communities

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Implement available financial assistance under the DRFA to assist voluntary non-profit groups, communities and economies	EMV	DJPR DPC RAC	• Operational Management • Intelligence & Information Sharing • Relief Assistance • Economic Recovery • Social Recovery
Implement approved actions and projects to assist economic recovery	DJPR	Municipal councils	• Operational Management • Economic Recovery
Encourage and bring forward the resumption of local trade and economic activity	DJPR	Municipal councils	• Operational Management • Economic Recovery
Monitor broad economic impacts and consequences	DJPR	Municipal councils	• Operational Management • Intelligence & Information Sharing • Impact Assessment • Economic Recovery

Businesses (DJPR)

Information, advice and support to businesses to facilitate good decision making and assist their recovery

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Assist businesses to access available information and advice following an emergency	DJPR	Municipal councils	• Operational Management • Economic Recovery
Information and advice to small businesses to support decision making and encourage return to business	DJPR		• Operational Management • Economic Recovery

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Implement available financial assistance under the DRFA to assist small businesses' recovery	EMV	DJPR DPC RAC	• Operational Management • Intelligence & Information Sharing • Relief Assistance • Economic Recovery • Social Recovery
Implement approved actions to assist business recovery	DJPR		• Operational Management • Economic Recovery
Provide opportunities for the enhancement of knowledge and skills within small businesses	DJPR	Municipal councils	• Operational Management • Economic Recovery
Co-ordinate the insurance industry response, information, advice and government liaison	DTF	ICA VMIA	• Operational Management • Intelligence & Information Sharing • Impact Assessment • Economic Recovery

Agriculture (DJPR)

Assist the agriculture sector to recover and minimise long term social and economic impact on primary producers and other animal owners

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Deliver recovery programs and advice to primary producers, and rural land managers and other animal businesses	DJPR	DTF	• Operational Management • Economic Recovery
Implement available financial assistance under the DRFA to assist primary producers' recovery	EMV	DJPR DPC RAC	• Operational Management • Intelligence & Information Sharing • Relief Assistance • Economic Recovery • Social Recovery
Provide technical advice to primary producers and rural land managers on re-establishment or alternative strategies	DJPR		• Operational Management • Economic Recovery

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Assist farmers repair and restore fences damaged by bushfire or suppression activities	DELWP CFA		• Operational Management • Impact Assessment • Relief Assistance • Economic Recovery • Built Recovery • Social Recovery

Table 4 Recovery Coordination, Lead And Support Agencies: 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.

Energy services (DELWP)

To build resilience within the energy sector from emergencies and minimise the impact on Victoria's economy and communities

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Electricity services assets reinstatement and return to reliable supply	DELWP lead gov't liaison	AEMO Electricity companies ESV	• Operational Management • Intelligence & Information Sharing • Impact Assessment • Built Recovery • Building Community Resilience
Gas services assets reinstatement and return to reliable supply	DELWP lead gov't liaison	AEMO ESV Gas companies and other pipeline companies	
Restoration of liquid fuel supply	DELWP lead gov't liaison	Fuel companies Pipeline companies	

Public Telecommunications (DJPR)

To build resilience within the telecommunications sector from emergencies and minimise the impact on Victoria's economy and communities

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Public telecommunications assets reinstatement and return to reliable supply	DJPR lead gov't liaison	Telecommunications carriers	• Intelligence & Information Sharing • Impact Assessment • Built Recovery • Building Community Resilience

Reticulated water and wastewater services (DELWP)

Replacement of essential water used for bushfire firefighting operations

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Recovery and rehabilitation of reticulated water supply	DELWP Water corporations		• Operational Management • Relief Assistance • Built Recovery • Health Protection
Restoration of reticulated wastewater (sewerage) services	DELWP Water corporations		
Replacement of essential stock and domestic water used for bushfire firefighting operations	CFA DELWP	Water corporations	• Operational Management • Relief Assistance • Natural & Cultural Heritage Rehabilitation

Transport (DoT)

To build resilience within the transport sector from emergencies and minimise the impact on Victoria's economy and communities

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Airports restoration to normal activity	DoT lead gov't liaison	Airport owners and operators Other agencies and businesses as required	• Operational Management • Intelligence & Information Sharing
Restoration of port infrastructure	DoT lead gov't liaison	Port Managers Other agencies and businesses as required	• Operational Management
Restoration of major arterial roads, bridges and tunnels	DoT	DJPR Infrastructure operators VMIA VicTrack	• Operational Management • Critical Transport • Built Recovery
Restoration of tram, bus, rail services	DoT	DJPR VMIA	• Operational Management • Critical Transport • Built Recovery
Assist with logistics interdependencies, contingencies and reconstruction	DJPR	DoT Freight, warehouse, port, airport & railway operators Other agencies and businesses as required	• Operational Management • Critical Transport • Logistics & Supply Chain Management • Built Recovery

Buildings and assets (Activity leads)

Management of risk and facilitating restoration of buildings and assets

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Co-ordination of clean-up and restoration activities on local roads and for council-owned community infrastructure	Municipal councils	DELWP EMV	• Operational Management • Critical Transport • Built Recovery
Provision of financial assistance to municipal councils for the restoration of essential municipal assets	EMV		• Operational Management • Relief Assistance • Built Recovery
Undertaking the assessment, restoration, clearing and rehabilitation of public buildings and assets (e.g. roads, bridges, sporting facilities, public amenities, station buildings, schools, hospitals) where an agency is the owner or manager of that respective building or asset	Respective asset owner or managing agency		• Critical Transport • Built Recovery
Oversight and inspection of rebuilding/ redevelopment	Municipal councils		• Built Recovery
Administration of insurance claims for state assets	VMIA		• Economic Recovery

Table 5 Recovery Coordination, Lead And Support Agencies: 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.

Natural environment, public land and waterways (DELWP)

Manage consequence and mitigate risk to the natural environment on public land

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Undertake erosion control on public land	DELWP/PV DoT		• Operational Management • Natural & Cultural Heritage Rehabilitation
Restoration, clearing and rehabilitation of public land and assets managed directly by DELWP, PV, or CMAs	DELWP/PV	CMA VMIA	• Operational Management • Environmental Response • Natural & Cultural Heritage Rehabilitation • Built Recovery
Provision of advice and information services to municipal councils and delegated public land managers and community groups	CMAs DELWP	EPA	• Operational Management • Intelligence & Information Sharing
Surveying and protecting threatened bird, marsupial, aquatic and plant species	DELWP	PV	• Operational Management • Intelligence & Information Sharing • Environmental Response • Natural & Cultural Heritage Rehabilitation
Develop and implement protection activities to support ecosystem recovery and regeneration	DELWP	PV	
Monitoring the rehabilitation of injured wildlife	DELWP	PV	• Intelligence & Information Sharing
Waste pollution management strategies	DELWP	EPA	• Intelligence & Information Sharing • Environmental Response
Protection and rehabilitation of cultural and heritage sites	DELWP PV	DPC	• Natural & Cultural Heritage Rehabilitation

Threatened ecosystems and species

Activity	Recovery lead agencies (RecLAs)	Recovery support agencies (RecSAs)	VPF core capability (major emergencies)
Scientific and technical advice on interventions, response plans and targeted interventions to maintain species diversity and presence within an ecosystem	DELWP		• Operational Management • Intelligence & Information Sharing • Environmental Response • Natural & Cultural Heritage Rehabilitation

C8.3.1 Council's Role

The nature and extent of Council's activities will depend on capability, capacity and the particular circumstances of an event. Council will use a variety of approaches and local arrangements to meet municipal needs. Most of the activities in the list below will be carried out in conjunction with or supported by government departments and agencies.

C8.3.1.1 Prevention / Mitigation / Risk Reduction activities

- Functions under local government, fire, health, building and planning legislation
- Identification and assessment of hazards/risks
- Provision of community awareness and information
- Identification and assessment of risks using a community emergency risk management framework
- Implementation / coordination of specific risk treatments for identified risks and exposed elements in the community

C8.3.1.2 Response activities

- Provision of available resources needed by the community and response agencies
- Provision of facilities for emergency services staging areas
- Facilitation of the delivery of warnings to the community
- Provision of information to public and media
- Coordination and provision of emergency relief
- Clearance of blocked drains and local roads, including tree removal
- Support DoT for partial / full road closures and determination of alternative routes

C8.3.1.3 Relief / Recovery

Coordination of local relief and recovery activities including

- Arranging emergency shelter and accommodation for displaced persons
- Providing personal support and counselling referral
- Housing displaced and lost / stray companion animals
- Gathering and processing information for secondary impact assessments
- Surveying and making a determination regarding the occupancy of damaged buildings
- Forming, leadership and supporting Municipal Community Recovery Committees
- Providing and staffing recovery / information centres
- Providing and managing community development services and activities
- Coordinating clean-up activities
- Overseeing and inspecting rebuilding / redevelopment
- Undertaking assessment, restoration, clearing and rehabilitation of public buildings and assets

Council also supports the following agencies in their respective responsibilities to deliver relief and recovery activities:

- EMV for the coordination of public information and communication in relation to emergency management for major emergencies
- DJPR for
  - Implementing activities and projects to assist economic recovery
  - Encouraging and bring forward the resumption of local trade and economic activity
  - Monitoring broad economic impacts and consequences
- Victorian Building Authority for providing building maintenance and safety information to affected persons and residents
- DELWP , PV, DoT for undertaking erosion control on public land.

C9 Municipal Operations Centre (MOC) Standard Operating Procedures

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C9.1 Introduction

A ***Municipal Operations Centre (MOC)*** is a facility, which brings together key Council staff to coordinate the provision of council and community resources during an emergency for the response/relief and recovery effort. It is the principal staffed facility that supports the function of municipal level emergency management coordination and is led by the Municipal Emergency Management Officer (MEMO).

The Municipal Emergency Coordination Centre (MECC) is no longer a compulsory requirement for municipal emergency management, as the majority of control occurs from Agency Incident Control Centres (ICC). As such Kingston City Council will deploy an Emergency Management Liaison Officer (KCC EMLO) to attend the ICC and act as the liaison between the Council and the ICC.

C9.1.1 Purpose of this Manual

This manual brings together all the relevant information required to operate a MOC. It includes detailed operating procedures, checklists and document templates which standardise many of the tasks and promotes a more consistent approach to MOC operations.

Whilst Crisisworks is available for use for large scale emergencies, Kingston will use an Incident Register spreadsheet to record information relating to the event, to assist in tracking resources, requests, expenditure and status of the event.

C9.1.2 MOC Overview

A MOC is a facility for:

- acquiring, deploying and coordinating resources for council to support the community needs and plan recovery activities.
- relief and recovery activities in which council's roles require coordination.
- providing accurate logging of information, communications and decisions (as they relate to activities associated with the coordination function) for recording, debriefing and planning purposes.
- collating community information and, where appropriate, disseminating the information in consultation with the control or other relevant agencies.
- contribution to the Rapid Impact Assessment process, including maintaining and validating records relating to loss and damage.
- planning for and coordinating the deployment of Municipal Secondary Impact Assessment (MSIA) teams for the purpose of gathering loss assessment data.
- Reporting up to council, staff, region and state on recovery activities and data.

C9.2 Role of MOC

The MOC will be stood up at the request of the MEMO to act as the operations centre to manage Kingston's response to all moderate and major incidents and emergencies. Should the incident be isolated or minor in nature, the duty MEMO may elect to handle the event without standing up the MOC.

In response to requests from the MEMO, the MOC will be stood up:

- To administer the provision of Council's labour, plant and equipment resources.
- During emergencies within the Kingston municipal district.
- To administer the provision of plant and equipment resources from external providers during an emergency, within the Kingston municipal district.
- To support a neighbouring municipality.

Technical equipment, resources and stores available for emergencies will be derived from Council and community resources in the first instance.

Detailed lists of suppliers, contact names and phone numbers are provided in the Contact Directory Technical Resources (Section A2).

C9.3 MOC Staffing

Following is a description of the organisational structure and recommended minimum roles of key personnel involved in the MOC.

MOC Manager - Co-ordinates all activity related to activation and ongoing management of the MOC.

Deputy MOC Manager - Assists the MOC Manager. Direct responsibility for the management of logistics aspects of MOC operations.

Maintenance Response Coordinator - Responsible for the allocation of equipment to tasks, refuelling, recovery and repair.

Administration Officer - Co-ordinates and controls all administrative tasks.

Municipal Communications Officer - Responsible for all MOC communications with the Incident Control Centre (ICC), MOC supervisors and field staff.

Dependent on the scale of the emergency, the MOC may also need additional support from dedicated administrative staff. Staffing of the MOC should be made up of relevant experienced Council staff, as required.

C9.3.1 MOC Roster

The rostered MOC Manager will be contactable **at all times**, including business hours, by fixed line or mobile telephone, or by staff in person.

C9.4 MOC Activation

C9.4.1 Activation Triggers

The MOC can only be activated at the direction of the MEMO or Deputy MEMO. Triggers may include a request from the Municipal Recovery Manager (MRM) to facilitate relief and recovery activities.

One or more of the following criteria should be satisfied prior to activation of the MOC:

- there is a perceived threat to the community.
- the volume of requests for resource support from the council cannot be easily managed by the on-call personnel.
- there is a need to support the control agency in the provision, collation and dissemination of community information.
- there is a need to coordinate the provision of emergency relief to the affected community.
- the emergency continues for an extended duration.
- there is a significant need for community support and/or recovery services.
- members of the community are displaced by the emergency.
- there is a need to register volunteer emergency workers in case they ever need to claim volunteer compensation under the Act.

C9.4.2 Activation Procedure

The decision to activate the MOC will be made by the MEMO based on the information received from the emergency services or members of the Municipal Emergency Management Planning Committee (MEMPC).

On receipt of a direction from the MEMO or Deputy MEMO, the MOC Manager or Deputy will immediately co-opt all other necessary Depot and / or Administrative / Supervisory staff on a needed basis.
The following procedure is to be followed:

- Test the operation of telephone equipment including mobile telephones. If technical assistance is required, contact KCC Information Services emergency points of contact. Refer to Contact Directory, Section A2.
- Call in appropriate staff (See Staffing of MOC).
- Set up visual display boards and maps.
- Advise MEMO of possible need for assistance with provision of meals etc.
- Inform MEMO when setup is complete.
- If needed, clear area to be used (should be done by office staff).
- Provide necessary stationery.
- Establish and test emergency communications channels.

C9.5 Operating Procedures

Authorised requests for provision of technical resources are to be afforded absolute priority. In allocating resources, priority is to be given to the use of Council staff, equipment and stores.

Provision of services, equipment or stores is to follow normal control procedures.

Progress on satisfaction of each requirement is to be communicated to the MEMO.

The MOC Manager will maintain liaison with the MEMO in relation to withdrawal of resources, to avoid incurring unnecessary costs.

C9.6 Requests for Resources and Services

All requests for the provision of resources and services will be authorised by the MEMO and recorded and prioritised through the MOC and actioned accordingly through the MOC Manager.

Note: In response to requests, advise the Estimated Time of Arrival on site, NOT how long it will take. ALWAYS use 24hr clock timing.

C9.7 Administrative Support

During all phases of an emergency, administrative support will be provided from Council resources.

Detailed records will be kept of all human resource and equipment requests and movements. (See Appendix 6 of this Section).

Detailed records of all expenditure and expenditure commitments will be kept on appropriate forms. (See Appendix 7 of this Section).

C9.8 FACILITIES

Please see Appendix 3 of this Section for a location map for the MOC.

C9.8.1 Emergency Power Supply

The KCC Depot has small emergency generators available. Large scale generators are hired.

In the event that an Electrician is required, Council's Electrical Contractor is to be contacted.

C9.8.2 Catering and Cleaning

Tea and coffee making facilities are available at the Depot.

The following facilities for food preparation are available at the Depot:

- 2 microwave ovens
- 1 electric oven / griller
- 2 refrigerators
- 1 sandwich press
- 1 kettle/hot water unit

Cleaning of the MOC will be carried out by Depot staff as appropriate.

C9.8.3 Rest Areas

The Depot has areas available for staff to rest and will be determined by the MOC Manager.

C9.9 RESOURCES

A comprehensive database of Council owned and operated resources is maintained at the Depot. The MOC Manager and staff have access to this list, which is maintained as a spread sheet on the Kingston City Council's file servers – TRIM reference 21/90608.

In summary the types of resources available include:

- Generator
- Trailers
- Light vehicles
- Parks maintenance equipment (mowers, chainsaws, etc.)
- Heavy vehicles (trucks, drain clearing assets, etc.)

For more information and complete and current list, contact the MOC Manager (refer to Section A2 – Contact Directory).

C9.10 Communications and Equipment

All communications in and out of the MOC must be logged and actioned accordingly. This applies to all radio, telephone and other messages. In some cases, this may only mean logging and filing.

C9.10.1 Equipment Requirements

As a minimum, the MOC should be equipped or have access to the following:

- communications equipment such as telephones, radios and computers
- computers/laptops/tablets with access to email, internet and council network

- printers and copiers
- maps of the area or access to GIS systems which show access and egress routes, power, drainage, pipelines, flood levels and major infrastructure elements
- stationery, including message/request log books
- whiteboards / display boards or data projector
- a 24 hour clock
- appropriate furniture
- access to auxiliary power
- Key reference documents such as the MOC Standard Operating Procedures, the MEMP and sub-plans, any and all operational intelligence documents.

C9.10.2 MOC Inventory - Primary MOC (DEPOT)

ITEM	
STATIONERY	
Expenditure Record Forms	
Resource Movement Forms	
A4 paper	
Pens, Pencils, Erasers	
Staplers, Hole Punch	
Ring Folders	
White Board Markers	
MAPS AND PLANS	
Municipal Emergency Management Plan	
City maps	
Drainage plans	
White board – 1 fixed	
TELEPHONES, RADIO	
Telephones	
Radios	
COMPUTERS	
Computers - networked and internet access - numerous	
Printers - networked and internet access	
Photo copier	

C9.10.3 Equipment Management

Management of MOC equipment is the responsibility of the MOC Manager and involves several tasks while the MOC is not activated.

MOC equipment maintenance tasks include;

- Ensuring appropriate storage for MOC equipment
- Technology maintenance and upgrades
- Regular testing of all equipment
- Implementation of new technology and systems as it rolls out to the organisation

The MOC Manager should undertake these actions throughout the year (minimum half yearly pre and post peak season) and should be reported back to the MEMPC.

The MOC Manager is also responsible for coordinating the setup of the MOC once activated and ensuring equipment and resourcing is adequate for the needs of the MOC.

C9.10.4 Information Management in the MOC

During the operation of the MOC there may be times when the level of activity is such that not everyone is able to keep up with the rapidly changing circumstances. To manage this the MOC Manager, should call a short (less than 5 min) 'Time Out' on a regular basis to update all present on the situation. During Time Outs it may be necessary for all phones to be taken off the hook to avoid interruptions and loss of information sharing.

Time Out updates should be in the form of a snap shot update from the MEMO and / or MRM. All other MOC staff should then only report by exception any additional relevant information.

At the end of the Time Out the MOC Manager should announce 'End of Time Out' so that normal operations can resume including returning phones to an operational state.

C9.11 Security

To provide security of operation and to avoid hampering that may be caused by excessive enquiries / requests, the MOC will be closed to public access.

All public and media enquiries / requests will be referred to the Manager Communication & Community Relations.

C9.12 Finance

All costs incurred in setting up and operating the MOC will be met from Council funds.

All purchases are to be authorised by the MEMO.

Full records of all expenditure and expenditure commitments will be kept on appropriate forms.

C9.13 Stand Down

Stand down will be ordered by the MEMO.

Debriefing will be conducted by the MOC Manager.

C9.14 Debriefing

At the conclusion of the emergency and de-activation of the MOC, before attendees depart, a 'hot' debrief should be held to identify good practices and areas for future improvement within the MOC. This de-brief should be facilitated by the MEMO with comments noted. All staff involved in the operation of the MOC will be required to participate.

C9.15 Workforce Management and Welfare

The following should be considered when maintaining an effective workforce within the MOC:

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

Note: Staff may be undertaking multiple roles and functions.

Staff welfare is often overlooked due to the priority given to supporting the management of the emergency. It is important to recognise that MOC staff may be emotionally affected, as they are likely to be working longer shifts far outside their normal day-to-day practice, and at times of the day when they would normally be sleeping or resting.

MOC staff may not have access to their normal facilities or equipment and they may have concerns about their own families, friends and property and may not be able to obtain information or reassurance about these matters.

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

- Providing a suitable working environment
- Providing rest and recreation areas
- Ensuring regular breaks
- Supplying hot / cold drinks, snacks and meals
- Maintaining a supportive atmosphere
- Making available psychological support and counselling
- Providing information and assistance regarding staff families and related issues
- Managing workloads
- Consider travel and access arrangements to and from the MOC
- Providing after-hours accommodation for staff unable to return home
- Recognising post-event staff needs

C9.16 Response/Recovery Transition

Recovery operations begin at the same time as an emergency occurs. It is therefore essential that constant communication and a high level of understanding and cooperation is maintained between the Municipal Emergency Response Coordinator (MERC), MEMO and MRM.

As the response activities scale down, the operations of the MOC will continue with the coordination of recovery resources. The MERC, in consultation with the MEMO and MRM, will transfer the responsibility for coordination to the MRM and the MEMO. From a “recovery” perspective the MOC’s continuing operation ensures a seamless transfer from response to recovery coordination. It is important that the “handover” of coordination responsibility from the MERC to MEMO/MRM be appropriately negotiated and documented.

C9.17 Appendix 1 - MOC Role Descriptions

Title	Municipal Emergency Management Officer (MEMO)
Location	MOC
Overview Statement	The MEMO is a Council appointed Officer who is responsible for the coordination of Municipal resources to support emergency response and recovery agencies.
Duties	To undertake the following functions: • Coordinate 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 • Maintain an effective contact base so municipal resources can be accessed on a 24-hour basis • Liaise with the MERC and MRM in the best use of municipal resources • Organise a response debrief • Ensure procedures and systems are in place to monitor and record expenditure by council in relation to emergencies • Perform other duties as determined
Reports to	General Manager City Assets & Environment / CEO
Supervises	• MOC Manager • Media & Public Relations Officer
Liaises with	• MERC • MRM • KCC EMLO • Deputy MEMOs **External Relationships** • Emergency services • Agency staff • Contractors • Other municipalities

Title	Municipal Recovery Manager (MRM)
Location	MOC during an emergency (as required) Council Offices pre and post emergency (as required)
Overview Statement	The MRM is a Council appointed Officer required to take an active role in emergency recovery planning, and has responsibility for the coordination of municipal resources to assist emergency relief and recovery activities.
Duties	To undertake the following functions: • Plan to coordinate municipal and community resources for recovery; • Activate relief centres and prepare to deploy recovery centre teams as required • Activate and assist with coordinating, collating and evaluation of information gathered in the post-impact assessment • Plan for the restoration of community services and needs • Determine the best use of municipal resources with the MEMO • 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 citizens (including vulnerable people) • Liaise with DFFH;

	• Supervise recovery team briefings and debriefings (in particular relief and Post Impact Assessment staff) • Undertake other specific recovery activities as determined
Reports to	General Manager Community Sustainability / CEO
Supervises	• Relief & Recovery Centre Operations Officers (Includes Centre managers, Ranger & EHO)
Liaises with	**Liaises with :** • MERC • MEMO • Deputy MRMs • Media & Public Relations Officer **External Relationships:** • DFFH • Red Cross • Victorian Council of Churches Emergencies Ministry • Other municipalities • Community Recovery Committees • Regional Recovery Committee

Title	**MOC Manager**
Location	MOC
Overview Statement	To ensure that all systems relating to the running of the MOC are operating and functioning in a manner that is conducive to supporting emergency response and recovery efforts.

Duties	To undertake the following functions:
	• Oversee the establishment and activation of the procedures and systems required to operate the MOC. These include the:
	  ○ overall set up of the MOC
	  ○ registration of personnel arriving / departing the MOC
	  ○ recording and updating the message/request handling system
	  ○ Coordinate management of files and documents
	  ○ whiteboard information
	  ○ All IT and communications are functional and operating for Response, Relief and Recovery
	• Oversee the resourcing of the MOC with personnel and equipment to operate for the duration of the response and recovery operations.
	• Oversee the Administration Team within the MOC.
	• Oversee the MOC roster system
	• Liaise with the Administration Officer in the MOC to oversee catering arrangements for personnel located in the MOC, ERC(s) and Marshalling Point(s).
	• Oversee the operational effectiveness of MOC personnel, for example, taking appropriate breaks, including meal breaks.
	• Oversee adherence to OH&S and Workplace Agreement guidelines in relation to shift times.
	• Welcome persons entering the MOC; provide orientation, introductions and familiarisation with procedures. This may include the provision of:
	  ○ appropriate identification to personnel located within the MOC (tabards or nametags)
	• Update, repair, maintain and appropriately store MOC equipment

Reports to	MEMO
Supervises	Administration team
Liaises with	• MEMO • MRM

	• MOC personnel

Title	KCC Emergency Management Liaison Officer (KCC EMLO)
Location	Emergency management sites including Incident Control Centre (ICC),
Overview Statement	Assist and support the Incident Management Team (IMT) and liaise with the MEMO and MOC regarding the allocation of Council resources required for emergency response.
Duties	To undertake the following functions: • Provide a communications link between the MEMO/MOC and the Control Agency and keep all parties informed of the situation and status • Relay requests and information to the MOC on behalf of the Incident Controller • Advise on available municipal resources e.g. trucks, water tanks, relief and recovery services • Provide advice on Council's capabilities outlined in the MEMP • Assist in the development of the incident action plan • Maintain a running log of all actions taken and requests or information received
Reports to	MEMO
Liaises with	• ICC and other emergency management personnel • MEMO • MOC

Title	MOC Administration Officer
Location	MOC
Overview Statement	Assist and support the MOC Manager with the administration function of the MOC.
Duties	To undertake the following functions: • Ensure the MOC reception & entrance area is set up in a timely manner • Ensure all MOC entrances are labelled to indicate the MOC is activated and only authorised personnel are permitted to enter • Ensure all personnel presenting at the MOC either as rostered staff or • visitors, record their details on the relevant sign-in sheet • Oversee the receipt, recording and dissemination of incoming messages/requests • Ensure the administration needs of the MOC are met e.g. stationery • Use the roster template to prepare rosters for administration personnel • Take notes of MOC briefings and record the briefing notes in the electronic Incident Register • Accurately record information that comes into/out of the MOC • Monitor the message flow and maintain the currency of the data and assigned tasks • Follow up unassigned or outstanding tasks • Provide status reports to the MEMO when requested and record any items/changes that come out of those meetings • Brief the Administration Officer on the status of information flow • Maintain the integrity of the data being recorded • Conduct a debrief with administration staff at shift change over • Ensure administration staff conduct end of shift handover with incoming administration staff • Undertake additional tasks as required
Reports to	MOC Manager
Liaises with	• MOC personnel

C9.18 Appendix 2 - MOC Operating Checklists

	MOC ACTIVATION – Actions Required	X / √ / NA
THE MEMO WILL IMMEDIATELY NOTIFY:		
1	• MRM • MOC Manager to establish and resource the MOC • Deputy MEMO • Kingston Emergency Management Liaison Officer (KCC EMLO) if not already at the ICC	
2	Notify the Incident Control Centre (ICC) of the location and activation of the MOC	
THE MRM, UPON RECEIVING THE ACTIVATION ADVICE, WILL:		
3	• Receive the MEMO's briefing • Contact the Deputy MRM/s • Establish availability of Emergency Relief Centre personnel • Communicate with the MOC	
THE GENERAL MANAGER / CEO, UPON RECEIVING THE ACTIVATION ADVICE, WILL:		
5	• Notify the Mayor and Councillors • Contact and meet with Senior Leadership Group • Ensure support is provided to the MEMO • Liaise with the Mayor and Councillors • Attend the MEMO's briefing	
THE MOC MANAGER, UPON RECEIVING THE ACTIVATION ADVICE, WILL:		
6	Notify and assemble a MOC administration team and proceed to the nominated MOC location.	

	MOC SETUP – Actions Required	X / √ / NA
THE MOC MANAGER UPON ACTIVATION, WILL IMMEDIATELY		
1	Secure access to the facility by establishing a reception/registration desk at the MOC entrance. This will be staffed at all times and undertake the following tasks: • Only allow authorised personnel entry • All MOC attendees must sign in using the 'Attendance Register' • Ensure attendees wear appropriate identification and tabards	
2	Direct the set-up of the functional areas of the MOC	
3	**Minimum Setup**: The setting up of the MOC should commence with minimal requirements and escalate when required. A minimal setup would include areas for: • Reception • MEMO • Administration Officer • One MOC phone call taker	
4	Expanded setup: Would include: • MRM • Staff to form a Planning Unit • Additional call takers and administration officers	
SUPPORT STAFF WILL:		
5	Connect computers, phones and other electronic equipment. They will • Ensure sufficient equipment is available to cater for all attendees • Test each piece of equipment to confirm they are working • Provide advice and assistance when required	

	MOC SETUP – Actions Required	X / √ / NA
6	Notify the MOC Manager when all equipment is installed and working.	
THE ADMINISTRATION STAFF WILL:		
1	Log into the Incident Register and other relevant electronic files and confirm they are operating normally.	
2	Confer with the MEMO on the nature of the emergency and confirm a title for incident (e.g. Mentone Wind Storm).	
3	Ensure adequate stationery and resources are available to MOC staff	
4	Ensure break, rest and kitchen areas are set up and accommodating	
ONCE THE MOC HAS BEEN SET UP, THE MOC MANAGER WILL:		
5	• Ensure all MOC attendees are in their allocated position • Ensure all attendees can access KCC IT network	

RESPONSE PHASE – ACTIONS REQUIRED		
Upon Opening the MOC – THE MEMO WILL Ensure That:		
1	All MOC staff are briefed on the status of the emergency at regular intervals or as significant changes occur	
2	All calls/requests into the centre are logged and processed. Any Council resources utilised in responding to those requests need to be recorded.	
3	Planning for Council recovery activities is taking place. Typically these would include: • Relief Centre Operations • Communications – Media liaison • Post Impact Assessment-Recovery • Animal welfare • Community Meetings • Recovery Centres	
4	Sufficient staff will be available to keep the MOC open for as long as it is needed.	
5	The call for additional resources to regional coordinators is made if the need arises.	
6	The 'transition from response to recovery' process is initiated when required	

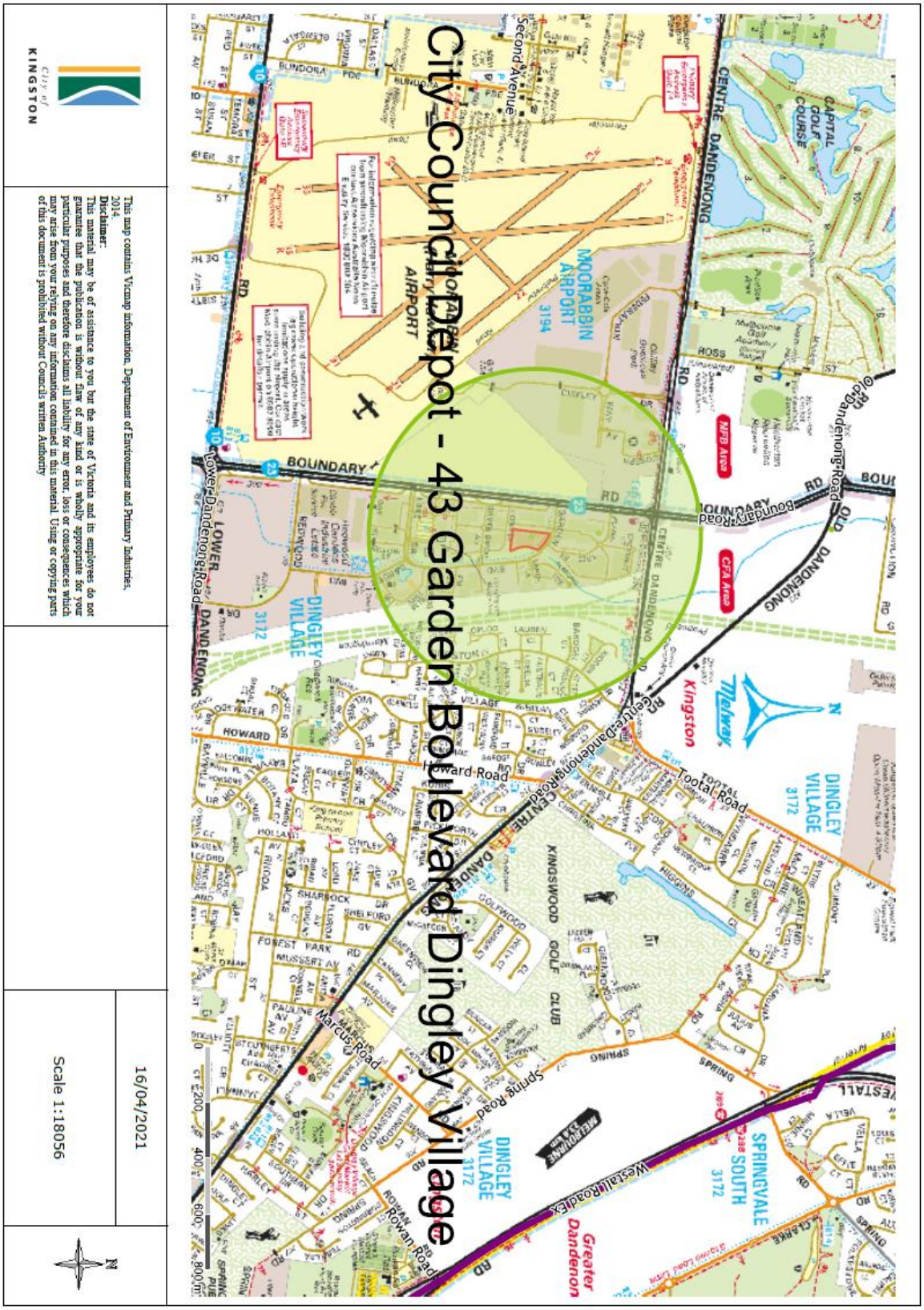
RECOVERY PHASE – Actions Required		X / √ / NA
the emergency is contained		
upon receiving this news, the MEMO & MRM will:		
1	Identify the recovery tasks and resources that will require coordination. These could include: • Community meetings • Community information • Post Impact Assessment Recovery • Animal Welfare • Recovery centre/s	
2	Determine the required membership of the MOC in this phase, its physical needs and whether an alternative or scaled down facility may be required.	
3	Undertake tasks as required and coordinate Council resources that have been deployed to undertake the recovery tasks.	
4	Follow up with the MERC regarding the Response/Recovery Transition agreement. There will be tasks that may need Council involvement and resources.	

MOC INFORMATION MANAGEMENT – Actions Required	X / √ / NA
the administration officers will:	

MOC INFORMATION MANAGEMENT – Actions Required		X / √ / NA
1	Record and monitor on-going requests and work closely with the MEMO/MRM.	
2	Manage and maintain up-to-date records and undertake record management activities within the MOC. This applies particularly to any hard copy information that has been either generated within the MOC or received from external sources.	
3	Maintain the currency and integrity of the data being recorded. This involves regular reviewing of data and advising the MEMO of any follow-up requirements.	
4	Generate reports for the MEMO when requested.	

MOC De-Activation– Actions Required		X / √ / NA
Once the decision to close is made, The MEMO will:		
1	Advise the MERC of the intention to close.	
2	Advise staff of the decision to close the MOC.	
3	Update all communications, including information boards, etc.	
4	Remove all signage [internal and external] and pack up ready for storage.	
5	Pack up furniture.	
6	Collate and file all MOC and ERC documentation including centre logs and forms. Hand over this task to the administration officer(s).	
7	Undertake an inventory of on-site equipment and supplies.	
8	Arrange return of all rented/borrowed equipment to the owners/ contractors.	
9	Identify any lost and damaged items to the centre site and refer to the MOC Manager.	
10	Arrange for the cleaning of the MOC to pre-occupancy condition in readiness for returning the site to normal status.	
11	Ensure the MOC and its precincts are left in an orderly state and arrange for the removal of additional rubbish bins and refuse.	
12	Lock the MOC (if applicable) and return the keys.	
13	Advise the MERC, CEO and Council EM staff that the MOC has closed.	

C9.19 Appendix 3 - MOC Location Map



C9.20 Appendix 4 - SITREP Template

The information in this Situation Report (SITREP) should cover the period since the last SITREP was prepared. Please ensure that you are brief and not narrative.

SITREP	
Incident Name:	SITREP number:
Coordinator Name:	Phone:
Mobile:	Email:
Date of issue:	Time:
Situation to date: What has happened, brief summary, start-up details (date, place, time, who). If there is no change please write “No change”.	
Actions to date: Brief report on actions completed to date (please include significant actions). If there is no change please write “No change”.	
Issues: Brief description of issues that are known and/or expected to arise before the next SITREP (OHS, staffing (e.g. rostering, wellbeing), resources/equipment (e.g. lack of resource or too much; office equipment), communication, emerging issues). If there is no change please write “No change”.	

C9.21 Appendix 5 - Debrief Template

Debrief Guidelines:
A debrief should not be seen as an opportunity to blame or criticise the performance of others. It should be conducted to improve MOC operations.

Debriefs are to be conducted involving all MOC staff to identify what went well, what needs to be improved and any recommendations for improvement.

Main issues to be considered in a MOC debrief may include evaluating:

- the adequacy of planning - responsibilities, suitability of documentation, training, equipment
- the coordination arrangements - involvement of relevant agencies, assigning of tasks to organisations, decision-making and priority-setting, forward planning, adequate facilities
- municipal strategic planning considerations including consequences of impact and provisions to address relief and recovery – was the MOC setup effective? Were extra resources required?
- information management - media, information systems, records, dissemination of decisions and information, managing community expectations
- resource management - activation and mobilisation, safety, return of and accounting for resources.

Debrief Template	
Date:	Time:
Debrief facilitated by:	
Debrief participant(s):	
Items	
How did the team/individual feel the shift went?	
Did anything stand out during the shift that didn't go well?	

Debrief Template
Why didn't this go well? What happened?
What can the team/individual do differently next time?
What are some things that worked well? (*try to finish on a positive note)
Is there any feedback the team/individual would like to provide to the MEMO/MRM?
How is the team/individual feeling in general? (e.g. tired, bit hyper etc.)
Remind staff of the reactions that they may experience, to look after themselves and avail themselves of personnel support programs through People and Culture.

C9.22 Appendix 6 - Municipal Emergency Resources Request Log – Personnel And Equipment

DATE……

RESOURCE Description & Quantity	LOCATION Required	REQUESTED BY	TIME Requested	SUPPLIED FROM	TIME Allocated	TIME On Site	TIME Off Site

C9.23 Appendix 7 - Municipal Emergency – Expenditure Record

DATE……

GOODS / SERVICES	QUANTITY	UNITS	SUPPLIER	ORDER No.	COST

C9.24 Appendix 8 – Two Way Radio – Standard Operating Guidelines

1. OPERATING THE RADIO

Switch on

To transmit – press button on microphone or handset. Wait one second then speak – release button on microphone or handset, wait to hear reply.

2. WHY USE RADIO PROCEDURE

In an emergency it is important that radio messages get through accurately, clearly and without delay.

Radio procedure provides a standard format for good communication. Even when it is not an emergency you will find that by using the correct procedure your message will be easier to understand.

3. EMERGENCIES

If there is an emergency, keep off the air and let people involved get their business transacted. Listen to what is being said. Decide how it might affect you or what you might be able to do to help.

Do not transmit unless you are invited to.

4. SOME USEFUL WORDS

“OVER” is the invitation to reply. Only one person can talk on the radio at a time, the person you are speaking to needs to know when you have finished as part of the conversation.

“OUT” indicates that no reply is required. This shows that your conversation is at an end. Any other person who has been waiting to make a call can now go ahead.

“CLEAR” is the polite way of letting people know that you have finished with one conversation.

“SAY AGAIN” or “REPEAT” indicates that you did not clearly receive the last transmission and that you would like to hear it a second time. It also indicates to the receiver that conditions might not be so good and that they should speak more clearly.

“NOTHING HEARD” is what you say when you have been unsuccessful calling. After 2 or 3 times without any answer you should sign off with “THIS IS …. (name or call sign)

NOTHING HEARD, OUT”. This lets other people in the network know that you are unable to make contact. It also lets everyone know that you have finished calling and someone else can take a turn at transmitting.

5. BEING HEARD AND UNDERSTOOD

Speak clearly using your own natural voice. Do not whisper, do not shout, do not mumble. Think about what you want to say first, then say it.

It is sometimes helpful to spell words. The standard phonetic alphabet is:

ALPHA	HOTEL	OSCAR	VICTOR

BRAVO	INDIA	PAPA	WHISKEY
CHARLIE	JULIET	QUEBEC	X-RAY
DELTA	KILO	ROMEO	YANKEE
ECHO	LIMA	SIERRA	ZULU
FOXTROT	MIKE	TANGO	
GOLF	NOVEMBER	UNIFORM	

Try to use the standard word but if you cannot remember use another one that is quite clear.

NUMBERS are best spoken individually. Example for TWENTY-SIX say TWO-SIX and instead of EIGHTY-FOUR say EIGHT-FOUR.

6. GOOD MANNERS

The person who is speaking has the right to keep speaking until they are finished.

The polite broadcaster indicates when they have finished.

Everyone can hear what you say, so take care and do mind your language.

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*C10.4 Table of ERC Details – CONTROLLED VERSION ONLY ..... **Error! Bookmark not defined.***

*C10.5 Facility Floor Plans – CONTROLLED VERSION ONLY ..... **Error! Bookmark not defined.***

C10.5.1 Bonbeach Basketball Centre ..... **Error! Bookmark not defined.**

C10.5.2 Clarinda Community Centre ..... **Error! Bookmark not defined.**

C10.5.3 Patterson Lakes Community Centre ..... **Error! Bookmark not defined.**

C10.5.4 Aspendale Gardens Community Centre ..... **Error! Bookmark not defined.**

*C10.6 Annex A – Bonbeach ERC Plan – CONTROLLED VERSION ONLY ..... **Error! Bookmark not defined.***

C10 Emergency Relief Centre Operating Manual

C10.1 List of ERC's

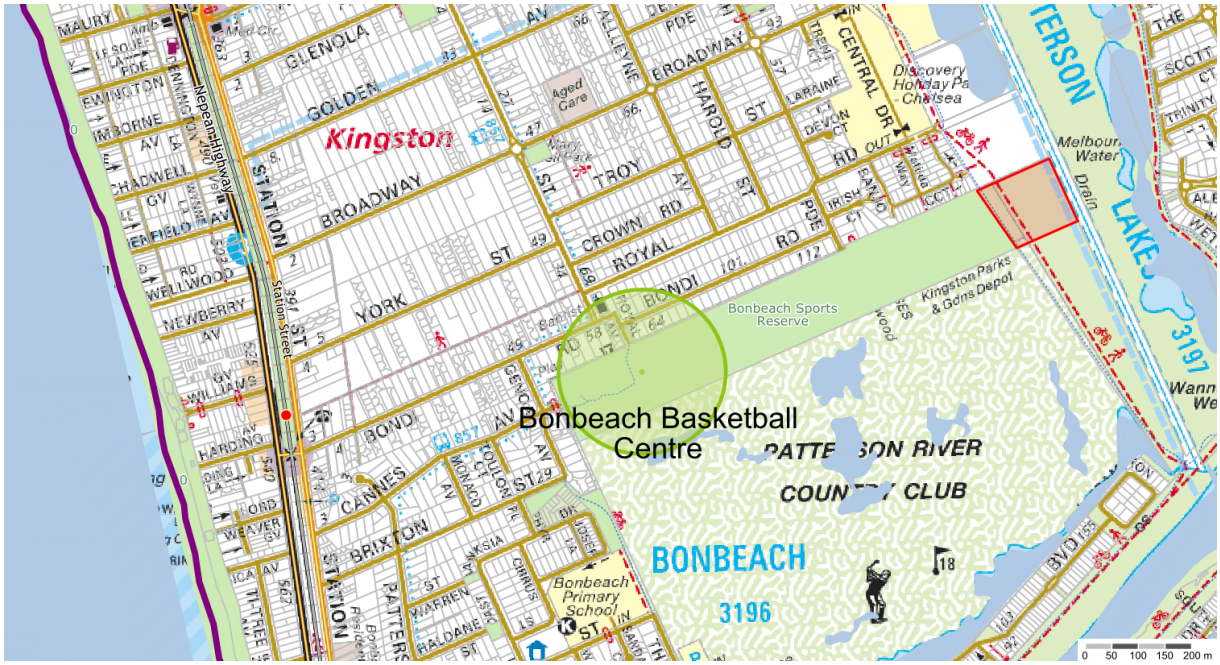
Kingston City Council has nominated 4 facilities within the municipality to act as Emergency Relief Centres (ERC's) should the need arise. These are:

- Bonbeach Basketball Centre
- Clarinda Community Centre
- Patterson Lakes Community Centre
- Aspendale Gardens Community Centre

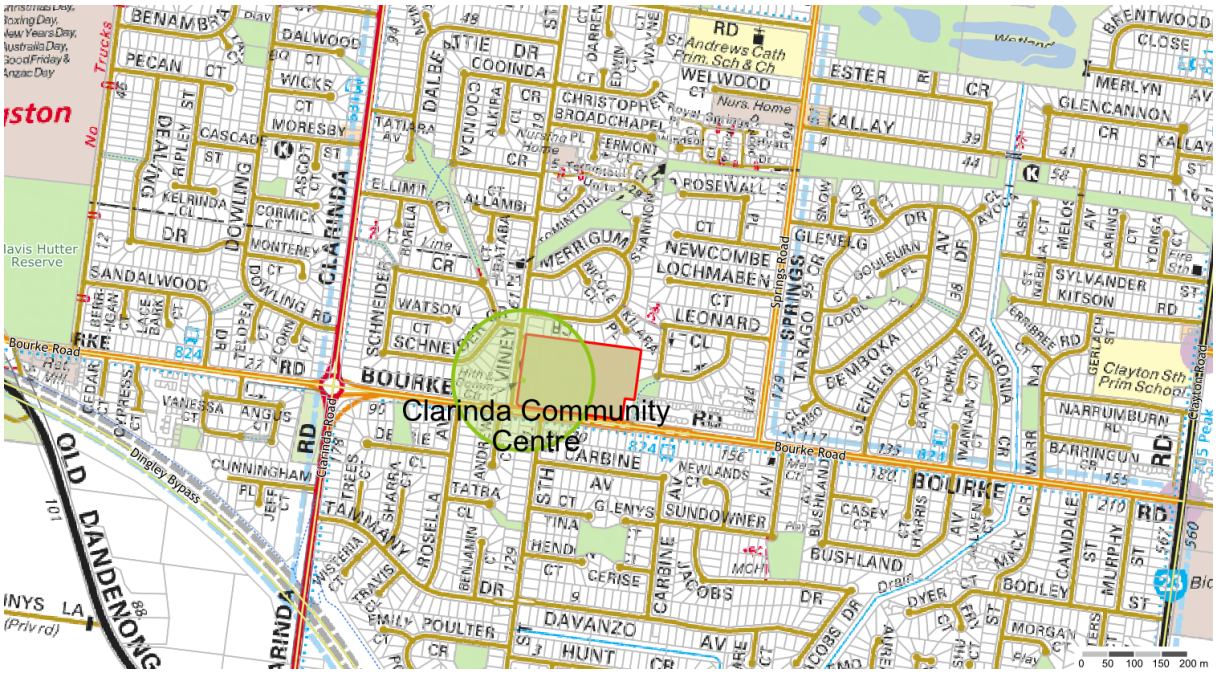
C10.2 Map of ERC Locations

C10.3 ERC Address & Map

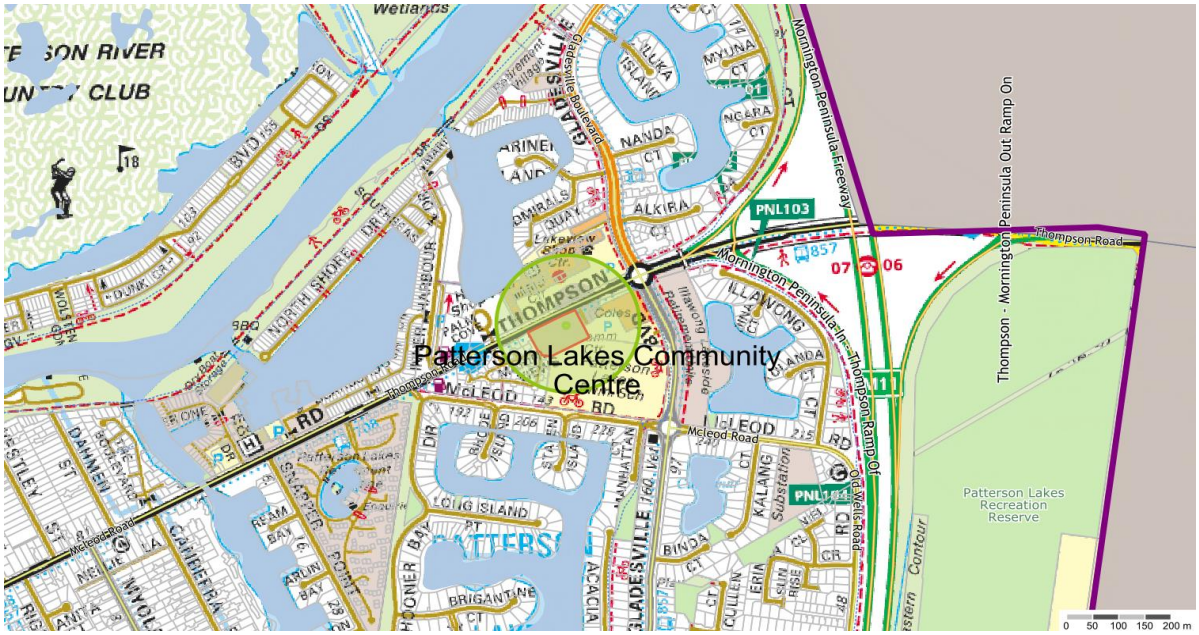
Bonbeach Basketball Centre (also known as Chelsea Basketball Stadium)
Address: Cannes Avenue, Bonbeach Victoria 3196



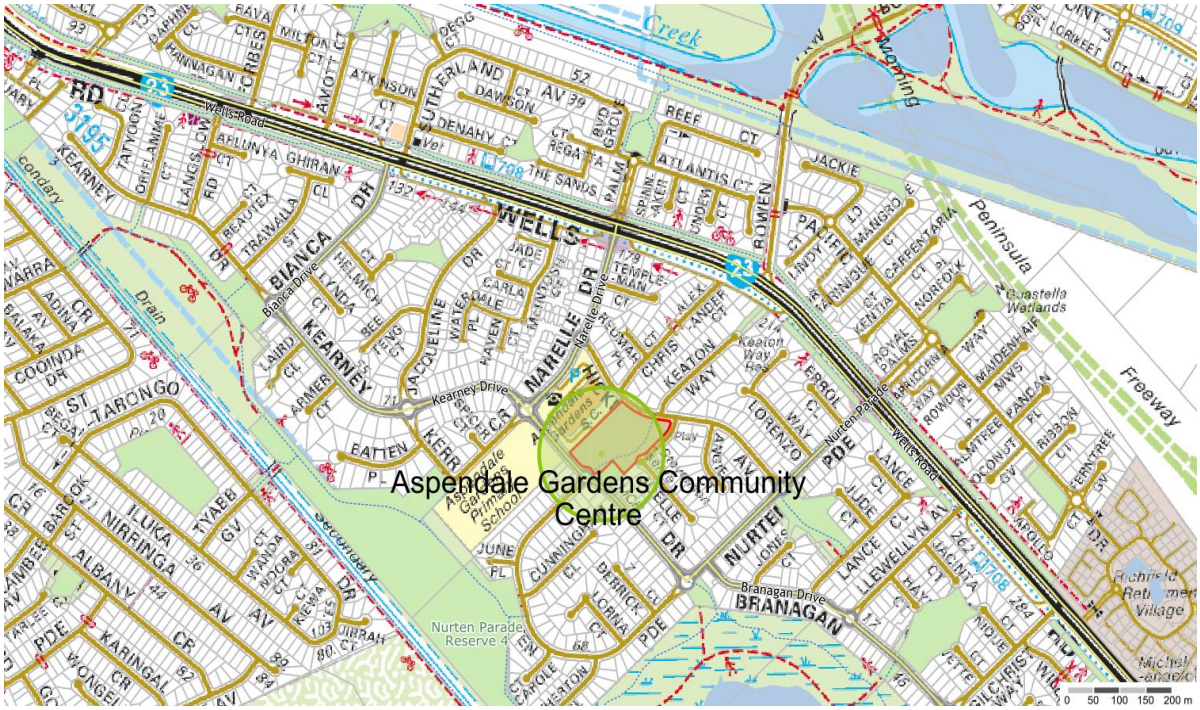
Clarinda Community Centre
Address: 58 Viney Street, Clarinda Victoria 3169



Patterson Lakes Community Centre
Address: 54 – 70 Thompson Road, Patterson Lakes Victoria 3197



Aspendale Gardens Community Centre
Address: 103 – 105 Kearney Drive, Aspendale Gardens, Victoria 3195



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C11 Impact Assessments

There are three types of emergency impact assessments, each undertaken at a different stage:

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

IIA sources information for the provision of relief and early recovery, whereas secondary and post emergency needs assessments inform recovery and prevention activities.

The intent of the IIA process is to capture, during the initial 48 hours of an emergency, the nature and scale of the impact on people, community infrastructure, economic, natural and built environments.

The control agency has the overall responsibility for the instigation and management of the IIA process. Please refer below for:

- A standard operating procedure outlining how the IIA process will operate within Kingston, and;
- An IIA data collection / needs assessment form.

Secondary Impact Assessment (SIA) is the process for determining the impact of an emergency on the **social**, **built**, **economic**, and **natural** environments of the affected community. Strategies for recovery are developed from the Secondary Impact Assessment report and then implemented by the range of available agencies within the local government boundary and/or region.

Should there be a requirement for an SIA or PENA then the processes established in the Southern Metropolitan Region will be followed to ensure consistency across municipalities in the region. Where necessary, additional local measures will be established to coordinate information management in relation to emergency needs assessment. This may include the formation of an event specific multi-agency relief and recovery team to manage information and coordinate the provision of support

C11.1 Initial Impact Assessment Standard Operating Procedure

Purpose

There are three types of emergency impact assessments, each undertaken at a different stage: initial, secondary and post emergency. Initial impact assessment (IIA) sources information for the provision of relief and early recovery, whereas secondary and post emergency assessments inform recovery and prevention activities.

The intent of the IIA process is to capture, during the initial 48 hours of an emergency, the nature and scale of the impact on people, community infrastructure, economic, natural and built environments.

To ensure that the IIA process is undertaken in a timely manner, resources from all agencies and organisations involved in the emergency may be tasked to collect, confirm and exchange relevant information. The IIA is used to inform Council and other agencies about the needs and priorities of the affected community.

Although the control agency has the overall responsibility for the instigation and management of the IIA process, Council will need to ensure any information it captures is both relevant and complete for its needs.

To ensure there is minimal duplication or gaps during the information gathering and assessment there is a requirement for a systematic process of information management involving collection, collation, evaluation and dissemination.

Sources of Information

IIA information may come from a variety of sources, depending on the nature of the emergency. At Kingston, this may include:

- Council Customer Service calls and web enquiries
- Emergency service response data
- Requests made directly to relief and recovery service providers
- Interviews and visits with affected members of the community (either at relief or recovery centres or in their homes / workplaces)
- Information and comments made at public meetings
- Social media sources

Collection and Documentation

The MRM will allocate the responsibility for IIA management to an appropriate Council staff member (e.g. a Deputy MRM). This person will liaise with all relevant potential sources of information.

To facilitate the IIA Kingston City Council, in conjunction with the Municipal Recovery Committee, shall as early as practicable perform the following tasks:

- Survey the extent of 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.
- Monitor the acquisition and application of financial and material aid needed or made available in the restoration period.

Where the magnitude of the task requires, the IIA Manager may seek support of additional specialist Council staff (e.g. Building Surveyor, Environmental Health Officers, Community Development staff, etc.) and liaise closely with DFFH.

To facilitate the process of data collection, the attached ‘Post Impact Assessment Data Collection form’ may be used. Where necessary, due to the nature of the emergency or impact on affected people, this form may be modified to assist with additional data collection.

Every effort should be made by the IIA Manager to consult with all possible stakeholders involved in either collecting or requiring data to ensure their needs are incorporated in the information gathering process. In doing so, the needs of the emergency affected people should be given the highest priority in order to avoid the need for multiple interviews and contacts, simply for the sake of gathering additional information.

Collation and Evaluation

The DFFH does not have a common or specified format for collation and evaluation of data across municipalities. Therefore, to facilitate the process of data collation and evaluation a simple spreadsheet should be developed to record the data and allow quick analysis and trending. This should be in a format that easily facilitates the importing and comparison of data with Council's rate payer database and Council's GIS mapping system to allow a GIS layer to be created showing the geographical spread of the affected community. All versions of the data collected, and spreadsheet developed should be stored in the Council's TRIM document management system.

The IIA Manager should be responsible for checking both the quality of the information gathered and undertaking the analysis.

Dissemination and Reporting

As data is collected, various stakeholders, in particular Council and the Regional Recovery Coordinator (RRC) will require regular reports. The MRM and IIA Manager should, at the earliest opportunity, discuss with the RRC the format and frequency of reporting of IIA data and actions taken to address the needs of the community.

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

C11.2 Secondary Impact Assessment

Municipal Secondary Impact Assessment (MSIA) is the process for determining the impact of an emergency on the **social**, **built,** **economic**, **natural** and the **psychosocial** environments of the affected community.

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

Please refer to Municipal Secondary Impact Assessment Guidelines for further details and templates – TRIM reference 18/636441.

C11.3 Post Impact Assessment Data Collection

POST EMERGENCY HOUSEHOLD NEEDS ASSESSMENT/SERVICE REFERRAL FORM

Municipal Emergency Management Planning

Household details				
	Surname	Given name	DOB/Age	Relationship to primary contact
1				
2				
3				
4				
5				
6				
Affected address				
Principal place of residence?	Yes:	No:		
Current address (if different from affected address)				
Contact details				
Mobile:		Email:		
Other:				
Dwelling type:				
House	Flat	Other		
Occupancy type:				
Owner	Private tenant	Public housing tenant	Other	
Is the household insured?	Structure	Contents		
Level of damage				
Impact	Assessment	Description		
Severe (destroyed)		Property has been destroyed beyond repair		
Major (uninhabitable)		Property not habitable for a short period (< two months), or damage to non-essential areas		
Moderate (partially uninhabitable)		Property is habitable but non-essential areas, such as bedrooms, have been impacted. Property may be temporarily uninhabitable (< one week) while repairs completed		
Minor (habitable but inaccessible)		Property is habitable. Mostly external impact, with no residual affect		

Service needs: (tick all that apply)		
Individual	Household	Business
Financial assistance	Rubbish removal/clean up	Rubbish removal/clean up
Centrelink	Building inspection	Building inspection
Insurance advice	Sewer repairs	Suitable facility to operate from
Material aid	Electricity outage	Staff available
Accommodation	Gas outage	Stock and products
Psychological first aid	Telephone	Capacity to meet regulations (e.g. environmental health)
Childcare	Water repair	Other
Pet welfare	Fencing	
Medical needs	Other	
Interpreter		
Culture / Nationality		
Other		
Comments/initial actions		
Information pack provided:		
Referral to DFFH:		
Referral to other government department (specify):		
Case manager required:		
Notes		
This information will be given to organisations that may be able to assist you, such as community support agencies, power companies and health professionals.		
Primary contact's name:		
Primary contact's signature:		Date:
Completed by:		
Name:	Dept:	Date:

C12 Vulnerable & Special Needs Register

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C12.1 Vulnerable Persons Register

The Department of Health in Victoria has defined the following as a Vulnerable Person for inclusion in the Vulnerable Person Register (VPR).

Someone living in the community who is:

- frail, and/or physically or cognitively impaired; and is
- unable to comprehend warnings and directions and/or respond in an emergency situation, and is
- unable to, or has no family, friends or neighbours to help them develop an emergency plan,
- or assist them during an emergency situation.

The MEMPC, in partnership with the Department of Health and other stakeholders maintains a register of community members whom are most at risk as well as information on agencies that may be able to assist with housing. This information may be used to support the most vulnerable during an emergency incident within the municipality.

In the 2016 Census it was estimated that in Kingston, a total of 444 people were homeless. This includes people in improvised dwellings, tents and sleeping out.

Further to that, groups most vulnerable to the impacts of climate change should be considered, those being:

- Young children and frail older people
- People with chronic diseases, and people on certain medications
- Low income households
- People experiencing poverty and inequality

The VPR is updated regularly (every 6 months) and provides critical information for the municipality and MEMPC agencies to work with and plan on providing assistance to those most in need at the time of an emergency and who may require assistance with evacuation.

The VPR may be used by Victoria Police to assist in prioritising emergency service organisation resources to undertake evacuation activities during an incident.

The State Government's policy guidelines for 'Vulnerable People in Emergencies can be located at the following link:

https://providers.dhhs.vic.gov.au/vulnerable-people-emergencies-policy-guideline-2-vulnerable-persons-register

C12.2 Special Needs Register

The City of Kingston has many 'Special Needs Groups' within the municipality that may require extra support and information during an emergency incident. A Special Needs Register has been developed, that contains details of these groups which include:

- Aged Care Facilities
- Hostels
- Retirement Villages
- Hospitals
- Schools
- Child Care Centres

C13 Community Organisations

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There are numerous organisations and State government based systems that could be called on to support ongoing recovery in the community post a major emergency. Please refer to City of Kingston's website for full details Kingston.vic.gov.au

C13.1 Community Houses

Refer to mycommunitylife.com.au for further details.

Dixon House	Clayton
Mentone Activity Hub	Mentone
The Neighbourhood House Network of Kingston	Mentone
Westall Community Hub	Clayton South
Clarinda Community Centre	Clarinda
Sundowner Community Centre	Clarinda
Cheltenham Community Centre	Cheltenham
Mordialloc Neighbourhood House	Mordialloc
Mordialloc Community Centre	Mordialloc
Patterson Lakes Community Centre	Patterson Lakes
Longbeach PLACE Inc.	Chelsea
Sandybeach Centre	Sandringham
Carrum Activity Hub	Carrum
Chelsea Heights Community Centre	Chelsea Heights
Highett & Hampton Community Centres	Highett
Castlefield Community Centre	Hampton
Dingley Village Neighbourhood Centre	Dingley Village
Chelsea Activity Hub	Chelsea
Melaleuca Activity Hub	Clarinda
Aspendale Gardens Community Service Inc.	Aspendale Gardens

C13.2 Animal Welfare

South Oakleigh Wildlife Shelter	Oakleigh South	http://sows.org.au
Australian Animal Protection Society	Keysborough	https://www.aaps.org.au
Australian Animal Protection Society1	Dandenong	www.aaps.org.au
Cheltenham Cat Rescue	Cheltenham	www.cheltenhamcatrescue.org.au
Animalia Wildlife Shelter	Frankston	http://www.animaliawildlife.org.au/join-us.html
A.W.A.R.E (Australian Wildlife Assistance, Rescue and Education) Inc.	Frankston	http://www.awarewildlife.org.au/
Story Dogs	Cheltenham	http://storydogs.org.au/

C13.3 Children and Families

OutBeyond	Moorabbin	http://www.outbeyond.com.au
City of Kingston Children's Services Partnerships	Mentone	www.kingston.vic.gov.au
Family Life	Sandringham	https://familylife.com.au
Dayshift	Cheltenham	http://www.roundaboutkidz.com/index.php
Bayside Mainly Music	Cheltenham	http://baysidechurch.com.au/connect-group/mainly-music-3/
Kids breathing space	Parkdale	www.kidsbreathingspace.com.au
Family Day Care	Mentone	www.kingston.vic.gov.au

C13.4 Disabilities

Leisure Buddies	Armadale	https://inclusionmelbourne.org.au/get-involved/volunteers/leisure-buddies/
That's The Thing About Fishing (TTTAF)	Frankston	http://thatsthethingaboutfishing.org.au/
Inclusion Melbourne	Armadale	http://www.inclusion.melbourne
Aruma	Melbourne	www.aruma.com.au
Able Australia	-	www.ableaustralia.org.au
Bayside ME/CFS Peer Support Group	-	emerge.org.au
Melba Support Services	Dandenong	http://melbasupport.com.au
Statewide Autistic Services Ltd	Frankston	http://www.sasi.org.au/contact-us/
SCOPE Lifestyle Options Parkdale	Parkdale	https://www.scopeaust.org.au/
Yooralla	Melbourne	http://www.yooralla.com.au/
Wallara Australia	Dandenong	http://www.wallara.com.au
Moving with Parkinsons	Chelsea Heights	https://www.facebook.com/movingwithparkinsons/
Special Olympics Victoria Melbourne Southern	Parkdale	http://www.specialolympics.com.au/melbournesouthern
Marriott Support Services	Cheltenham	http://www.marriott.org.au
BusyFeet Bayside	Sandringham	
Scope Victoria	Aspendale	http://www.scopeaust.org.au/service/sports-arts-social/
MOIRA Youth, Disability, Family	Clayton South	https://moira.org.au/

C14 Special Plans and Arrangements Register

Kingston City Council and key agencies develop and implement a range of plans and initiatives that ensure appropriate prevention activities are conducted regularly across all departments within Council.

Refer to https://www.kingston.vic.gov.au/About-Us/Plans-Policies-and-News/Stategies-and-Plans for further details.

C18 Risk Management Arrangements

The Kingston Community Emergency Risk Assessment (CERA) was last conducted on 26 February 2018. This is scheduled to be reviewed again in 2021. A summary of the current risk assessment is included in Section B6. To review the full CERA results/report, please refer to TRIM 21/91378.

C20 Kingston Municipal District MEMPC Terms of Reference

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C20.1 Introduction

The *Emergency Management Legislation Amendment Act 2018* (EMLA Act) amended the *Emergency Management Act 2013* (EM Act 2013) and various other acts to establish a new integrated and coordinated framework for emergency management planning at state, region and municipal levels.

At the municipal level, the EM Act 2013 as amended creates an obligation for a reformed Municipal Emergency Management Planning Committee (MEMPC) to be established in each of Victoria's municipal districts, including Alpine Resort Management Boards which, for the purposes of the Act, are considered as municipal districts.

Each MEMPC is a multi-agency collaboration group whose members bring organisation, industry or personal expertise to the task of developing a comprehensive emergency management plan for the municipality.

The Municipal Emergency Management Plan (MEMP) covers arrangements for mitigation, response and recovery, and identify the roles and responsibilities of agencies in relation to emergency management.

C20.2 Scope

The MEMPC operates strategically to ensure comprehensive, collaborative and integrated planning occurs at all levels.

With a focus on preparedness and resilience, municipal planning applies risk-based analysis to mitigate or reduce the consequences of emergencies on the built, economic, social and natural environments and improve community outcomes.

Planning considerations include the full spectrum of prevention, preparedness, response and recovery and apply to all hazards and all communities.

The MEMPC maintains an awareness of existing municipal capability and capacity to support the effective conduct of mitigation, response and recovery activities. Where appropriate the committee may facilitate or assist with activities that support capability and capacity uplift. This may include, but is not limited to, community engagement activities or multi-agency exercises and training that provide for continuous learning and improvement.

C20.3 Governance

Under section 59F of the EM Act, the municipal council establishes a MEMPC which transfers responsibility for municipal emergency management planning from the council to the multi-agency MEMPC. This shift of responsibility highlights the intent of the reform which supports emergency management planning as an integrated, multi-agency and collaborative effort. This means that all participating agencies are required to contribute their expertise and resource to municipal emergency management planning.

As per section 59E of the EM Act 2013, the MEMPC can regulate its own procedure.

C20.4 MEMPC Functions

The MEMPC is the peak planning body for emergency management within the municipal district. It is the forum for government and non-government agencies to develop policies, procedures, strategies and frameworks to support coordinated emergency management planning for the municipality.

In line with section 59D of the EM Act 2013 the functions of the MEMPC are to:

a) be responsible for the preparation and review of its MEMP
b) ensure that its MEMP is consistent with the state emergency management plan and the relevant REMP
c) provide reports of recommendation to its REMPC in relation to any matter that affects, or may affect, emergency management planning in the municipality
d) share information with the REMPC and other MEMPCs to assist effective emergency management planning
e) collaborate (having regard to the Guidelines) with any other MEMPC that the MEMPC considerers appropriate in relation to emergency management planning, including preparing MEMPs
f) perform any other function conferred on the MEMPC by the EM Act 2013, or any other act.

The MEMPC has the power to do all things necessary or convenient in connection with the performance of its functions, however it cannot direct any member agency or other group.

The MEMPC may establish ongoing sub-committees or time-limited working groups to investigate or address specific issues or undertake key tasks.

C20.4.1 Context

The MEMPC reports to the REMPC, and the REMPC is the key link between municipal and state level emergency planning and response activities. All legislated member agencies of the MEMPC are also represented on the REMPC.

Figure 1 – Relationship of the MEMPC to the REMPC and the EMC

C20.5 Membership

Section 59A of the EM Act 2013 specifies the minimum membership requirements of the MEMPC. The committee may invite additional people with key skills or knowledge to join the MEMPC, as necessary.

When deciding whether to invite new members to the MEMPC, consideration should be given to the reason for the invitation; for example, a potential member may be needed to add subject matter expertise to a specific project or body of work and therefore an invitation to participate in a sub-committee or working group may be a more appropriate strategy.

The committee will review its membership on a yearly basis, or more frequently if needed.

Refer to Annexure A for a current list of members of the MEMPC.

C20.5.1 Change of Representative

The relevant agency will advise the MEMPC chair in writing of any formal changes to their nominated representative. This relates to a permanent change of membership and does not relate to attendance as a proxy (refer to section 7.8).
As required by Section 59A of the EM Act 2013, a representative requires confirmation from within the relevant agency, as outlined in the table below.

Agency	Agency nominations confirmed by
Municipal council/ Alpine Resort Management Board	Chief Executive Officer
Victoria Police	Chief Commissioner of Police
Fire Rescue Victoria	Agency
Country Fire Authority	Agency
Ambulance Victoria	Secretary, Department of Health and Human Services
Victoria State Emergency Service	Agency
Australian Red Cross	Agency
Department of Health and Human Services	Secretary, Department of Health and Human Services

C20.6 Roles and responsibilities

C20.6.1 Chair

Section 59B(1) of the EM Act 2013 specifies that the municipal council must nominate either its Chief Executive Officer or a member of the municipal council staff by the Chief Executive Officer as the chairperson.

C20.6.2 Chair responsibilities

The chair has the following functions (s59B(2) of the EM Act 2013):

- chairing MEMPC meetings
- facilitating the MEMPC to perform its functions
- On behalf of MEMPC provide information and recommendations to the REMPC

Additionally, the chair will:

- Ensure the MEMPC operates in accordance with the requirements of this Terms of Reference

- Preside at and manage all meetings
- Confirm the agenda for each meeting
- Manage acceptance/advice of last-minute papers or agenda items prior to MEMPC meetings.
- Ensure that the MEMPC meets according to its schedule
- Ensure that MEMPC meetings are efficient and effective
- Provide leadership to the committee in its deliberations
- Facilitate frank and open discussion
- Ensure that all members can participate equally
- Refer issues or matters of concern identified by the MEMPC, or members of the MEMPC, to the REMPC
- Sign correspondence on behalf of the MEMPC
- Represent the MEMPC in other forums where appropriate
- Coordinate out of session matters

C20.6.3 Election of a deputy chair

To ensure consistency and redundancy the MEMPC will elect a deputy chair. This appointment may be a certain period of time, as agreed by the MEMPC.

C20.6.4 Deputy chair responsibilities

- Undertake the role of the chair if the elected chair is absent
- Receive delegated responsibilities of the chair as agreed with the chair

C20.6.5 Member responsibilities

The agencies prescribed in the EM Act 2013 and additional invited committee members will provide representation at the appropriate level and with the authority to commit resources and make decisions on behalf of their organisation or community.

Members are asked to participate in the MEMPC as a partnership and provide advice or make decisions in the best interest of the citizens of Victoria. The MEMPC acknowledges and respects members existing responsibilities, accountabilities and associated levels of resourcing.

All MEMPC members will:

- Prepare for, prioritise and attend scheduled meetings
- Proactively contribute to the work of the MEMPC
- Provide meeting papers to the chair at least one week prior to a meeting
- Respect confidential and privileged information
- Represent all areas of their agencies and associated entities
- Report on recent relevant agency activity relating to emergency management mitigation, response or recovery activities, with a focus on emerging risks or opportunities
- Where a decision or action is outside the authority of the member, engage with relevant personnel within their agency to obtain approval to commit resources and undertake tasks

- Identify and liaise with subject matter experts or key representatives from within their agencies to participate in the MEMPC, its sub-committees or working groups
- Advocate for and report back to their agencies on MEMPC outcomes and decisions.

C20.7 Administrative Arrangements

This section outlines the frequency of meetings and committee management arrangements.

C20.7.1 Meeting frequency

To align with seasonal requirements and operational tempo, the MEMPC will meet [frequency], noting that the REMPC meets a minimum of four times a year in February, May, August and November.

The MEMPC chair may schedule additional meetings as required.

C20.7.2 Meeting venue

To be determined by the MEMPC Chair in conjunction with the MEMPC

C20.7.3 Meeting papers and documentation

Any member can submit items to be included on the agenda. The chair will confirm the agenda prior to each meeting.

Meetings will be conducted on a formal basis, with proceedings recorded and action items documented in the MEMPC Actions Register.

All proceedings and documentation of the MEMPC are confidential until the MEMPC agrees otherwise, or where the provider of the information advises that it is publicly available, and no restrictions apply to its release. Noting this, MEMPC records remain discoverable under the Freedom of Information Act 1982.

MEMPC documentation will be stored on [platform].

C20.7.4 Secretariat

The MEMPC will determine how the secretariat function will be managed.
Secretariat duties may include:

- Scheduling meetings
- Providing committee members with the meeting agenda
- Record agreed actions in the MEMPC Actions Register
- Induction of new committee members
- Develop/send correspondence for the MEMPC
- Maintain the contact list of MEMPC members.

C20.7.5 Quorum

Committee activities may be conducted without a quorum present; however, a quorum must be present for the purpose of decision making.

Where an agency will have responsibility or accountabilities as a result of a motion/resolution, that agency must be part of the quorum for that item.

A quorum is greater than 50% of the current voting members and includes the chair or deputy chair (*Annexure A*).

C20.7.6 Decision making

In general, the Committee will adopt a consensus approach to decision-making, where a majority of members agree, with the remainder content to give way. The chair will seek further advice from the members and attendees or through external subject matter experts to support decision making.

Where consensus cannot be achieved, decisions will be made by majority vote. In the event of a tie the MEMPC, through the chair, will escalate issues to the REMPC for decision.

The chair will ensure that all members are provided with the opportunity to participate in discussions and decision making.

Each MEMPC member has one (1) vote on any matter decided by the committee, unless that member is identified as a non-voting member. To vote, a MEMPC member must be present at the meeting or represented by a proxy.

Where the MEMPC must reach a decision between committee meetings, this can be undertaken via circular resolution. All members will be notified of the proposed resolution, with a collective decision reached where the majority of respondents vote in the affirmative. Decisions made by circular resolution will be confirmed by committee at the next MEMPC meeting.

All decisions made will be regarded as collective decisions of the MEMPC.

C20.7.7 Conflict of interest

If a MEMPC member or their proxy has a direct or indirect interest in a matter to be decided by the committee, they must declare their conflict or perceived conflict and must not vote on the issue. The MEMPC will determine if the member should be excluded from all or part of the proceedings related to the matter.

C20.7.8 Proxies

In accordance with the intent of the legislation members should prioritise MEMPC meetings wherever possible. In the event a member is unable to personally attend a specific meeting, they are encouraged to identify a suitably skilled and authorised proxy. The proxy is considered to have the same voting rights as the substantive MEMPC member, unless the chair is advised otherwise.

Members may choose to identify a standing proxy who is empowered to represent the member at any time. The member will notify the chair of the details of this person and the duration of the appointment as a standing proxy.

Where a standing proxy is not recorded, or is unavailable, a member will advise the chair of the name, role and contact details of their nominated proxy, as early as possible before a meeting. This advice should be in writing for the purpose of record keeping and will include any limitations to the voting rights of the proxy for that meeting.

If the committee member is unable to provide advice to the chair of the details of a proxy and their voting rights before the meeting, the attendee will be considered an observer for the meeting.

C20.7.9 Observers

An observer may attend a meeting for any number of reasons. MEMPC members will advise the chair of the attendance of an observer before a meeting, where possible.

Observers must respect all confidentialities and operating protocols of the MEMPC, and must not:

- propose or vote on motions
- intrude on the procedures of the MEMPC
- take part in the meeting proceedings without the invitation of the chair.

C20.7.10 Non-voting members

If deemed necessary for transparency and equity, the committee can invite additional standing members who may not have voting rights. Where this is the case, the membership list at *Appendix A* will reflect the voting status.

Members of sub-committees or working groups do not have voting rights unless they are also members of the MEMPC.

C20.7.11 Issue Escalation

The Chair may escalate any matters of significance to the REMPC for advice or decision.

Members of the committee may also seek to escalate items to the REMPC, through the chair, where efforts to resolve a matter at the local level have not been successful, or where the consequences of a decision will unduly impact the member agency.

Issues requiring escalation should be well documented and include:

- A description of the issue or advice sought and the consequences if it remains unresolved.
- Actions taken to resolve the issue.
- Recommended actions or options that may assist resolution.

C20.8 Financial Management

The MEMPC does not have a financial delegation and does not hold a budget. The MEMPC cannot expend or receive monies.

Member agencies may agree to commit funds to a MEMPC activity or event, in which instance the expenditure is considered expenditure of the agency and not the MEMPC. The member agency is responsible for all aspects of financial management within their

existing governance arrangements. The MEMPC does not accept liability for any agency-led initiatives.

C20.9 Acronyms

Acronym	Description
EM Act 2013	Emergency Management Act 2013
EMC	Emergency Management Commissioner
EMCOP	Emergency Management Common Operating Picture (EMV system)
EMLA Act	Emergency Management Legislation Amendment Act 2018
EMV	Emergency Management Victoria
MEMP	Municipal Emergency Management Plan
MEMPC	Municipal Emergency Management Planning Committee
REMP	Regional Emergency Management Plan
REMPC	Regional Emergency Management Planning Committee

C20.10Document information

Document details

Criteria	Details
Document ID	
Document title:	Terms of Reference
Document owner:	MEMPC

Version control

Version	Date	Description	Author
0.1	30 September 2020	Adapted from REMPC Terms of Reference	EMV Planning Reform Team

Document approval

This document requires the approval of the MEMPC:

Name	Title	Organisation
	Chair	On behalf of the MEMPC

Audience

The audience for this document is the MEMPC

Terms	Description
12 months	This document will be reviewed every 12 months or more frequently as required.
Review Date	

C20.11Appendix A – MEMPC Membership

Organisation	Name	Role	Email Address	Contact No.
VOTING MEMBERS				
Municipal Council (Chair)				
Victoria Police				
Country Fire Authority (where applicable)				
Fire Rescue Victoria (where applicable)				
Ambulance Victoria				
Victoria State Emergency Service				
Australian Red Cross				
Department of Health and Human Services				
Community representative/s				
Recovery representative/s				
Other persons as nominated				

Organisation	Name	Role	Email Address	Contact No.
NON - VOTING MEMBERS				