

Horsham Rural City Municipality

Municipal Emergency Management Plan 2017 – 2020

Version 2.0



PUBLIC VERSION

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Horsham Rural City
Council urban rural balance



vic roads



Health and Human Services



Department of Environment, Land, Water & Planning



Department of Economic Development, Jobs, Transport & Resources

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Authority and Endorsement

Authority

The Horsham Rural City Council (HRCC) is the custodian of the Horsham Rural City Municipal Emergency Management Plan (MEMP) pursuant to Section 20(1) of the Emergency Management Act 1986.

This MEMP was endorsed by the Horsham Rural City Municipal Emergency Planning Committee (hereafter referred to as “the MEMPC” or “the Committee”) at a meeting on 17 November 2017.

Chairperson of the Horsham Rural City MEMPC
Councillor Mark Radford
17/11/2017

Endorsement

Version 2.0 of the Horsham Rural City MEMP was adopted by the Horsham Rural City Council at a meeting on 04 December 2017

Chief Executive Officer Horsham Rural City Council
Peter Brown
04/12/2017

Disclaimer

No reader should act on the basis of any matter contained in this publication without appreciating that it may be the subject of amendment or revocation from time to time without notice. The Councillors of Horsham Rural City Council expressly disclaim all and any liability (including liability in negligence) to any person or body in respect of anything and of the consequences of anything done or omitted to be done by any such person or body in reliance, whether total or partial, upon the whole or any part of this publication.

Document Information

Amendment Register

Version Number	Date endorsed by MEMPC	Date adopted by Council	Amendment History
1.0	July 2013		Adoption of Version 1.0
1.1	June 2015		Recommendations from 2014 audit and legislation changes. Adoption of Version 1.1
1.1	March 2017		VICSES Audit review - passed
2.0	November 2017	16/12/17	Full review and endorsement, inclusive of 2017 audit recommendations

Table 1 Horsham Rural City MEMP Amendment Register

Administrative Updates

Administrative updates will be made to this plan from time to time that will be noted in the [Amendment Register](#) section. These amendments are of an administrative nature and do not substantially change the content or intent of this plan. These amendments do not require the plan to be endorsed by the Committee or Council.

Where there is substantial change required to the content or intent of the plan, the plan will go through the formal endorsement process.

Distribution of the MEMP

The Horsham Rural City MEMP is for the use of the members of the Horsham Rural City MEMPC. The Horsham Rural City MEMP and amended copies will be distributed to the MEMPC membership electronically.

A Public Copy is available from the:

- Horsham Rural City Council website: www.hrcc.vic.gov.au
- State Library of Victoria: www.slv.vic.gov.au

Access to the restricted version of the plan may be considered upon application to the MERO via the [MEMP Contact Details](#)

Please refer to the [Disclaimer](#) of this plan for further details about the intended uses and appropriate distribution of this document.

Public Access

- A Public Access version of the plan is placed on the Council's website under the Emergency Management tab: www.hrcc.vic.gov.au
- Please note the Public Version has information and contact details removed to comply with confidentiality and privacy requirements. The Restricted version has full details and is only made available to the MEMPC membership or approved agencies that have a role or responsibility detailed in this plan.
- The current version of this sub-plan is maintained by Council on the "Crisisworks" emergency management platform for Council and approved agency staff access.
- Names and contact details in the Restricted version of this Plan is only to be used for emergency management purposes and must be managed in accordance with the Privacy and Data Protection Act 2014.

MEMP Contact Details

This Plan is administered by the MERO. Please address all enquiries to

The Municipal Emergency Resource Officer:

Horsham Rural City Council

PO Box 511

Horsham Victoria 3402

council@hrcc.vic.gov.au

www.hrcc.vic.gov.au

Glossary and Acronyms

Definitions of words and phrases used in the MEMP have the same meaning as those prescribed in the relevant legislation and should be referred to, they include:

- Emergency Management Act 1986
- Emergency Management Act 2013
- [Emergency Management Manual Victoria Part 8: Appendices & Glossary](#)
- Local Government Act 1958
- Risk Management Standard ISO: 31000 2009

The MEMP follows the practice of writing a name in full followed by the acronym in brackets after it and is used thereafter in the plan.

Statistical Data

Statistical data referenced in this document is from the following sources:

- (1) Australian Bureau of Statistics 2016 Census
- (2) Department of Health and Human Services 2015 Local Government Area Statistical Profiles
- (3) VicHealth Indicators Survey 2015

Introduction

The unpredictable nature of emergencies can cause loss of life, destruction of property and dislocation of communities. Coping with hazards gives our reason and focus for planning. Emergency management planning at the municipal level is a multi-agency responsibility with Council playing an important role as direct participants as well as facilitating the planning process.

Experience shows that good planning for the use of resources in preventative (risk management) activities, in the response to emergencies and towards the recovery of affected communities and environments, can significantly lessen the harmful effects of those emergencies.

Context of the Plan

The framework for the management of all types of emergencies in Victoria is provided by the [Emergency Management Act 1986](#), the [Emergency Management Act 2013](#) and by the planning arrangements contained within the [Emergency Management Manual Victoria](#).

This plan is one component of the broader framework that enables emergency services, support agencies, service providers and the community to better understand hazards, determine priority risks, prepare for, respond to and recover from emergencies to strengthen community resilience and safety within the Horsham Rural City municipality.

This Plan is the result of the cooperative efforts of the agencies and organisations that comprise the Horsham Rural City MEMPC. It is these collaborative efforts of the membership that will ensure the objectives of the plan are implemented.

State Planning

[The State Emergency Response Plan \(Part 3 of EMMV\)](#) identifies the organisational arrangements for managing the response to emergencies within, or with the potential to affect, the State of Victoria. It applies to all agencies having roles or responsibilities in response to those emergencies, regardless of the scale of the emergency.

The State Emergency Response Plan, in conjunction with the [State Emergency Relief and Recovery Plan \(Part 4 of EMMV\)](#), set the strategic framework for preparedness, planning and emergency operations in Victoria.

Regional Planning

Emergency management agencies may develop plans that cover the Grampians regional area, that have a focus for a coordinated response across the region. These plans are managed by the respective agencies. As appropriate, this MEMP and its sub-plans are linked to these regional plans e.g. Grampians Relief and Recovery Plan, Grampians Regional Strategic Fire Management Plan.

Local Planning

Local emergency management planning in the Horsham Rural City municipality is facilitated by the Horsham Rural City Council. The Horsham Rural City MEMP is a multi-agency plan that describes the emergency management arrangements at the local level.

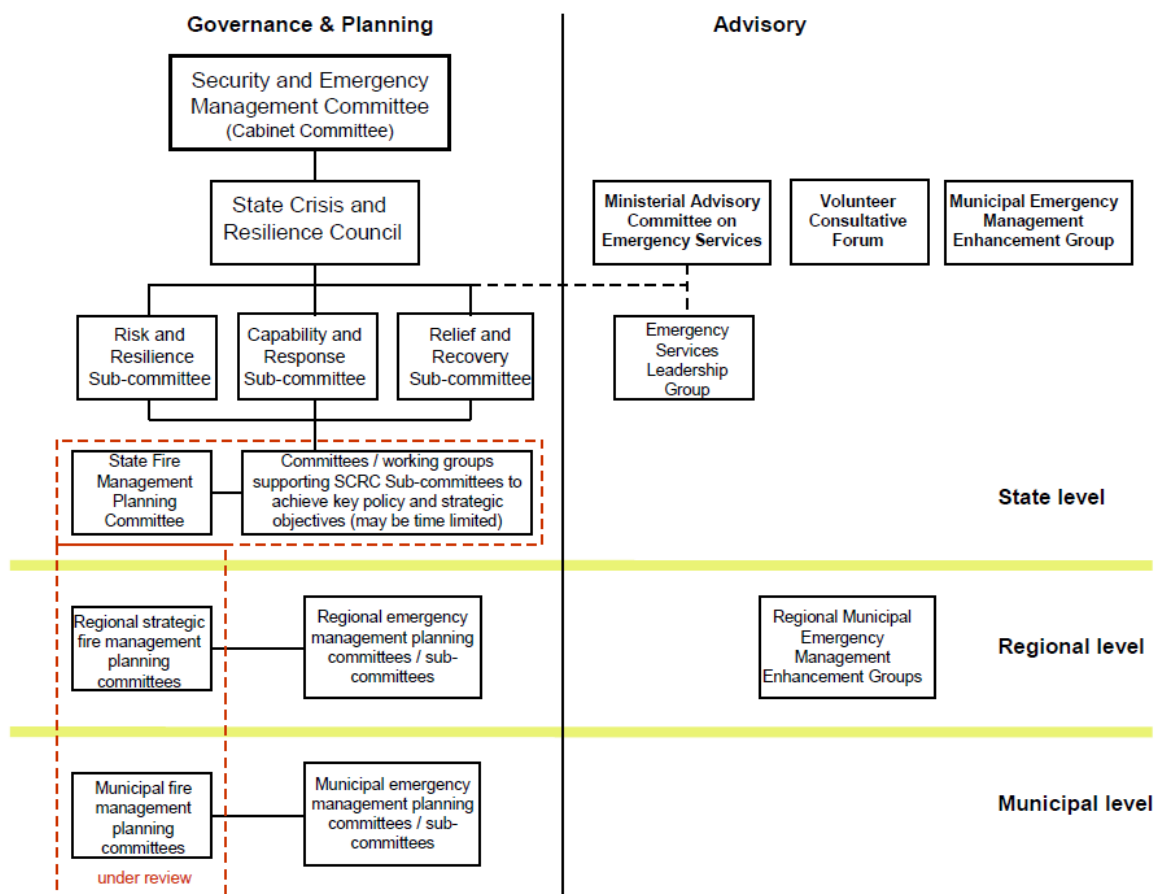


Figure 1 EMMV Part 6, Overview of the State's Planning & Committee Structure

Purpose

The purpose of this plan is to detail agreed multi-agency and community arrangements for the prevention of, preparedness for, response to, and recovery from emergencies that may occur in the municipality of Horsham Rural City.

Objectives

The Horsham Rural City MEMP has the following objectives:

- Identify and evaluate hazards and their risks that may affect the municipality
- Identify mitigation strategies to manage the likelihood or consequences of emergencies
- Promote educational programs that reduce the community's vulnerability and supports its resilience
- Managing arrangements for the utilisation and implementation of available municipal resources and other resources
- Assisting the community to recover following an emergency
- Complementing other local, regional and state government planning arrangements

Plan Evaluation and Reporting

Audit

The Municipal Emergency Management Planning Committee (MEMPC), pursuant to Section 21A of the Emergency Act 1986, will submit the MEMP to the Victoria State Emergency Service for audit. The purpose of the audit is to assess this plan's compliance with the guidelines issued by Victoria's Emergency Management Coordinator. MEMPC will respond to all requests resulting from the audit as required. This plan will be subject to audit every three (3) years.

The MEMP is a multi-agency plan for the municipal district. It is not owned by Council. The result of the emergency planning process is a coherent plan that should be known and understood by all agencies, MEMPC members, senior council officers and all staff who have emergency management responsibilities.

Review

The MEMP will be reviewed and updated as required:

- Annually in full or part at each MEMPC meeting
- After each major event where the plan has been activated
- Where the MEMP has been Exercised
- As part of its programmed three (3) year major review.

It is acknowledged that planning cycles may change as planning processes evolve in the future.

All agencies that are represented and have responsibilities in the MEMP and associated plans are required to notify the MEMPC of any changes to their contact details, agency responsibilities and resourcing levels so that the arrangements can be updated as required.

Testing (Exercising) of the Arrangements is undertaken following completion of the development or major review of the arrangements and associated plans. This will be done in a form determined by the MEMPC. Other aspects of the Arrangements may be tested in part as determined by the MEMPC.

Reporting

The MEMPC reports after each meeting to the:

- Horsham Rural City Council by providing a copy of the meeting Minutes and any other information as required on the progress of any work being undertaken by the Committee
- Grampians Regional Municipal Emergency Management Planning Committee (GREMPC) by providing a summary and notification of issues for the Regional Committee to consider

Agencies assigned actions by the Committee report on their progress at each meeting in an appropriate form until the action is complete.

Municipal Profile

The Land

Traditional Owners

Horsham Rural City acknowledges the Aboriginal history of the municipality as the traditional lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people.

Topography

The Rural City of Horsham is strategically located on the National Highway and rail systems approximately halfway between Melbourne and Adelaide. The section of the Western Highway which passes through the municipality is a known Fatigue Zone. The municipality encompasses a large area of Victoria's highly productive, broad acre dry land cropping country in the north graduating to highly prized grazing land in the southern areas bordering the Grampians National Park. The heritage Wimmera River and a network of recreational lakes throughout the municipality compliment the diverse local topography and pleasant climate.

Horsham is the largest regional centre in the Wimmera area, providing goods and services not only to its own residents but those from the surrounding municipalities. Its location on the junction of the Henty, Wimmera and Western Highways makes it a key hub for distribution of a range of goods and services across the region.

The northern area of the municipality is characterised by wide open clay soils becoming more undulating towards the south as the plains meet the Great Dividing Range in the Grampians National Park. The iconic Wimmera River, as well as the Natimuk Creek system, cut through the wide open lands as they traverse the municipality.

For further information on the Rural City of Horsham geography refer to Appendix F - Maps

For additional information please refer to [Appendix D: Horsham Rural City Municipality Boundary Map](#)

Climate

The climate in the area is dominated by warm dry summers and cool wet winters. The bushfire season generally runs from November to April. Weather conditions associated with the bushfire season in the Shire include warm to hot north-westerly winds, high temperatures and low relative humidity followed by a cool south westerly change. In recent years there has been a significant decrease in average spring and autumn rainfalls.

The State Government climate change projections predict that the municipality can expect:

- increased temperatures with the greatest increases occurring in summer.
- to be drier with greater decreases in rainfall expected in spring.
- to have an increase in the intensity of rainfall but a decrease in the number of rainy days.

With increased temperatures and a decreased amount of rainfall, water will be a key issue in the future for the community, council, primary producers and businesses.

Land Use

Rural land use comprises of around 85.7% of total land in the municipality with less than 1% being used for business, industrial or residential purposes ⁽²⁾. Approximately 8,078 households are present in the region ⁽¹⁾. The municipality encompasses a large area of Victoria's highly productive broad acre dry land cropping country in the north to highly prized grazing land in the south, bordering the Grampians National Park.

The land in the northern area is characterized by wide open flat clay soils with isolated small settlements scattered throughout. As you move further south the land becomes more undulating as it reaches the Great Dividing Range in the Grampians National Park. This change in landform aligns with the characteristics changes in fire behaviour, with fast moving grassfire in the north with few settlements, to more intense grass and bushfires with many scattered isolated residents in the south. The increase in population growth of Horsham has seen an increase in subdivision on the edge of town.

Even though the Grampians National Park is not within the municipality boundary, Horsham provides the largest centre for visitors to stay or purchase supplies. Wartook Valley area and Dadswells Bridge townships abut the National Park and provide a range of accommodation and associated industries for visitors. These areas, in particular, have a large increase in seasonal population mostly in the spring/summer period. Mount Arapiles is a hub for rock climbers from all over the world and there is a constant but transient population in Natimuk and Mt Arapiles visiting this location. Many of the visitors to both Grampians and Mount Arapiles are from overseas.

The Wimmera Mallee Pipeline has been implemented across the municipality. This system has replaced the earthen channel system which has been removed. Long established olive plantations exist in the Mt Zero area along with some private property blue gum plantation. There are also a number of private property agro forestry plantations.

Water Supply and Management

The Wimmera Mallee Pipeline supplies water for agricultural practices as follows:

- Horsham, Pimpinio – supplied by supply system 1, Yaapeet line
- Natimuk, Horsham, Noradjuha – supplied by supply system 6, Natimuk line

As part of the construction of the pipeline, a number of water tanks for firefighting purposes have been strategically placed along its length.

The city of Horsham's water is supplied from Lake Wartook in the Grampians. The water travels along MacKenzie Creek and then to the Mount Zero storage via 50 kilometres of open channel. A water treatment plant is present at Mount Zero which treats the water for Horsham to drinking water quality. Smaller communities around the municipality rely on their own water sources for drinking water purposes.

The People

The total population of the region is 19,642 people ⁽¹⁾. Actual and projected population growth for Rural City of Horsham are both lower than the state measures. Horsham has higher percentages than the state population in all age groups other than 15–24 and 25–44. The percentage of people of Aboriginal and Torres Strait Islander origin is above the state measure and the percentage of people born overseas is among the lowest in the state ⁽²⁾.

Horsham Rural City residents reported significantly greater wellbeing than all Victorians. Residents gave their wellbeing an average score of 80.6 out of 100, compared with the Victorian average of 77.3 ⁽³⁾.

Within the Rural City of Horsham ⁽²⁾:

- The rate of family violence incidents, drug usage and possession offences and total offences are among the highest in the state.
- Horsham's results for most measures of social capital are higher than the state measures.
- The percentage of people aged over 75 years who live alone is among the highest in the state.
- The percentage of people who delayed medical consultation being unable to afford it, is among the highest in the state.

The city of Horsham has a population of around 14,543 people ⁽¹⁾, with the remainder of the population scattered across the municipality in smaller localities. Natimuk, to the west on the Wimmera Highway, is the second major town of the region with a population of 514 people.

Its location on the junction of the Wimmera, Henty and Western Highways makes it a key hub for the distribution of a range of goods and services across the district.

Localities around the region which make up the rest of the population are Blackheath, Brimpaen, Bungalally, Clear Lake, Dadswells Bridge, Dooen,

Douglas, Drung, Duchembeggara, Grass Flat, Green Lake, Greenland Dam, Haven, Jilpanger, Jung, Kalkee, Kanagulk, Kewell, Laharum, Longeronong, Lower Norton, McKenzie Creek, Mitre, Mockinya, Mount Talbot, Murra Warra, Noradjuha, Nurrabiel, Pimpinio, Quantong, Riverside, St Helens Plains, Telangatuk East, Tooan, Toolondo, Vectis, Wail, Wartook and Wonwondah, all of which have a population less than 200 people.

The largest ancestries in Horsham Rural City in 2016 were Australian (41.3%), English (41.0%), Scottish (12.0%) German (10.7%) and Irish (10.1%) .

There has been growth in communities with Indian, Filipino and Chinese ancestries since 2011 .

The Aboriginal and Torres Strait Islander population is 1.5% of the total population.

60.6% of the population identify as Christians, 0.4% each identify as Buddhist, Hindu and Moslem, while 29.6% classify themselves as non-religious.

In Horsham Rural City, 3.8% of people spoke a language other than English at home, with the most common being Italian, Malayalam, and Filipino/Tagalog at 0.4% of the population each ⁽¹⁾.

The percentage of the population with a severe or profound disability or who requires assistance with core activities is 6.0%, compared to the state measure of 5.1% ⁽¹⁾.

Services

The Horsham Rural City is a well serviced municipality which provides, and supports the provision of a range of services that promote public health, education and wellbeing. Listed below are a range of hospitals, aged/disability service centres and the schools and early learning centres in the area.

Township	Kindergarten/Early learning	School/College	Health/Care Facilities
Horsham	Bennet Road Kindergarten	Horsham Primary School	Wimmera Base Hospital (24 hour emergencies)
	Natimuk Road Kindergarten	- 298 Campus - Rassmussen Rd Campus	Wimmera Medical Centre
	Horsham North Kindergarten	Horsham Lutheran Primary School	Grampians Community Health
	Roberts Avenue Kindergarten	Horsham West Primary School	Lister House Medical Clinic
	Green Park Casuarina Kindergarten	St Michael & St John's Primary School	Tristar Medical Group
		Horsham Special School	Horsham Medical Centre
		Horsham College (Secondary)	Mynara Medical Centre
		St Brigid's Secondary College	
		Longerenong Agricultural College (Further Education)	
		Federation University	
	Centre for Participation (Certificate, Industry and Lifestyle Training)		
	University of the Third Age (U3A - Lifestyle Training)		

Township	Kindergarten/Early learning	School/College	Health/Care Facilities
Natimuk	Natimuk Kindergarten	Natimuk Primary School	Natimuk Surgery Rural City of Horsham Health Service Natimuk
Haven	-	Haven Primary School Horsham College – McKenzie Creek Campus (specialty learning years 7-9)	-
Laharum	Laharum Kindergarten	Laharum Primary School	-

Table 2 Horsham Rural City Service Organisations & Facilities

A comprehensive list of services including contact details can be found in the supporting document: Vulnerable People in Emergency Policy. Each of these facilities has their own Emergency Management Plan.

Vulnerable People and Facilities

The state-wide database for vulnerable people is regularly updated and available via Victoria Police for response agencies in the event or possible event of a major incident. Horsham Rural City Council provides a Vulnerable Persons Coordinator who assists other agencies with maintaining their entries in the state-wide database on an ongoing basis.

Facilities including schools, health services and aged care and disability services are listed in the Vulnerable People register and need to be considered as vulnerable facilities which would require extra care and attention when dealing with evacuation and emergency procedures.

The Industry

Horsham is the largest regional centre in the municipality and the Wimmera, providing goods and services not only to its own residents but also to those from surrounding regions.

The city of Horsham provides the main agricultural service centre for the Wimmera as well as the main retail and tourist centre. The main commodities are cereals and sheep and lambs for meat and wool.

The Wimmera Intermodal Freight Terminal at Dooen is expected to transform the efficiency and capacity of the grain handling and storage in the Wimmera. The 23.5 ha terminal provides a central location for grain storage facilities and grain export processors, improved access to freight depots, grain silos and processing plants, and builds on the region's nationally significant and export focussed grains industry. Complimentary activities and businesses such as container park facilities, large volume container packing, bulk loading and warehousing facilities will be established near the WIFT, further extending commercial opportunities.

Major Transport

Major Highways within the area are the Western Highway, Wimmera Highway and the Henty Highway, which all meet at Horsham. The section of the Western Highway which passes through the municipality is a known Fatigue Zone.

The main rail line which passes through the area is the Adelaide-Melbourne line. The overland passenger train travels along this track daily on its route between Melbourne and Adelaide. This line is used frequently by freight trains carrying various cargos between Melbourne and Adelaide, as well as the local products manufactured in the area. The line is also connected to the Intermodal Freight Terminal in Dooen which transports the agricultural commodities from across the region to processing plants and ports such as Portland.

The Horsham Aerodrome is located to the north of Horsham and has two sealed runways equipped with pilot activated lighting and therefore suitable for day and night operations. Regular mail and air ambulance service as well as a flying school operate in and out of Horsham Aerodrome on a daily basis

The Economy

The total number of businesses in the municipality in 2016 was 2,154 with over 30% of these related to the agricultural industry ⁽¹⁾. The next largest number of business in the Shire are construction, rental and real estate services, retail trade, finance and insurance services. Rural City of Horsham results for most measures of social capital are higher than the state measures and the unemployment rate is lower than average at 4.7% ⁽²⁾.

Tourism

The heritage Wimmera River and a network of recreational lakes traverse and lie throughout the municipality providing relaxing and recreational areas for both locals and visiting tourists. Even though the Grampians National Park is not within the boundary of the municipality, Horsham provides the largest centre for visitors to stay or purchase supplies and is the entry point for many visitors. Horsham Rural City is the centre of the Wimmera providing numerous festival and cultural events, functions and conventions throughout the year. The Wartook Valley and the township Dadswells Bridge provide accommodation and associated industries for visitors of the Grampians. A large seasonal increase in population occurs in the region especially in the spring and summer periods. Another major attraction in the region is the Giant Koala at Dadswells Bridge on the Western Highway, a popular stop for passers-by.

Natimuk is home to the magnificent Mount Arapiles, known as a world-famous rock climbing destination, certainly one of the best in Australia. The rock formation is home to many quality climbing routes and attracts numerous tourists both national and international year round keeping the population constant but transient.

The Wimmera Machinery Fields Days are an iconic three day event held each year at the purpose built Wimmera Events Centre at Longerenong. The Field Days is a showcase of the latest developments in farming practice, machinery, equipment, technology and services and has grown into country Australia's largest agricultural events.

History of Emergencies

Fires

Due to the patchwork nature of public and private land across the municipality most fires, regardless of ignition, will impact on both tenures. Some of the major bushfires across the region are depicted below. A full list of all fires including structure fires is included in the Rural City of Horsham Municipal Fire Management Plan.

Year	Location	Size [ha]	Ignition Source
Jan 2015	Rocklands – Rees Rd	4700	Lightning
Jan 2014	Northern Grampians Complex	55000	Lightning
Jan 2010	Roses Gap	1715	Lightning
Feb 2009	Remlaw – Horsham	1782	Power Pole
Jan 2006	Mt Lubra - Grampians	140000	Lightning
Dec 2007	Little Desert	15000	Lightning
2005	Fulham	10000	Campfire Escape
2002	Dock Lake – Highway	100	Vehicle/Fairy Grass
2000	Laharum	1400	Burn Off
1999	Mt Difficult	6500	Lightning
1994	Telangatuk	1500	Burn Off
1991	Jilpanger	500	Lightning

Table 3 Major Fire Summary

Floods

Flood events from the Wimmera River and smaller tributaries have been a regular feature of the history of Horsham, with large floods occurring most recently in 2010 and 2011. Large floods throughout the Horsham Rural City municipality area generally occur as a result of moderate to heavy rainfall after a prolonged period of general rainfall.

Pest Plague

Late in 2010 and early in 2011 a plague of locusts ravaged the state of Victoria impacting greatly on the agricultural industry of the municipality. The occurrence of high summer and autumn rainfall provided an ideal environment for extensive breeding and egg-laying. The Australian plague locust is a native Australian insect and is a significant agricultural pest. In recent years, crops in the Wimmera have also been affected by mouse plagues. In 2010, 2011 and

2014 particularly, numerous regions across Victoria, South Australia and Western Australia were subject to mouse plagues.

Future Implications for Emergency Management

Future vulnerabilities will include larger landholdings managed by consortiums and serviced by contractors leading to declining populations across the shire. This demographic combined with an ageing population has seen previously robust rural communities replaced by smaller, older more vulnerable communities isolated from services. The shift in population may reduce emergency services volunteer capacity and resources potentially leading to delayed suppression activities in rural areas reducing brigade capacity and resources.

Changes in farming practices have led to increased fuel content being left on ground throughout the year potentially increasing fire spread due to continuity of fuel load. Hay production is widespread throughout the shire and there is potential for spontaneous combustion in stored product.

An increase in individuals purchasing property for investment purposes has resulted in more absentee land owners. These land owners traditionally have less understanding of fuel and fire management requirements, have little engagement with the community and live externally to the municipality. This limits their capacity and ability to undertake regular fuel management works and participate in local community networks.

As predicted by the State Government climate change projections, an increase in temperature can be expected in the future. This escalation in temperature will potentially increase the likelihood and frequency of heatwaves across the municipality. Increased heatwaves in conjunction with an ageing population could be a cause for concern.

Emergency Risk Management

Risk Assessment

Emergency Risk Management is a systematic process that produces a range of measures that contribute to community and environmental wellbeing.

‘Unexpected’ emergencies can affect the community differently as they generally happen without warning or predictability. These may include transport accidents, flash floods, terrorism and structure fires. Due to the ‘unexpected factor’ of these events, it is difficult to plan all suitable counter measures at the municipal level.

The Horsham Rural City MEMPC recognizes it has a key role in prevention and mitigation activities to reduce the risk or minimize the effects of emergencies that may occur in the Horsham Rural City municipality.

To ensure an effective response to such events, the risk management approach considers the most likely aspects and consequences of all types of potential hazards, which is incorporated into all levels of municipal emergency planning. This is further supported by the emergency risk management planning adopted at the State Level, as detailed in [Part 2 of the Emergency Management Manual Victoria \(EMMV\)](#).

The risk management approach provides the MEMPC with a framework for considering and improving the safety and resilience of their community from hazards and emergencies. It aims to identify the likely impacts of a range of emergency scenarios upon community assets, values and functions.

The assessment helps users to identify and describe hazards and assess impacts and consequences based upon the vulnerability or exposure of the community or its functions. The outputs of the assessment process can be used to inform emergency management planning, introduce risk action plans and ensure that communities are aware of and better informed about hazards and the associated emergency risks that may affect them.

Horsham Rural City MEMPC regularly undertakes risk assessment programs based on the Australian/New Zealand Standard AS/NZS 31000 and the National Emergency Risk Assessment Guidelines (NERAG) Handbook 10, 2nd Edition 2015. Full risk assessments have been undertaken in 1997, 2008, 2012 and 2015.

Horsham Rural City Risk Register

Through the risk assessment process, the following hazards were identified that impact significantly on the Horsham Rural City community:

Risk	Risk
Flood	Extreme Temperature - Heatwave
Drought	Transport Accident - Road
Bushfire	Fire - Residential
Service Disruption - Electricity	Hazardous Material - Release in Transport
Service Disruption - Communications	Falls

Table 4 Major Hazards Impacting Horsham Rural City Municipality

A comprehensive risk profile worksheet has been developed for each of the above listed risks. This worksheet identifies the hazards, the risks, and treatment options. The Risk Register is reviewed at each MEMPC meeting to ensure that it is current. The Risk Assessment worksheets are recorded in "Crisisworks".

Planning Arrangements

Multi Agency Approach

Multi agency collaboration is paramount to good municipal emergency management planning and implementation. Emergency services and recovery agencies work together at the municipal level to Plan, Prepare, Respond and Recover for all emergencies, taking a broad risk approach.

Control agencies responsible for each risk area will involve other agencies (including local government) in a support capacity.

These relationships work because of:-

- Annual Exercising
- Trigger points & level of activation
- Communications to stakeholders and the community
- Working together as one culture

[Appendix B: MEMP Agency 24 Hour Contact List](#) contains a list of agency 24 hour contact details for the MEMP. Additional information can be found in the [Emergency Management Manual of Victoria Part 7](#).

Municipal Emergency Response Coordinator (MERC)

The member of Victoria Police appointed as an emergency response coordinator for each municipality is known as a Municipal Emergency Response Coordinator (MERC).

The MERC sits on the Municipal Emergency Planning Committee.

The Officer in Charge at the Warracknabeal Police Station is the delegated MERC for the Horsham Rural City municipality. For the full role description of the MERC refer to the [EMMV \(Part 3\)](#).

Council Emergency Management Functions

The Emergency Management Act 1986 and 2013 and the Local Government Act 1989, identifies that Councils play a role in Victoria's emergency management arrangements and systems.

Councils have emergency management responsibilities as they are the closest level of government to their communities and have access to specialised local knowledge about the environmental and demographic features of the municipality. People will naturally seek help from their local council and emergency management agencies during emergencies and the recovery process.

The Horsham Rural City Council accepts the responsibility for the management of municipal resources and the coordination of community support to counter the effects of an emergency during the response to and

recovery from emergencies. Emergency management responsibilities of Council include:

- provision of emergency relief to the community affected by the emergency during the response phase
- provision of supplementary supply (resources) to lead and relief agencies during response and recovery
- relevant Municipal assistance to agencies during the response to and recovery from emergencies
- secondary impact assessment and post emergency needs assessment of the impact of the emergency
- recovery activities within the municipality, in consultation with Department of Health and Human Services and the Department of Economic Development, Jobs, Transport and Resources
- reviews and debriefs post incident and the development of the corresponding reports to agencies and Government

Council Emergency Management Roles

Horsham Rural City Council maintains a number of emergency management roles to meet its responsibilities and support these arrangements where appropriate and as capacity allows.

It is anticipated that assistance will be required from neighbouring Shires and emergency service agencies to support the Horsham Rural City Council depending on the size of the emergency.

Staff have been appointed to the following roles:

- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Municipal Fire Prevention Officer (MFPO)

Municipal Emergency Resource Officer (MERO)

The Director of Technical Services has been appointed to the position of MERO pursuant to Section 21(1) of the Emergency Management Act 1986. Council has also appointed Deputy MERO's to ensure continuity of service in the absence of the MERO.

Responsibilities of the MERO during the response phase of an emergency include:

- Coordination of municipal resources
- Establish and maintain an effective structure of personnel whereby municipal resources required responding to an emergency can be accessed on a 24 hour basis
- Establish and maintain effective liaison with agencies within or servicing the municipal district

- Ensure procedures and systems are in place to monitor and record all expenditure by the municipality in relation to emergencies

For the full role description of the MERO refer to the [EMMV \(Part 6\)](#)

Municipal Recovery Manager (MRM)

The Manager Community Development has been appointed by Horsham Rural City Council to fulfil the function of the MRM. Council has also appointed Deputy MRM's to ensure continuity of service in the absence of the MRM.

Responsibilities of the MRM include:

- Manage municipal and community resources for community support and recovery
- As part of the Emergency Management Group, liaise with the MERC and MERO on the best use of municipal resources
- Liaise with the Regional Recovery Committee and Department of Health and Human Services
- Establish the Emergency Relief and Recovery Centres, as required
- Liaise, consult and negotiate with recovery agencies and Council on behalf of the affected area and community recovery committees
- Coordinate the accurate dissemination of recovery information to Council's senior managers and the community
- Support the post impact assessment process for the collation and evaluation of information
- Ensure effective management of the Council Emergency Coordination Facility for recover
- Ensure the monitoring and recording of Council's expenditure is undertaken
- Manage the timely and planned withdrawal of recovery services

For the full role description of the MRM refer to the [EMMV \(Part 6\)](#)

Municipal Fire Prevention Officer (MFPO)

The Country Fire Authority Act 1958 requires each council to appoint a MFPO, and any number of assistant MFPOs. The MFPO together with the MFMPC regularly reviews the municipal fire prevention plan and fire planning activities within the municipality.

Under the Act, an MFPO may delegate, by written instrument, to an assistant, any power or duty of the fire protection officer, except the power of delegation.

Emergency Management Liaison Officer (EMLO)

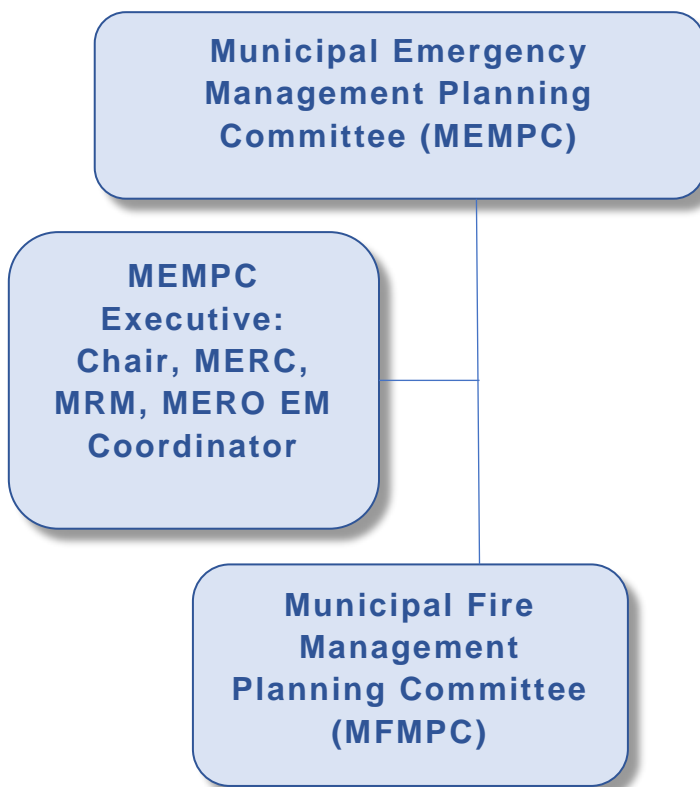
The EMLO is appointed by Council to undertake liaison duties in respect of an emergency event and/or when requested to attend an Incident Control Centre (ICC) established by a Control Agency for an emergency event. Their main role is to provide two way communications between Council and the ICC/Emergency Service Agency. The staff member appointed is required to

have sufficient knowledge and decision making capability to fulfil this role and ensure efficient and effective outcomes in the management of the emergency event.

Municipal Emergency Management Planning Committee (MEMPC)

This Committee is formed pursuant to Section 21(3) and (4) of the Emergency Management Act 1986. Its main purpose is to develop the Municipal Emergency Management Plan (MEMP) for Council's consideration in relation to the prevention, response and recovery arrangements in relation to emergencies that may impact the Horsham Rural City Municipality.

The Terms of Reference for the Committee can be accessed at [Appendix A: Horsham Rural City MEMPC Terms of Reference](#)



It is not the role of the MEMPC to manage emergencies. This is the responsibility of agencies allocated the role due to their expertise and resourcing to manage emergency events as the Control Agency or aspects of them in support of the Control Agency.

The Figure on the left describes the organisational relationship between the MEMPC, MEMPC Executive and Sub-committees.

Figure 2 MEMPC Organisational Relationship

MEMPC Executive Group

The primary function of the Executive Group of the MEMPC Committee is to ensure that the local arrangements between Council and partner agencies remain current and that agencies are aware of their role and responsibilities under these arrangements. The Executive Group also ensures the appropriate debriefs and reviews are undertaken when these arrangements have been activated or tested.

The membership of this sub group of the MEMPC is:

- Horsham Rural City Council representatives (MERO, MRM)
- Victoria Police – Horsham (MERC)

Sub Committees and Working Parties

To assist with the activities of the MEMPC, sub-committees may be established to examine various issues in more detail then report back to the MEMPC. These may include:

- MEMPC Executive Group
- Municipal Fire Emergency Management Planning Committee
- Recovery Sub-committee
- Other sub-committees, as required

Preparedness Arrangements

Preparedness

Preparedness for emergencies includes a range of activities that require the allocation of resources and the support of agencies to ensure a coordinated and well planned approach that delivers required outcomes.

Preparedness takes many forms including planning, training, exercising, resource acquisition and the development and implementation of programs. Whilst much of this work is integrated within the everyday business and activities of Council and agencies, community preparedness is an important component.

Resource Sharing Protocol

Horsham Rural City Council is a signatory to the [Municipal Association of Victoria \(MAV\) Resource Sharing Protocol](#). The Protocol clarifies operational, insurance and reimbursement issues that may arise through municipal resource-sharing arrangements in an emergency.

Mutual Aid and Support

Horsham Rural City Council accepts responsibility for the management of municipal resources and the coordination of community support to counter the effects of an emergency during response and recovery from emergencies. However it is recognised that when Horsham Rural City Council is required to enact any of the functions below, support will be requested from neighbouring & sister shires, state & federal government departments and other agencies to assist in the delivery of those functions appropriate to the event

This includes the management of:

- provision of emergency relief to the affected community during and immediately after the response phase
- provision of appropriate assistance and resources to control and relief agencies during response and recovery
- secondary impact assessment and post emergency needs assessments following the emergency
- financial support arrangements that arise
- recovery activities within the municipality, in consultation with Department of Health and Human Services (DHHS) and the Department of Economic Development, Jobs, Transport and Resources (DEDJTR)
- municipal debriefs, reviews and the development of corresponding reports.

Emergency Relief Centres

An Emergency Relief Centre is a building or a place that has been activated for the provision of essential personal needs for people affected by an emergency. The decision to activate an emergency relief centre (ERC) is based on an Incident Controller's determination, in consultation with the MEMPC Executive Group. For information on Emergency Relief Centres in the Horsham Rural City municipality refer to [Appendix C: Supporting Arrangements and Useful Links](#).

Vulnerable People

Horsham Rural City Council is one of several organisations in the municipality that maintains a Vulnerable Persons Register (VPR) in keeping with the current policy definition and procedures developed by Department of Health and Human Services. Each agency's VPR Coordinator will release information according to the procedure: [Appendix C: Supporting Arrangements and Useful Links](#)

Neighbourhood Safer Places – Bushfire Places of Last Resort (NSP-BPLR)

Neighbourhood Safer Places – Bushfire Places of Last Resort are Council designated buildings or spaces within the community that may afford some protection from bushfires. Neighbourhood Safer Places – Bushfire Places of Last Resort:

- is a place of last resort in bushfire emergencies and are not designed to replace a personal bushfire survival plan
- may assist people when there is imminent threat of bushfire and they have no plan, or their planned options are not possible
- are not locations to relocate to when leaving early. On days when there is advice to leave early people should relocate well away to an area of lower risk either the night before or early in the morning

Neighbourhood Safer Places – Bushfire Places of Last Resort are reviewed annually. Sites are nominated by Council and then assessed by CFA for their suitability.

For more information refer to Horsham Rural City Municipal Fire Management Plan 2017 - 2020 or the Municipal Neighbourhood Safer Places - Places of Last Resort Plan. See: [Appendix C: Supporting Arrangements and Useful Links](#)

The list of Neighbourhood Safer Places- Places of Last Resort, including township maps, for the State of Victoria can be located at www.saferplaces.cfa.vic.gov.au.

Community Information Guides

Community Information Guides - Bushfire (formerly known as Township Protection Plans) are a key source of information for the community and an important tool to emphasise the shared responsibility between the community, fire services and local government. For Horsham Rural City municipality, there are currently the following Community Information Guides developed:

- Dadswells Bridge
- Horsham/Haven
- Natimuk

Community Information Guides are a dynamic document updated annually. For further information refer to www.cfa.vic.gov.au.

Mitigation

Government & non-government organisations, commercial enterprises and community members are all expected to maintain mitigation measures within their own areas of responsibility. For example:

- Private businesses prepare business continuity plans
- Aged care and health facilities have emergency management plans
- Farmers have appropriate fire control measures at harvest
- Fire agencies will conduct strategic controlled burn programs
- Council implements relevant planning, prevention and mitigation measures within its authority, responsibility and policies
- Community members have personal emergency plans
- Organisations and individuals have appropriate levels of insurance

Hazard Specific Sub Plans

Treatment plans are developed at municipal and agency level to mitigate the risk of hazards that impact the municipality. The hazards and the associated risks are recorded in the Risk Register.

Where the risk is of sufficient magnitude, hazard specific sub plans are developed, which may contain mitigation arrangements. Other sub-plans and arrangements may be developed that:

- manage specific hazards of a technical nature such as biosecurity risks or pandemic
- support Control Agencies and their arrangements e.g. Resource Support Arrangements
- contribute to the overall management of an emergency e.g. Emergency Animal Welfare Support Sub-plan

These plans can be found in [Appendix C: Supporting Arrangements and Useful Links](#).

Response Arrangements

Introduction

Emergency response focuses on organising, coordinating and directing available resources to respond to emergencies and the provision of rescue and immediate relief services for people affected by emergencies. This includes the provision for requests for physical assistance from regional, state and commonwealth levels of government when municipal resources are exhausted.

The following section outlines the arrangements in place for the activation and implementation of response activities for emergency events impacting on the Horsham Rural City municipality, including regional collaborative arrangements to facilitate effective response to emergency events that impact on an area larger than the municipality.

Strategic Control Priorities

EMV provide key strategic priorities for the State Controller, Regional Controllers and Incident Controllers to consider during the management of any complex emergency. The intent is to minimise the impacts of emergencies and enable affected communities to focus on their recovery.

The priorities include:

- 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 support 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

Event Categorisation

Emergency events are categorised using three parameters:

- Operational Tier

- Class of Emergency
- Classification

Operational Tier

The operational tier defines the level of management required for the emergency event:

- Incident - managed at the local level by the Control Agency
- Regional – managed at the regional level by the Control Agency
- State Incident – managed at State level by EMV

Emergency events are managed at the appropriate operational tier until the event may require escalation to a higher level.

Classes of Emergency

Classes of emergency as defined *the Emergency Management Act, 2013*, relate to the type of emergency and are defined below:

Class	Definition
Class 1 emergency	(a) a major fire; or (b) any other major emergency for which the Metropolitan Fire and Emergency Services Board, the Country Fire Authority or the Victoria State Emergency Service Authority is the control agency under the State Emergency Response Plan. (Emergency Management Act 2013 section 3)
Class 2 emergency	A major emergency which is not— (a) a Class 1 emergency; or (b) a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; or (c) a hi-jack, siege or riot. (Emergency Management Act 2013 section 3)
Class 3 emergency	A Class 3 emergency means a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth, or a hi-jack, siege or riot. Class 3 emergencies may also be referred to as security emergencies.

Table 5 Classes of Victorian Emergencies

Classification of Emergencies

There are three classifications of emergency response:

- **Level One – Small Scale Emergency (less than 24 hour impact)**

Level one incident normally requires the use of local or initial response resources.

- **Level Two – Medium Scale Emergency (more than 24 hours)**

A level 2 incident is more complex in size, resources or risk than Level One. It is characterised by the need for:

- deployment of resources beyond initial response
- sectorisation of the emergency
- the establishment of functional sections due to the levels of complexity or
- a combination of the above

The Incident Control Centre (ICC) may be activated to coordinate the multi-agency response to the event. The Incident Controller will establish an Emergency Management Team as required.

- **Level Three – Large Scale Emergency (multiple days impact)**

A level 3 incident is a large scale emergency and is characterised by the levels of complexity that will require the activation and establishment of an ICC. This level of emergency will require forward planning as the emergency continues and will specifically require recovery planning during the early stages of the response phase of the emergency.

Phases of Activation

Response arrangements should be implemented at the earliest possible opportunity if the consequences of emergencies are to be minimised. The phases of activation are:

Alert

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

- Warning for key personnel.
- Testing of communications arrangements.
- Establish the flow of information between Municipality and Control/Support Agencies.
- Staff ready to deploy if required to respective Emergency Centres.
- Muster resources and prepare equipment and personnel for immediate action.
- Identify assembly areas.

Action

This is the operational phase of the emergency when control and support agencies are committed to contain or control the emergency. Some operations may necessitate moving to the "Action phase" immediately without the "Alert" phase being implemented. For this reason, it is mandatory that all

organisations having a role in this Plan be in a state of preparedness at all times.

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

- Mobilise personnel/equipment as requested.
- Produce situation reports on regular basis for higher authorities.
- Deploy additional resources as required.
- Ensure Casual Emergency Workers are registered.

Stand Down

Once "Alert" or "Action" has been implemented, the MERC must declare a "Stand Down". The MERC will advise all participating agencies of 'Stand Down', after consultation with the Control Authority and any other relevant agency, and when satisfied that the response to the emergency has been completed.

Incident Control Centre (ICC)

Incident management and control will be set up and activated by the controlling agency at a pre-determined Incident Control Centre (ICC). In some cases it may be initially set up from a police station or pre-determined municipal facility.

An Emergency Management Team (EMT) communicates through the Incident Control Centre (ICC) when an alert is issued. The team comprises the MERC, Control Agencies and the MERO. Its role and function is to assess agency readiness, which includes their capacity for deployment, and determine the extent of resources available locally.

The Incident Control Centre (ICC) operates by using the Australasian Interservice Incident Management System (AIIMS). AIIMS provides a management system that facilitates the coordination of all activities, by all parties involved, in the resolution of any emergency. The nearest ICC (Level 3) for Horsham Rural City municipality is located in Horsham at the offices of the Department of Economic Development, Jobs, Transport and Resources (DEDJTR), also referred to as Grains Innovation Park.

The main ICC is located in Horsham but other ICCs may be established that impact the Horsham Rural City municipality such as Mildura in the north or Heywood in the south. The address details are

1. Horsham ICC: Grains Innovation Park, 110 Natimuk Rd, Horsham
2. Mildura ICC: 308-390 Koolong Ave Irymple 3498
3. Heywood ICC: 12 Murray Street, Heywood 3304

Note: The ICC is not open to the public.

Council Emergency Management Coordination

Coordination of emergency management is generally undertaken by the Control agency within an Incident Control Centre.

There may be instances where the Horsham Rural City MEMPC Executive Group (MERC, MERO and MRM) perform a leadership role in municipal coordination, and provide a link between the Incident Control Centre (ICC) and Horsham Rural City Council to ensure that requests for resources and any other related requirements can be addressed.

Considerations for the MEMPC Executive to establish Council emergency management coordination or a coordination facility may include:

- members of the community are displaced by the emergency
- the ICC is established at a distance from the MEMPC Executive
- there is a need to coordinate the provision of emergency relief to the affected community
- there is a need to support the control agency in the provision, collation and dissemination of community information
- there is significant need for community recovery services

The Council Emergency Coordination Facility is located at Horsham Rural City Council, 18 Roberts Ave, Horsham.

Council's Role in Response Activities

Whilst not an exhaustive list the EMMV (Part 7) sets out that most of the activities below are carried out by councils in close conjunction with, or with direct support by, Government departments and agencies.

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

Command, Control and Coordination

The State Emergency Response Plan (Part 3 EMMV) bases its emergency response arrangement on the emergency management functions of control, command and coordination.

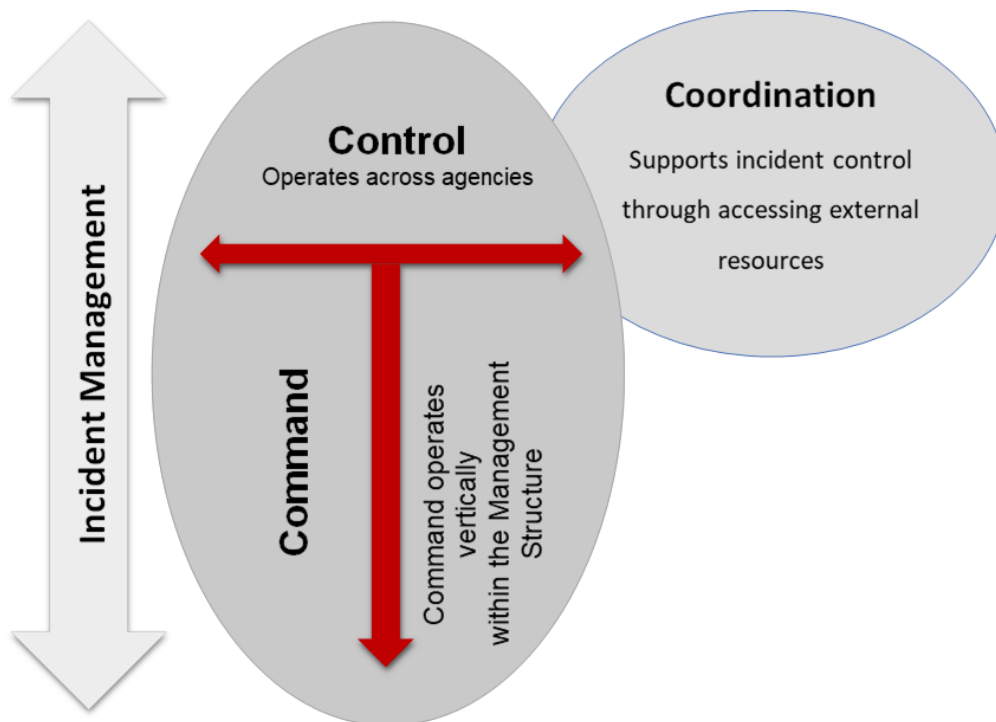


Figure 3: Command, Control & Coordination Relationship

Command

Command relates to the internal direction of personnel and resources of an agency, operating vertically within the agency. The term 'chain of command' refers to the organisational hierarchy of an agency. It is the identifiable line up and down the hierarchy from any individual to and from their supervisor and subordinates. The chain of command identifies personnel or positions with accountability.

Control

Control relates to the overall direction of response activities in an emergency, operating horizontally across agencies. A single agency must be appointed as the control agency at each emergency.

During the course of the emergency response the control agency may change depending upon the circumstances. Handover of control must be made to the appropriate agency representative, be formal in nature and the details of the handover must be noted. If it is unclear which agency will be in control at any incident the responding agencies should determine the control agency by agreement. In the absence of an agreement the Emergency Response Coordinator will determine the control agency.

A Controller is responsible for providing direction to all agencies deployed in an emergency response.

Control and Support Agencies

[Part 7 of the Emergency Management Manual of Victoria \(EMMV\)](#) sets out control agencies and key support agencies for response.

A support agency is an agency that provides essential services, personnel or material to support or assist a control agency.

Coordination

Coordination relates to the bringing together of agencies and resources to ensure effective response to and recovery from emergencies

The main functions of emergency response coordination are to:

- ensure effective control has been established and maintained , and
- the systematic acquisition and allocation of resources in accordance with the requirements imposed by emergencies.

Emergency response coordination operates throughout the management of response and recovery activities. Victoria Police is the co-ordination agency for response and the Department of Health and Human Services (under delegation from EMV) is the co-ordination agency for recovery.

Coordination of emergency events is undertaken in a collaborative manner between response agencies, municipalities, relief and recovery agencies and not-for-profit/volunteer organisations. Depending on the scale of the emergency, a Municipal Emergency Coordination facility and/or a Regional Incident Control Centre (RCC/ICC) will be activated to coordinate the response, relief and early recovery requirements of an emergency event.

Consequences

Each emergency is unique and response by agencies and organisations must be undertaken on an understanding of the consequences of the emergency on the affected community. Consequences of emergencies on communities can include:

- Physical health - illness
- Mental health – stress, anxiety and depression, anger, grief
- Family and relationships – family violence, impacts on children
- Disruption to community networks

Mental health impacts may include an increase in problematic alcohol and drug use, violence and abuse. People with pre-existing mental health issues may experience new or increased symptoms or possible relapses. There may also be an increased risk of violence against women occurring in the aftermath of an emergency, and the issues associated with this risk.

Effective consequence management involves the ongoing assessment and management of the potential or actual effect of the emergency on communities. The safety of community members is the primary consideration in consequence management.

Under section 45 of the Emergency Management Act (2013), the Emergency Management Commissioner (EMC) is responsible for consequence management for major emergencies.

Communications

Public Information

Releasing public information about the emergency response is authorised by the Incident Controller or their nominated representative prior to dissemination. Any information released by the municipality in relation to response activities must be approved by the control agency or police media liaison. General information to be released by the municipality must be authorised by the MERO or Chief Executive Officer.

It is important to ensure that communication of information to the public is maintained at an optimum level for specific circumstances where community action is necessary. This is primarily to protect lives and also for the protection of property and the environment. Warning arrangements are set out in the Victorian Warning Protocol available at Emergency Management Victoria on: <https://www.emv.vic.gov.au/responsibilities/victorias-warning-system/victorian-warning-protocol>

Seasonal alerts

Control and support agencies release seasonal alerts and deliver educational programs for the purpose of reducing the community's vulnerability and increase its capacity for resilience and self-reliance. These agencies are members of the MEMPC.

Emergency Warning Systems

Emergency warning systems have been established to warn individuals and communities in the event of a major emergency. Although these systems aim to improve the ability to warn communities about emergencies, individuals and communities still need to prepare themselves in case of an emergency.

The Control Agency has the responsibility to issue warnings to the potential affected communities and other agencies. Where this is not practicable, the Incident Controller must notify the Regional Emergency Response Coordinator (Victoria Police), who in turn will facilitate the issue of warnings.

The Standard Emergency Warning Signal (SEWS) is an electronic warning signal to be used in assisting the delivery of public warnings and messages for major emergencies to:

- Alert listeners/viewers of radio/television that an official emergency announcement is about to be made concerning an actual or potential emergency which has the potential to affect them
- Alert the community at large via a public address system that an official emergency announcement is about to be broadcast
- Responsibility for issuing SEWS lies with the Incident Controller

Further information regarding SEWS can be read in the [EMMV Part 8 Appendix 14](#).

Agency Communications

All agencies having a role in this plan are responsible for the provision of their own communications systems during emergencies. The Emergency Management Manual Victoria identifies Victoria Police as providing support for agencies for communications. Their role is to identify and coordinate all available alternative communications providers for activation when required. Any agency not possessing a communications network but requiring communications during an emergency will put their request to the MERC who will arrange for the request to be actioned.

The Telstra network is the initial and primary means of communication, when available, during emergencies. It should be utilised to capacity where possible.

Telephone Communications

When available, during emergencies, the Telstra network is the primary means of communication. It should be utilised to capacity where possible. When identifying locations for use as a Municipal Emergency Coordination facility, Emergency Relief Centres and Assembly Areas, consideration should be given to the communications facilities already in place at that location.

Additional telephones can be provided by Telstra, upon request from the Control Agency Incident Controller. All costs related to such installations are the responsibility of the requesting Organisation.

Community Connections

Resilient communities have high levels of networks and structures that facilitate collaboration, communication, sharing, learning and the provision of support to individuals and families. Connected communities actively engage and share local knowledge, allowing emergency management processes to be more effective. Relationships are in place to allow access to a wide support network within the community. This means the community can work in partnership with emergency services, their local authorities and relevant organisations before, during and after emergencies. For information on community connections in Horsham Rural City refer to [Appendix E: Community Connections](#).

Shelter Options

Shelter options for people relocated or evacuated as a result of an emergency are listed in the Wimmera Integrated Emergency Relief and Recovery Sub-plan.

Impact Assessment

Impact assessment is conducted in the aftermath of an emergency to assess the impact to the community and inform government of immediate and longer-term recovery needs.

There are three stages to impact assessment:

- Initial impact assessment (IIA)
- Secondary impact assessment (SIA)
- Post emergency needs assessment (PENA)

EMV provide [Impact Assessment Guidelines for Class 1 Emergencies.](#)

Loss and damage coordination	Impact Area
State Emergency Service	IIA loss and damage report
Country Fire Authority	IIA loss and damage report
Council	SIA and PENA where the impact is within an urban or industrial area
Department of Health and Human Services	SIA and PENA where there is loss of primary residence
Department of Economic Development, Jobs, Transport and Resources	SIA and PENA where the impact is upon farming enterprises
Department of Environment, Land, Water and Planning	SIA and PENA where the impact is upon public land

Table 6 Post Impact Assessment Coordination

Resource Support Arrangements

Control and support agencies respond to emergencies according to the plans and arrangements for managing the specific emergency. These plans may include a SERP sub-plan for the specific form of emergency. Where additional resources are required, the incident controller should:

- Seek response agency resources directly through the response agency commanders or as explained in the relevant SERP sub-plan
- Seek supplementary resources, other than those of the responding agencies, through the IERC or MERC, or as explained in the relevant SERP sub-plan
- Seek relief or recovery resources through the MERO, ensuring the IERC or MERC is aware of the request.

Additional information on the process for sourcing resources can be found in the [EMMV Part 3 State Emergency Response Plan](#).

Payment Responsibilities

Where an agency's expenditure is in order to fulfil its own responsibilities, that agency is responsible for the costs, including services and resources sourced from others.

An agency cannot transfer its responsibility for the cost of undertaking its roles/responsibilities if the activity is in compliance with the direction or request of a response controller from another agency.

When a control agency requests services and supplies (for example catering) on behalf of a number of supporting agencies, the control agency will be responsible for costs incurred.

Municipal councils are responsible for the cost of emergency relief measures provided to emergency-affected people.

Financial arrangements for paying for resources are detailed in the [EMMV Part 8 Appendix 1 Financial Arrangements](#).

Emergency Relief Arrangements

Emergency Relief is a response requirement and is the provision of essential life support needs to the community and persons affected by an emergency.

The Wimmera Integrated Emergency Relief and Recovery Sub-Plan identify the roles and responsibilities of the various organisations and agencies that exist in the municipality in relief and recovery. It identifies the longer term aspects of recovery for communities and the organisations and agencies that provide services.

Emergency Relief Centres have been identified and documented in the appropriate arrangements: [Appendix C: Supporting Arrangements and Useful Links](#).

The Wimmera Integrated Emergency Relief and Recovery Sub-plan outline the Support Arrangements coordinated by Horsham Rural City Council at the local level. At a state and regional level, Emergency Relief is the responsibility of DHHS.

Emergency Relief Management - If Emergency Relief is required, the request is made through the MERC or the MERO, ensuring the MERC is aware of the request. The MERO will contact the MRM, who will activate the required functional services.

For further information about emergency relief see Wimmera Integrated Emergency Relief and Recovery Sub plan.

Medical and Health Arrangements

Implementation of the medical arrangements will be automatic where people require medical assistance. This automatic response will be performed by Ambulance Victoria (AV) and hospitals within the municipality. The scale and nature of an emergency will dictate the medical and health.

Medical responsibilities are listed in the current [State Health Emergency Response Plan \(SHERP\)](#).

Debriefing arrangements

Post emergency debriefs are undertaken as soon as is practicable after an emergency by each agency. Post incident reports should be documented as appropriate and circulated to relevant agencies.

It is the responsibility of the MERC to ensure a multi-agency debrief is conducted.

Following any debrief, the MEMPC should consider any feedback relating to the MEMP and sub-plans.

Transition Response to Recovery

Recovery operations begin at the same time as an emergency occurs. At a point in the scaling down of response operations a transition from response to recovery will occur between the control agency, the Horsham Rural City Council and other recovery stakeholders.

Transition

Transition is the process of transferring from the response phase to the recovery phase. Recovery operations will commence as soon as possible after the onset of the emergency event and will be progressed alongside the response and relief activities while the incident is still under the management of the Incident Controller from the lead response agency. The timing of transition will depend on:

- whether there is a recurring threat
- the extent of impact on the communities
- the extent of known loss and damage
- the level of resources needed for recovery

Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. Coordination responsibility is passed to the DHHS as the recovery coordination agency at the state and regional level, while local government (through the MRM) has management responsibility at the municipal level.

Where it appears to the MERC after consultation with the relevant agencies that response and relief activities are nearing completion, they will convene a meeting with the control agency, MRM and Regional Recovery Coordinator (DHHS) to establish whether:

- the emergency response has or will soon be concluded
- the immediate care and needs of the affected persons are being managed
- the relevant agencies are ready to start or continue providing and/or managing recovery services
- the Incident Controller has supplied a current handover document
- sufficient damage/impact information has been passed to enable detailed planning for recovery activities

If agreement is reached at that meeting to terminate response activities, the MERC will advise all agencies of the time at which response terminates. This process recognises the shift from relief to recovery operations. It is important that the transfer of coordination responsibility from the MERC to MERO or MRM be appropriately negotiated, documented and communicated to all relevant agencies.

The [Agreement for Transition of Coordination Arrangements from Response to Recovery](#) is a formal agreement to assist emergency management agencies involved in response and recovery to achieve a seamless transition of information, resources, management and coordination of activities. The scope of the transition agreement arrangements includes:

- Authorisation arrangements.
- Coordination and management arrangements.
- Transition activities and tasks to ensure continuity of essential community support.
- Information and communication arrangements.

Termination of Response Activities and hand over of Goods/Facilities

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

Payment for goods and services used in the Recovery process is the responsibility of the MRM.

If the emergency is of significant size which has resulted in the Department of Health and Human Services (DHHS) being actively involved, then the DHHS Regional Coordinator will consult with the MERO and the MRM on the timing and process of response stand down.

Recovery

The Wimmera Integrated Emergency Relief and Recovery Sub-plan (hereafter referred to as the WIERR Sub plan) sit within the broader structure of the Horsham Rural City Municipal Emergency Management Planning framework. It outlines the commitments of various organisations involved in recovery management in the Horsham Rural City. It enables effective and coordinated management of the recovery process in the event of an emergency. The plan facilitates the recovery of affected persons, communities and infrastructure as quickly and practicably as possible. The emergency recovery arrangements apply to all emergencies as defined by the Emergency Management Act (1986) and the Emergency Management Act (2013) that have an impact on the community.

Refer to the Wimmera Integrated Emergency Relief and Recovery Sub-plan for full details on Recovery Arrangements.

Appendices

Appendix A: Horsham Rural City MEMPC Terms of Reference

Authority

The Horsham Rural City Municipal Emergency Management Planning Committee (MEMPC) is formed pursuant to Part 4 Section 21 of the Emergency Management Act 1986

Guidance is provided by:

[Emergency Management Manual Victoria Part 6: Municipal Emergency Management Planning Arrangements – Guidelines for Committees](#)

Responsible Officer

Municipal Emergency Resource Officer (MERO)

Purpose

The Committee's purpose is to facilitate a multi-agency forum to provide information and advice to assist with emergency management planning in the Horsham Rural City municipality.

Role of the Committee

The MEMPC has a planning and review role in relation to emergency management within the municipality.

Objectives

- Prepare and maintain a Municipal Emergency Management Plan (MEMP), (subject to Audit by the Director of Victoria State Emergency Service every three years)
- Contribute to the continuous improvement of the Horsham Rural City Municipal Emergency Management Plan (MEMP) through monitoring, review and development
- Identify and evaluate Hazards that may impact the municipality
- Identify evaluate and treat subsequent risks from identified Hazards that could impact the community
- Build relationships across member agencies and industries within the municipality
- Participate in functional sub-committees and working groups to plan for specific emergencies, address issues, and develop and implement plans and projects
- Contribute to testing components of the MEMP through the development and participation in emergency exercises
- Fulfil statutory obligations for HRCC and member agencies.

Scope

The Horsham Rural City MEMPC is a multi-agency committee for the Horsham Rural City municipality. Its scope is to develop, implement and maintain a Municipal Emergency Management Plan, sub-plans and arrangements appropriate to the risk profile of the municipality and review emergency incidents that occur in or are relevant to the municipality.

Membership

Core Membership:

The MEMPC membership comprises but is not limited by:

- Chair – HRCC Councillor or Committee nominated person
- Municipal Emergency Response Coordinator (MERC) Victoria Police
- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Municipal Fire Prevention Officer (MFPO)
- Victoria State Emergency Services Representative (VicSES)
- CFA Operations Officer from District 17
- Department of Environment, Land Water and Planning (DELWP)
- Department of Economic Development, Jobs, Transport and Resources (DEDJTR)
- Ambulance Victoria (AV)
- VicRoads
- Australian Red Cross (ARC)
- Department of Health and Human Services (DHHS)
- West Wimmera Health Service (WWHS)

Co-opted Membership:

In addition to this standing membership the MEMPC welcomes attendance of the following organisations at meetings where required to address specific risks or issues. At other times reports are submitted for each meeting:

- GWM Water
- Wimmera Catchment Management Authority (WCMA)
- VicTrack
- Australian Rail Track Corporation (ARTC)
- PowerCor
- Wimmera Uniting Care
- Wimmera Health Care Group
- Parks Victoria

Horsham Rural City MEMPC Executive Group membership includes:

- Municipal Emergency Resource Officer (MERO) - HRCC
- Municipal Emergency Response Coordinator (MERC) – VicPol
- Municipal Recovery Manager (MRM) – HRCC
- In the absence of any of the above their nominated proxy

The member agencies nominate one person as the primary representative & one proxy to represent the primary in their absence. All other attendance is by invitation only.

The agencies listed above will provide representation at the appropriate level to enable decisions and commitment to be made on behalf of their agencies. The MEMPC may appoint new members, convene sub-committees or working Groups as required.

Quorum

Quorum for meetings requires the attendance of at least 50% of the core members.

Schedule of Meetings

The MEMPC will meet three times per year, following major emergencies involving the municipality or as required. Meetings will follow an agenda and be minuted.

Sub-committee's and Working Groups

The MEMPC may set up sub-committees as required to investigate and report on specific issues. Two standing sub-committees are:

- Municipal Fire Management Planning Committee (MFMPC)
- Municipal Recovery Planning Committee (MRPC)

Reporting

The MEMPC is required to submit a report (or Minutes) on its meeting to the next available Council meeting. The MERO is responsible for facilitating this process.

A sub-committee set up by the MEMPC is required to report on its meetings to the next available MEMPC meeting.

The MEMPC Minutes or Report is to be forwarded to the Grampians Regional Emergency Management Planning Committee (GREMPC) for their information by the MERO

The reporting may be in the form of either:

- Copy of the Minutes & associated documents
- Summary report

Administration

Administrative support to the MEMPC including the development, maintenance and amendments to the MEMP, will be coordinated by the MERO and supported by the agency membership as required

Review of Terms of Reference

The Terms of Reference are reviewed annually.

Appendix B: MEMP Agency 24 Hour Contact List

Agency	Hours	Business Phone / Email
Horsham Rural City Council	24/7	03 5382 9777
Ambulance Victoria	7am-8pm	Horsham 03 5381 1773
	24/7	Horsham Team Manager 0429 178 961
	24/7	Group Manager Wimmera District wimmera.groupmanager@ambulance.vic.gov.au
	24/7	Grampians Regional Health Commander 03 5229 8890
Australian Red Cross	24/7	1800 232 969
Country Fire Authority (CFA)	24/7	District 17 Horsham 03 5362 1700 admin.d17@cfa.vic.gov.au
	24/7	District 18 Swan Hill 1800 820 118 admin.d18@cfa.vic.gov.au
	24/7	District 16 Ararat 03 5352 5516 admin.d16@cfa.vic.gov.au
Department of Education & Training (DET)	BH	Ballarat 03 5337 8444
	24/7	Security Services Unit – emergency notifications 03 9589 6266
	Regional Emergency Management Coordinators	
	24/7	- Restricted -
	24/7	- Restricted -

Agency	Hours	Business Phone / Email
Department of Health & Human Services (DHHS)	BH	Horsham 03 5333 6034
	24/7	Regional Emergency Management 1800 238 414
	24/7	Regional Environmental Health Officer <i>- Restricted -</i>
Department of Economic Development, Jobs, Transport & Resources (DEDJTR)	BH	03 5362 2111 Rural Recovery Officer
	24/7	1800 675 888 Statewide
	24/7	136 186 Emergency
	BH	03 5336 6626 Regional Agency Commander
Department of Environment, Land, Water & Planning (DELWP)	BH	03 5362 2111
	24/7	03 5362 0720
GWMWater	24/7	1300 659 961
Parks Victoria	24/7	13 19 63
Powercor	24/7	1300 653 598
St Johns Ambulance	24/7	1300 360 455
Victoria State Emergency Services (VICSES)	BH	03 9256 9800 Horsham Regional Office
	24/7	1800 609 511 Regional Duty Officer
VicRoads	24/7	13 11 70
Vic. Police: Municipal Emergency Response Coordinator (MERC)	24/7	0427 146 945
Vic. Police: State Police Liaison Officer	24/7	0419 776 972
Vic Police: Regional Emergency Response Coordinator	24/7	0427 146 945
West Wimmera Health Service	24/7	03 5391 4222

Agency	Hours	Business Phone / Email
Wimmera Catchment Management Authority (CMA)	BH	03 5382 1544
Wimmera Health Care Group	24/7	03 5381 9111
Wimmera Uniting Care	BH	03 5362 4000
	AH	0439 293 974

Table 7 MEMP Agency 24 Hour Contact List

Appendix C: Supporting Arrangements and Useful Links

The following is a list of supporting plans, arrangements, documents and useful links that support the implementation of the MEMP and local emergency management arrangements across the municipality.

Useful Links	
VicEmergency website	http://emergency.vic.gov.au/respond/
Horsham Rural City Community Map	www.horsham.pozi.com
Agreement for transition of coordination arrangements from response to recovery	http://files.em.vic.gov.au/IMT-Toolbox/Post/FR/TransitionToRecovery-Template.doc

Table 8 Useful Links

MEMPC Sub-plans and other Agency Plans	
HRCC Relief and Recovery Sub-plan	Not yet finalised
Municipal Fire Management Plan	http://www.hrcc.vic.gov.au/documents
Flood Response Plan *	https://hrcc.crisisworks.com/register/item/view/id/10441
Emergency Animal Welfare Support Plan *	https://hrcc.crisisworks.com/register/item/view/id/10512
Influenza Pandemic Plan *	https://hrcc.crisisworks.com/register/item/view/id/10495
Heatwave Plan	http://www.hrcc.vic.gov.au/documents
Risk Register *	https://hrcc.crisisworks.com/register/item/view/id/11766

Table 9 MEMPC Sub-plans and other Agency Plans

* Please note that some plans are maintained in Crisisworks, which is a restricted application. Please contact the MERO if you require access to Crisisworks.

Horsham Rural City Council Emergency Management Documents	
Contact Directory *	https://hrcc.crisisworks.com/register/item/view/id/10561
Municipal Impact Assessment Handbook *	https://hrcc.crisisworks.com/register/item/view/id/10496
Emergency Relief Centre Manual *	https://hrcc.crisisworks.com/register/item/view/id/10493
Recovery Centre Manual *	https://hrcc.crisisworks.com/register/item/view/id/10494
Vulnerable Persons	http://www.dhs.vic.gov.au/facs/bdb/fmu/service-agreement/4.departmental-policies-procedures-and-initiatives/4.18-vulnerable-people-in-emergencies
Vulnerable Facilities *	https://hrcc.crisisworks.com/register/item/view/id/11733
HRCC Emergency Management Team (Internal Use) *	https://hrcc.crisisworks.com/register/item/view/id/10576
Volunteers Registration Form *	
Plant & Machinery Resource List	Maintained by HRCC Depot - available from MERO on request
Psychosocial Support Coordination MOU with DHHS *	https://hrcc.crisisworks.com/register/item/view/id/11767
Resource sharing MOU (MAV)	http://www.mav.asn.au/policy-services/emergency-management/Pages/resource-sharing-protocol.aspx
Horsham Rural City Council Health and Well-being Plan	http://www.hrcc.vic.gov.au/public-health/public-health-and-wellbeing-plan

Table 10 Horsham Rural City Council Emergency Management Documents

* Please note that some documents are maintained in Crisisworks, which is a restricted application. Please contact the MERO if you require access to Crisisworks.

Neighbouring Municipal Emergency Management Plans	
Hindmarsh Shire	www.hindmarsh.vic.gov.au/emergency
West Wimmera Shire	www.westwimmera.vic.gov.au/Residents/Emergency-Documents
Yarriambiack Shire	www.yarriambiack.vic.gov.au/emergency/documents/
Northern Grampians Shire	www.ngshire.vic.gov.au/Emergency-Management
Southern Grampians Shire	www.sthgrampians.vic.gov.au/Page/Page.aspx?Page_Id=2548

Table 11 Neighbouring Municipal Emergency Management Plans

State Legislation and Plans	
Emergency Management Act 1986	www.legislation.vic.gov.au
Emergency Management Act 2013	www.legislation.vic.gov.au
Emergency Management Manual Victoria (EMMV)	www.emv.vic.gov.au/policies/emmv
<ul style="list-style-type: none"> • Part 1: Emergency Management in Victoria • Part 2: Emergency Risk Management and Mitigation in Victoria • Part 3: State Emergency Response Plan • Part 4: State Emergency Relief and Recovery Plan • Part 5: State and Regional Emergency Management Committees • Part 6: Municipal Emergency Management Planning Arrangements: Guidelines for Committees • Part 6A: Guidelines for Municipal Fire Management Planning • Part 7: Emergency Management Agency Roles • Part 8: Appendices and Glossary 	
State Health Emergency Response Plan September 2017	https://www2.health.vic.gov.au/-/media/health/files/collections/policies-and-guidelines/s/shera-state-health-emergency-response-plan--edition-4.pdf?la=en&hash=5BB6DB09F5B6ED3D40709F33FCBBF5775D917E51

State Legislation and Plans	
Victorian Community Resilience Framework	http://files.em.vic.gov.au/RiskResilience/EMV_Community%20Resilience%20Framework_low%20res_Finalweb.pdf

Table 12 State Legislation and Plans

Agency Websites	
Emergency Management Victoria	www.emv.vic.gov.au
Victoria Police	www.police.vic.gov.au
Country Fire Authority	www.cfa.vic.gov.au
Victoria State Emergency Service	www.ses.vic.gov.au
Dept. of Environment, Land, Water and Planning - Victoria	www.delwp.vic.gov.au
Dept. of Economic Development, Jobs, Transport and Resources	www.economicdevelopment.vic.gov.au
Parks Victoria	www.parkweb.vic.gov.au
Dept. of Justice and Regulation - Victoria	www.justice.vic.gov.au
Australian Red Cross	www.redcross.org.au

Table 13 Agency Websites

Appendix D: Horsham Rural City Municipality Boundary Map

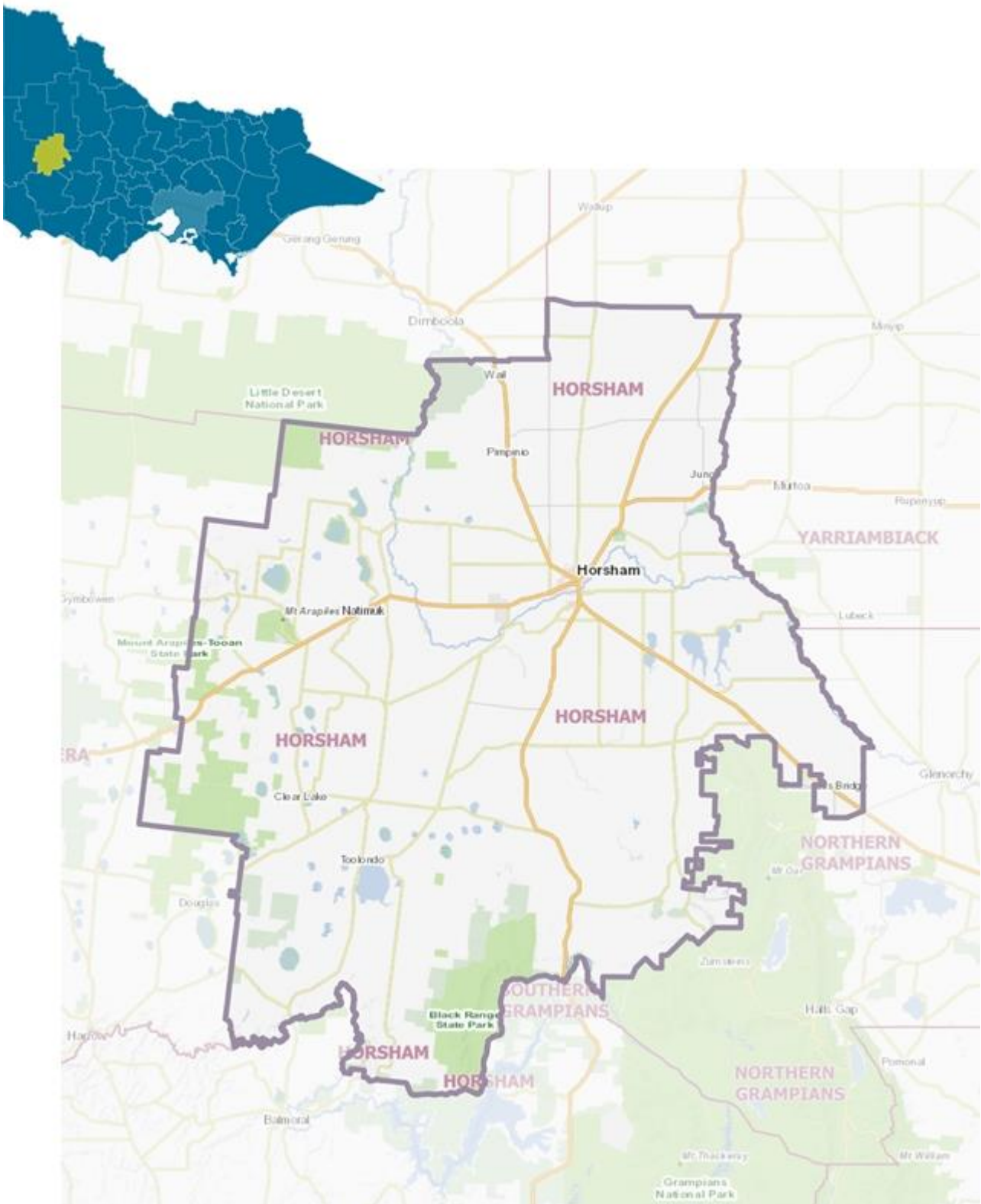


Figure 4 Horsham Rural City municipal boundary map

For further information on maps refer to [Horsham Rural City Community Map](#)

Appendix E: Community Connections

Communities that have high levels of networks and structures facilitate collaboration, communication, sharing, learning and the provision of support to individuals and families. Community members are actively engaged and share local knowledge, allowing emergency management processes to be more effective. Relationships are already in place to allow access to a wide support environment and a supply of goods and services when required. The community can work in partnership with emergency services, their local authorities and relevant organisations before, during and after emergencies.

For further information on Community Connections refer to the Emergency Management Victoria publication [Community Resilience Framework](#).

Horsham Rural City Council has developed an emergency management tab on its external website <http://www.hrcc.vic.gov.au/emergency>.

The link includes emergency management information relating to:

- Current Emergency Warnings
- Preparing for emergencies
- During emergencies
- After Emergencies
- FAQs
- Planning documents

The web page also contains useful information on historical events, preparation works that residents can take and links to various emergency service web sites.

Other networks, groups, pathways and groups that exist within the communities of Horsham Rural City are listed below:

Organisation	Contact details
City of Horsham Lions Club	
Horsham Apex Club	PO Box 227, Horsham VIC 3402 0438 812 498
Horsham Community House	4 Pearl St, Horsham (03) 5382-5352
Horsham Lions Club	
Horsham Men's Shed	O'Callaghan Pde, Horsham
Natimuk Lions Club	
Natimuk Men's Shed	Joy St, Natimuk 0429 019 747

Table 14 Community Organisations

- End of Document -