

Greater Dandenong

Municipal Emergency Management Plan

2024 - 2027

Produced by:



Greater Dandenong MEMPC



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Throughout this document multiple acronyms and technical phrases are used. For the convenience of the reader, a glossary of terms and list of acronyms and abbreviations is provided in Part 9C.



ACKNOWLEDGEMENT OF COUNTRY

The Greater Dandenong Municipal Emergency Management Planning Committee acknowledges and pays respects to the Bunurong people of the Kulin Nation, as the Traditional Custodians of the lands and waters in and around Greater Dandenong.

We value and recognise local Aboriginal and Torres Strait Islander Cultures, heritage, and connection to land as a proud part of a shared identity for Greater Dandenong.

The Greater Dandenong Municipal Emergency Management Planning Committee pays respect to Elders past and present and recognises their importance in maintaining knowledge, traditions, and Culture in our Community.

The Greater Dandenong Municipal Emergency Management Planning Committee also respectfully acknowledges the Bunurong Land Council as the Registered Aboriginal Party responsible for managing the Aboriginal Cultural heritage of the land and waters where Greater Dandenong is situated.

GREATER DANDENONG MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE



AMENDMENT HISTORY

In 2020, the Emergency Management Legislation Amendment Act 2018 amended the Emergency Management Act 2013 (EM Act 2013) providing for new emergency management planning arrangements. As a result of these legislative changes the Greater Dandenong MEMP was comprehensively reviewed and re-drafted to bring it in line with the new requirements and refine its contents in early 2021. A list of all changes made was not feasible to include in the below. To obtain a copy of the endorsed version of the MEMP prior to the 2021 update contact the Municipal Emergency Management Officer at the Greater Dandenong City Council.

Table 1: Amendment History

| Version | Date | Changes |
|---------------------|---------------|--|
| DRAFT1.0 | 26 March 2021 | First version of the new draft MEMP prepared by Greater Dandenong City Council and submitted to MEMPC for feedback. |
| DRAFT2.0 | 19 April 2021 | Second draft version of the MEMP prepared by Greater Dandenong City Council based on feedback received from MEMPC members and internal inputs. |
| DRAFT3.0 | 28 April 2021 | Final draft version prepared following MEMP review meeting on 20 April 2021 and subsequent feedback provided. |
| 1.0 | 5 May 2021 | Endorsement of final draft provided by MEMPC via email. |
| MEMP review | 17 Jan 2024 | MEMP emailed to MEMPC members for review. |
| DRAFT reviewed MEMP | 27 March 2024 | Seconds Draft prepared following MEMPC meeting on 20 Feb 2024 and subsequent feedback provided. |
| 2.0 | 30 April 2024 | Final Draft emailed to MEMPC for endorsement. |
| 2.0 | 3 May 2024 | Endorsement of final draft provided by MEMPC via email. |
| 3.0 | 28 May 2024 | Updates made after REMPC feedback. |

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PART ONE- INTRODUCTION

This Municipal Emergency Management Plan (MEMP) for the municipality of Greater Dandenong is a legislated overarching document which considers the local risk profile, mitigation work, and response (including relief) and recovery arrangements. The MEMP is supported by several sub-plans which consider specific emergency management arrangements for different risks or functions. The MEMP aligns with emergency management planning at the regional (Southern Metro) and state (Victoria) levels.

In developing this MEMP, the MEMPC has reviewed and aligned with existing legislation, frameworks and procedures including the:

- [Victorian Preparedness Framework](#)
- [Guidelines for Preparing State, Regional and Municipal Emergency Management Plans](#)
- [Community Resilience Framework for Emergency Management](#)
- [Assurance Framework for Emergency Management](#)
- [National Emergency Risk Assessment Guidelines](#)
- [Community Emergency Risk Assessment \(CERA\)](#)
- [Local Government Emergency Management Handbook](#)
- [Victorian Emergency Operations Handbook](#)

1.1 Shared Responsibility

The State Emergency Management Plan (SEMP) recognises that emergency management is the shared responsibility of all Victorians, not just the emergency management sector. A commitment to shared responsibility recognises that no single actor can be responsible for mitigation, planning, preparedness, response and recovery. All members of Victoria, First Peoples, community groups, networks, businesses, individuals, households, visitors to Victoria, government and non-government organisations, along with the emergency management sector have a role to play. Preparing for emergencies requires a collaborative approach that integrates the abilities and skills from across our State. This shared responsibility is reflected in the emergency sectors shared goal “We Work as One”.

[Source: Victorian Preparedness Framework](#)

1.2 Plan Aim and Objectives

The aim of this MEMP is to outline local arrangements for the mitigation of, response to, and recovery from emergencies.

The objectives of this MEMP are to:

- document the multi-agency emergency management arrangements at a municipal level for the mitigation of, response to and relief and recovery from emergencies
- help individuals and communities increase their capacity to be more resilient against emergencies
- reduce the risk of emergency events occurring in the community
- outline local arrangements for the development of required emergency management operational plans, including sub-plans of the MEMP
- meet legislated responsibilities, develop procedures for the development and maintenance of the MEMP, sub-plans and operational templates

- detail the arrangements for the activation and coordination of municipal resources for emergencies
- outline activities that MEMPC members will undertake to develop capacity and capability to assist the local and regional communities in responding to emergency events.

1.3 Authority

In 2020, the Emergency Management Legislation Amendment Act 2018 amended the Emergency Management Act 2013 (EM Act 2013) to provide for new integrated arrangements for emergency management planning in Victoria at the State, regional and municipal levels and created an obligation for a Municipal Emergency Management Planning Committee (MEMPC) to be established in each of the municipal districts of Victoria.

The MEMPC is independent of Council, and it is a multi-agency group whose members bring organisation, industry or personal expertise to the task of collaboration and emergency management planning for the Greater Dandenong municipal district.

The core membership of the Greater Dandenong MEMPC consists of:

- Greater Dandenong City Council
- Victoria Police
- Victoria State Emergency Service
- Ambulance Victoria
- Australian Red Cross
- Country Fire Authority
- Fire Rescue Victoria
- Department of Health
- Department of Families, Fairness and Housing.

In accordance with EM Act 2013 s59A(b)(ii) and EM Act 2013 s59A(b)(iii) the core members of the MEMPC have elected to invite the following additional members:

- Victorian Council of Churches Emergency Ministry as a recovery agency representative
- Salvation Army as a recovery agency representative
- Monash Health as an additional invited agency
- Southeast Water as an additional invited agency
- Melbourne Water as an additional invited agency
- Environment Protection Authority Victoria as an additional invited agency
- Forest Fire Management Victoria as an additional invited agency
- Emergency Recovery Victoria as an additional invited agency, and
- Community representative.

The MEMPC members are jointly responsible for preparing this plan. It was endorsed by the MEMPC via email on 3 May 2024.

1.4 Plan Assurance and Approval

1.4.1 Assurance

Pursuant to EM Act 2013 (s60 AG) the MEMPC is responsible for preparing and submitting to the Regional Emergency Management Planning Committee (REMPC) a Statement of Assurance to confirm that this MEMP complies with the requirements of the EM Act 2013 and guidelines.

The Statement of Assurance was submitted to the REMPC on 6 May 2024.

1.4.2 Approval

The MEMP requires approval from the Southern Metro Regional Emergency Management Planning Committee (SM REMPC) for any changes made to its contents except for minor administrative changes.

This current version of the MEMP was approved by the SM REMPC on 30 May 2024.

This plan comes into effect when it is published on the [Greater Dandenong City Council Website](#) and remains in effect until superseded by an approved and published update. Some sections of the plan may be withheld from the public to protect confidentiality. For further information about restricted sections of the MEMP refer to Part 9.

The plan has been prepared in accordance with and complies with the requirements of the EM Act 2013 including having regard to the guidelines issued under section 77, [Guidelines for Preparing State, Regional and Municipal Emergency Management Plans](#).

1.5 Plan Review

To ensure the plan provides for a current, integrated, effective, coordinated and comprehensive approach to emergency management this plan is regularly reviewed and updated by the MEMPC. The need to review and update the MEMP may be because of changes to emergency management legislation or following from a major emergency affecting the Greater Dandenong municipality, or as a result of learnings from a municipal emergency management exercise.

At a minimum the MEMP is to be fully reviewed at least every three years. This plan will be reviewed no later than 7 May 2027.

This plan is current at the time of publication and remains in effect until modified, superseded or withdrawn. It is the responsibility of individuals to ensure they have the current version of the MEMP and sub-plans.

A version history of the MEMP is provided on page 4 of the plan.

An urgent update of this plan is permitted if there is a significant risk that life or property will be endangered if the plan is not updated (EM Act 2013 s60AM). Urgent updates will be published on the [Greater Dandenong City Council Website](#).

1.6 Definitions

An emergency in Victoria is defined in the [EM Act 2013](#) to mean “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;
- (b) a fire;
- (c) an explosion;
- (d) a road accident or any other accident;
- (e) a plague or an epidemic or contamination;
- (f) 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;
- (g) a hi-jack, siege or riot; and
- (h) a disruption to an essential service;”

Any emergency has the potential for significant consequences for the Greater Dandenong community. Preparing for emergencies which present a risk to the community through robust planning is one way to mitigate against the impacts and consequences of an emergency.

Source: [Emergency Management Act 2013](#)

1.6.1 Major Emergency

A major emergency is a large or complex emergency that:

- has the potential to cause loss of life and extensive damage to property, infrastructure or the environment or
- has the potential for adverse consequences for all or part of the Victorian community or
- requires a multi-agency response.

A major emergency can also have indirect consequences on the wellbeing of the wider community and response personnel, the economy, the delivery of services and the health and beauty of the natural environment.

A major emergency is either a Class 1, 2 or 3 emergency.

Source: [State Emergency Management Plan \(SEMP\)](#)

1.6.2 Specific Definitions for Emergencies:

The [EM Act 2013](#) contains specific definitions for emergencies and prescribes arrangements for the different classes of emergencies.

Class 1 Emergency

Class 1 emergency means:

- a. A major fire
- b. any other major emergency for which Fire Rescue Victoria, the Country Fire Authority or the Victoria State Emergency Service Authority is the Control Agency under the SEMP.

Major fire

A major fire is a large or complex fire (however caused) which:

- (a) has the potential to cause or is causing loss of life and extensive damage to property, infrastructure or the environment; or
- (b) has the potential to have or is having significant adverse consequences for the Victorian community or a part of the Victorian community; or
- (c) requires the involvement of 2 or more fire services agencies to suppress the fire; or
- (d) will, if not suppressed, burn for more than one day.

Source: [Emergency Management Act 2013 s 3](#)

Class 2 Emergency

Class 2 emergency means a major emergency which is not –

- (a) A Class 1 emergency; or
- (b) A warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; or
- (c) A hi-jack, siege or riot.

Source: [Emergency Management Act 2013 s 3](#)

Class 3 Emergency

The [SEMP](#) also defines a Class 3 emergency (also known as security emergencies) as:

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

Source: [State Emergency Management Plan \(SEMP\)](#)

PART TWO – MUNICIPAL CHARACTERISTICS

This section of the MEMP provides an overview of the characteristics of Greater Dandenong municipal area to provide the reader with an understanding of the:

- location and topography
- community profile
- built environment
- natural environment
- history of significant emergencies
- effects of climate change.

The information is provided to assist individuals, community, government agencies, support agencies, industry and Council consider these characteristics when undertaking emergency planning and preparedness, response and recovery activities.

The information in this part of the MEMP has largely been drawn from the following websites which can be accessed for more detailed data:

- [Greater Dandenong Economy Profile | Summary | REMPLAN](#)
- [Statistics and Data | Greater Dandenong Council](#)
- [2021 Greater Dandenong, Census All persons QuickStats | Australian Bureau of Statistics \(abs.gov.au\)](#)
- [2021 Greater Dandenong, Census Community Profiles | Australian Bureau of Statistics \(abs.gov.au\)](#)

The [Greater Dandenong Planning Scheme](#) also contains a municipal profile which provides a further overview of the key characteristics of the local area.

2.1 Location and Topography

Greater Dandenong is located approximately 35km southeast of the Melbourne Central Business District (CBD) and is the regional capital of southeast Melbourne. In addition to playing an important strategic role in Melbourne, it is also the most culturally diverse Local Government area in Victoria and nationally.

The municipality encompasses an area of 129 square kilometres and is bounded by Police Road in the north, Dandenong Creek and South Gippsland Freeway/ Westernport Highway to the east, Thompson Road in the south, and by Westall Road, Springvale Road and Mornington Peninsula Freeway to the west (see figure 1).

Greater Dandenong includes the suburbs of Dandenong, Dandenong North, Dandenong South, Noble Park, Noble Park North, Keysborough, Keysborough South, Springvale and Bangholme. (see page 21 Map of Greater Dandenong Suburbs).

The northern and central areas of the municipality consist of light to medium density dwellings with a concentration of manufacturing, industry and pastoral land located to the south.

The Greater Dandenong topography varies from the northern area being gradual terrain reaching a peak of 94 metres above sea level, to the southern area being flat and low with a low point being 1.5 metres above sea level.

During heavy rain fall, flooding will usually occur across the municipality.



Figure 1: Map of Greater Dandenong

2.2 Community Profile

The community profile provides a comprehensive picture of data relating to people, families and dwellings within Greater Dandenong.

2.2.1 Population

The Greater Dandenong municipality is home to approximately 164,000 people in 2024 with the population forecast to grow to 185,000 by 2034 representing 13 per cent growth.

Around 615 residents of Greater Dandenong identify as Aboriginal and or Torres Strait Islander. In 2021, 47.5% of Aboriginal and/or Torres Strait Islander people were male and 52.5% were female. The median age was 27 years.

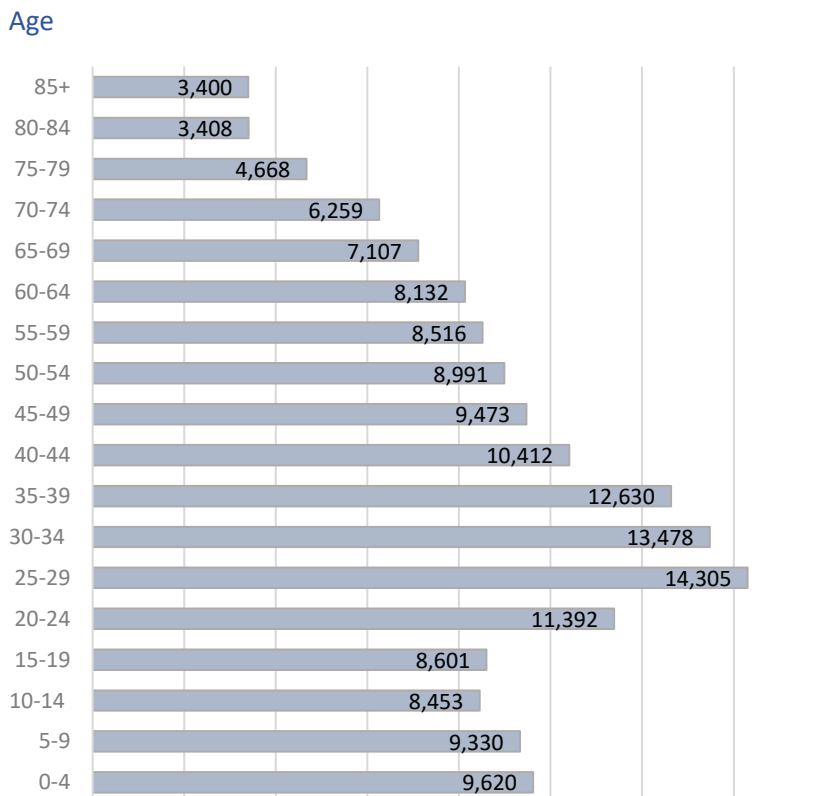
Greater Dandenong is the most culturally diverse Local Government Area (LGA) in Australia, with residents from 167 birthplaces. In 2021, 63% of Greater Dandenong residents were born overseas and 69% speak languages other than English in their homes. In 2021 there was 945 asylum seekers and 2,929 Immigrants that settled in Greater Dandenong.

Source: [Greater Dandenong Economy Profile | Summary | REMPLAN](#)
[2021 Greater Dandenong, Census All persons QuickStats | Australian Bureau of Statistics \(abs.gov.au\)](#)
[Statistics and Data | Greater Dandenong Council](#)
[2021 Greater Dandenong, Census Community Profiles | Australian Bureau of Statistics \(abs.gov.au\)](#)

2.2.2 Greater Dandenog Age Profile

In 2021 the median Age for Greater Dandenong was 36 years.

Figure 2: Greater Dandenong Age Profile (2021 Census)



2.2.3 Birthplaces

Residents of the Greater Dandenong municipality come from 167 different birth places. The top eight birthplaces (aside from Australia), in 2021 include: Vietnam, India, Cambodia, Sri Lanka, China, Afghanistan, Malaysia, and Philippines.

Source: [Birthplaces and Births Social Statistics | Greater Dandenong Council](#)
[2021 Greater Dandenong, Census Community Profiles | Australian Bureau of Statistics \(abs.gov.au\)](#)

2.2.4 Spoken Languages

In 2021, over two-thirds (69%) of the residents of Greater Dandenong spoke languages other than English, the largest proportion in Victoria and more than twice the state-wide level of 29%. The top eight include (in order of size) Vietnamese, Khmer (Cambodia), Mandarin, Punjabi (India), Cantonese, Sinhalese (Sri Lanka) with Tamil being the eighth highest language. One in seven residents, accounting for 22,748 people or 14.4% of the population has limited fluency in spoken English three times the metropolitan level of 4.5%.

Source: [2021 Greater Dandenong, Census All persons QuickStats | Australian Bureau of Statistics \(abs.gov.au\)](#)

2.2.5 Disability and Carers

Within Greater Dandenong, 11,467 residents or 7.7% of the population are living with a severe or profound disability, requiring daily assistance with mobility, communication or self-care. This compares with 5.8% for all of Metro Melbourne.

Source: [Disability and Carers Social Statistics | Greater Dandenong Council](#)
[2021 Greater Dandenong, Census All persons QuickStats | Australian Bureau of Statistics \(abs.gov.au\)](#)

2.2.6 Education

The 2021 Census revealed that 8.1% of young people aged 20-24 years in Greater Dandenong had left school before completing year eleven, compared with 6.3% across Melbourne. Fifteen per cent of 15- to 19-year-olds were neither in paid employment nor enrolled in education in 2021.

Source: [2021 Greater Dandenong, Census All persons QuickStats | Australian Bureau of Statistics \(abs.gov.au\)](#)

2.2.7 Employment and Unemployment

In 2023 Greater Dandenong's unemployment rate was at 6.5% as compared to 3.9% for Metro Melbourne. Among the suburbs of Greater Dandenong, unemployment rates in 2023 were highest in Dandenong, at 13.1%, and lowest in Keysborough, at 2.8%.

The municipality faces the challenges of high unemployment rates, relatively low incomes and educational attainments, coupled with a high prevalence of limited English fluency.

Source: [Employment and Unemployment Social Statistics | Greater Dandenong Council](#)
[Greater Dandenong Economy Profile | Summary | REMPLAN](#)

2.2.8 Incomes

In 2021, the median weekly gross income among Greater Dandenong residents was \$619, which is 74% of the metropolitan average of \$841. Median incomes in Greater Dandenong stood at \$482 among females, compared to \$790 for males.

Source: [Greater Dandenong Economy Profile | Summary | REMPLAN](#)
[2021 Greater Dandenong, Census All persons QuickStats | Australian Bureau of Statistics \(abs.gov.au\)](#)

2.2.9 Gambling

Many household incomes are diminished by gambling losses. In 2022/2023, over \$137 million was lost to electronic gambling machines (EGM's) in Greater Dandenong, equivalent to \$1,089 per adult and the second highest rate of losses in Victoria. Since their introduction in Victoria in 1992, over \$4.3 billion (in 2022 dollars) has been lost to EGMs in Greater Dandenong alone.

Source: [Gambling Social Statistics | Greater Dandenong Council](#)

2.2.10 Household Types

In 2021 there were approximately 39,904 families living within Greater Dandenong. Of this 48% are couples with children, 30.4% are couples with no children, 19.1% are single parent families and 1.7% identify as other family. Within Greater Dandenong there are 11,502 single person households and 2542 group households.

Source: [2021 Greater Dandenong, Census All persons QuickStats | Australian Bureau of Statistics \(abs.gov.au\)](#)

2.2.11 Housing and Homelessness

In 2021, over half (61.2%) of private dwellings in Greater Dandenong were either owned or being purchased by their occupants, a decline from 65% in 2011. Across Victoria, a slightly higher proportion of homes (68%), were owned or being purchased. In Greater Dandenong, 35% of dwellings are rented, compared with 28.5% across Victoria and 1.7% of dwellings are occupied rent free or other tenure type. For 2.1% the tenure type was not stated.

Within Greater Dandenong there is:

- one hundred and twenty rooming houses
- four Caravan Parks
- six Supported Residential Services (SRS).

Supported residential services (SRS) are privately operated businesses that provide accommodation and support for Victorians who need help with everyday activities.

In 2018, the Australian Bureau of Statistics published estimates of the number of homeless people in each municipality and suburb, calculated from the results of the 2016 Census. Homeless persons were defined as those sleeping outdoors, residing in homeless accommodation or boarding houses, living with friends temporarily and enduring severely overcrowded conditions.

In 2021, 2,366 persons in Greater Dandenong were homeless. The number and percentage of homeless people was the highest in Victoria, and the prevalence of homelessness over four times the State level. The number of homeless people rose by over 850 in the five years to 2021.

Source: [Housing Social Statistics | Greater Dandenong Council](#)
[2021 Greater Dandenong, Census All persons QuickStats | Australian Bureau of Statistics \(abs.gov.au\)](#)

2.2.12 Socio- Economic Indexes for Areas (SEIFA)

SEIFA is a product developed by the Australian Bureau of Statistics that ranks areas in Australia according to relative socio-economic advantage and disadvantage. A lower score on the index means a higher level of disadvantage. A large part of Greater Dandenong is low in score and therefore at a high level of disadvantage.

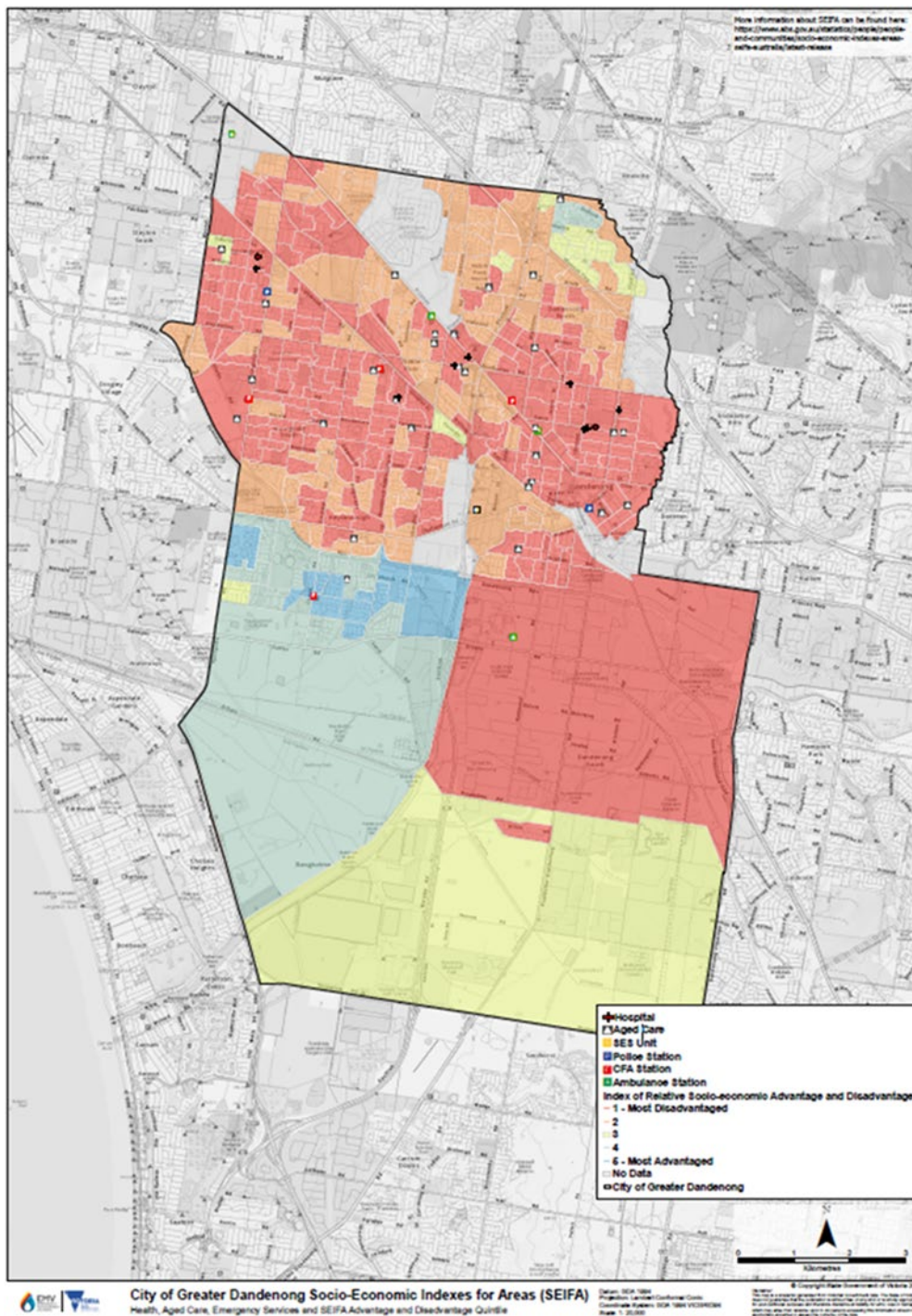
Greater Dandenong is ranked as the most disadvantaged municipality in Victoria, on the 2021 Commonwealth Government Index of Relative Socio-economic Disadvantage. This index was based on Census findings that included: income levels, education, English fluency and home ownership.

Within Greater Dandenong, the suburbs of Dandenong and Springvale South were the most disadvantaged on the SEIFA Index. They are both ranked among the most disadvantaged 1% of suburbs and towns in Victoria. Keysborough was the least disadvantaged suburb in Greater Dandenong, though still among the 21% of most disadvantaged in the State.

SEIFA Map- Greater Dandenong

- Index of Relative Socio-economic Advantage and Disadvantage**
- 1 - Most Disadvantaged
 - 2
 - 3
 - 4
 - 5 - Most Advantaged
 - No Data

Figure 3: SEIFA Map



Map- for illustration only- for up-to-date information please visit:
<https://www.planning.vic.gov.au/guides-and-resources/data-and-insights/cooling-and-greening-melbourne-map>
 The information can also be viewed dynamically on a map here:
[Socio-Economic Indexes for Areas \(SEIFA\), Australia, 2021 | Australian Bureau of Statistics \(abs.gov.au\)](https://www.abs.gov.au/statistics/indicators/relative-socio-economic-advantage-and-disadvantage/indicators/indicators/indicators/indicators) Critical Infrastructure

2.3 Built Environment

The built environment consists of human made physical infrastructure, including public buildings, assets, housing, commercial and industrial facilities, transport and energy networks. The built environment is viewed collectively as an environment where people live and work.

2.3.1 Central Activities Districts

Within the City of Greater Dandenong there are three major retail, shopping and activity centres. Dandenong, Springvale and Noble Park, which are located northwest to southeast along the Cranbourne/Pakenham Railway Line. Dandenong, Springvale and Noble Park are very different centres ranging in scale, role and function. In addition, they have varying characteristics in terms of migrant populations and historical influences.

Dandenong

Dandenong reflects its rural beginnings from the early 1800s and its roots as a market town through its street layout and landmarks. Today, it serves as the main hub for the southeast region and is the civic centre of Greater Dandenong. It's a diverse urban area with benchmark urban design and inviting public spaces, transformed significantly by a \$290 million government initiative called Revitalising Central Dandenong.

The suburb boasts a growing government office area and job opportunities including public administration, healthcare, and retail. Dandenong is self-sustaining, featuring amenities like a 520-seat theatre, gallery, museum, public square, and a vibrant main street boulevard. It's the largest of Greater Dandenong's three activity centres, stretching 800 meters from the railway station to the market. Dandenong is located just 35km from Melbourne's CBD, supporting around 30,000 residents in a well-connected community, with easy access to major roads like the Monash Freeway, Eastlink, Princes Highway, and the Pakenham Cranbourne Rail Line.



Figure 4: Dandenong Civic Centre

The iconic Dandenong Market is one of the oldest markets in Victoria, with over 18,000 square metres of space providing a range of fresh fruit and vegetable stalls along with seafood, butchers, baked goods and an assortment of clothing, toys, home wares and jewellery.



Figure 5: Dandenong Market

Dandenong's retail offer is enhanced by two long standing and renowned cultural precincts: Little India (established 1990) and the Afghan Bazaar (established 2000). These precincts are valued community, social and cultural hubs as well as economic centres that provide employment and support businesses that are family owned and operated. Dandenong was formally acknowledged by the State Government as Victoria's first Indian cultural precinct in 2015.

Source: [Little India Cultural Precinct | Greater Dandenong Council](#)
[Afghan Bazaar Streetscape Enhancement Project | Greater Dandenong Council](#)
[Activity Centre Profiles | Greater Dandenong Council](#)

Springvale

Springvale activity center is situated about 4km northwest of Noble Park and 7km northwest of Dandenong. It serves a residential community of around 22,000 people, with many living within a short five-minute walk of the center.

Since the late 1970s, Springvale has experienced significant waves of migration, particularly from South East Asian communities, predominantly Vietnamese. This settlement has strongly influenced Springvale's character, creating a distinct atmosphere centered around food and culture. The energetic interactions between traders and customers contribute to the vibrant and unique vibe of the area.

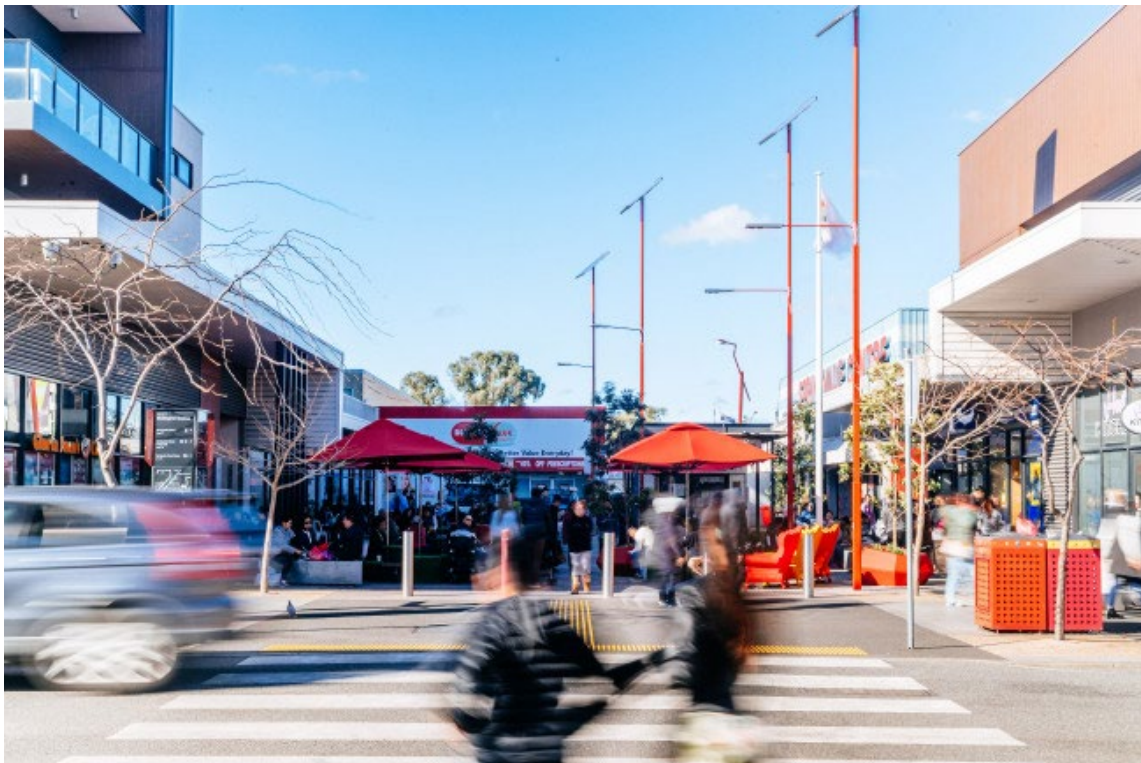


Figure 6: Buckingham Avenue Springvale

Springvale is a notable retail center in Melbourne, known for its strong connection to the Vietnamese and broader Asian community. The activity center is home to nearly 600 businesses, mainly concentrated south of the railway line around Buckingham Avenue.

The focus here is on Asian food products and produce, including a wide range of fresh fruits, vegetables, seafood, and meat prepared in Asian styles. These offerings make up over half of the retail sales in the area, with many unique items that are not easily found elsewhere in Melbourne. The market-style exchanges create an intimate and vibrant atmosphere within Springvale.

Source: [2021 Springvale \(Vic.\), Census All persons Quick Stats | Australian Bureau of Statistics \(abs.gov.au\)](#)
[Activity Centre Profiles | Greater Dandenong Council](#)

Noble Park

Noble Park is situated between Springvale and Dandenong, serving as a smaller yet important center for approximately 32,000 residents. Despite its size, Noble Park has a welcoming and walkable atmosphere, catering to local shoppers, commuters, and workers.

With easy access to three major transport arterials including Heatherton Road, Princes Highway, and the Pakenham Cranbourne Rail Line, making it increasingly desirable for residents. Noble Park features a traditional main street layout with a focus on retail, offering various bakeries, cafes, restaurants, and convenience stores that cater to everyday needs.

Recent improvements in Noble Park, such as the sky rail project, have introduced new pedestrian pathways, public spaces, and visual connections between Douglas and Ian Streets, enhancing the overall environment and connectivity of the area.



Figure 7: Douglas Street Noble Park

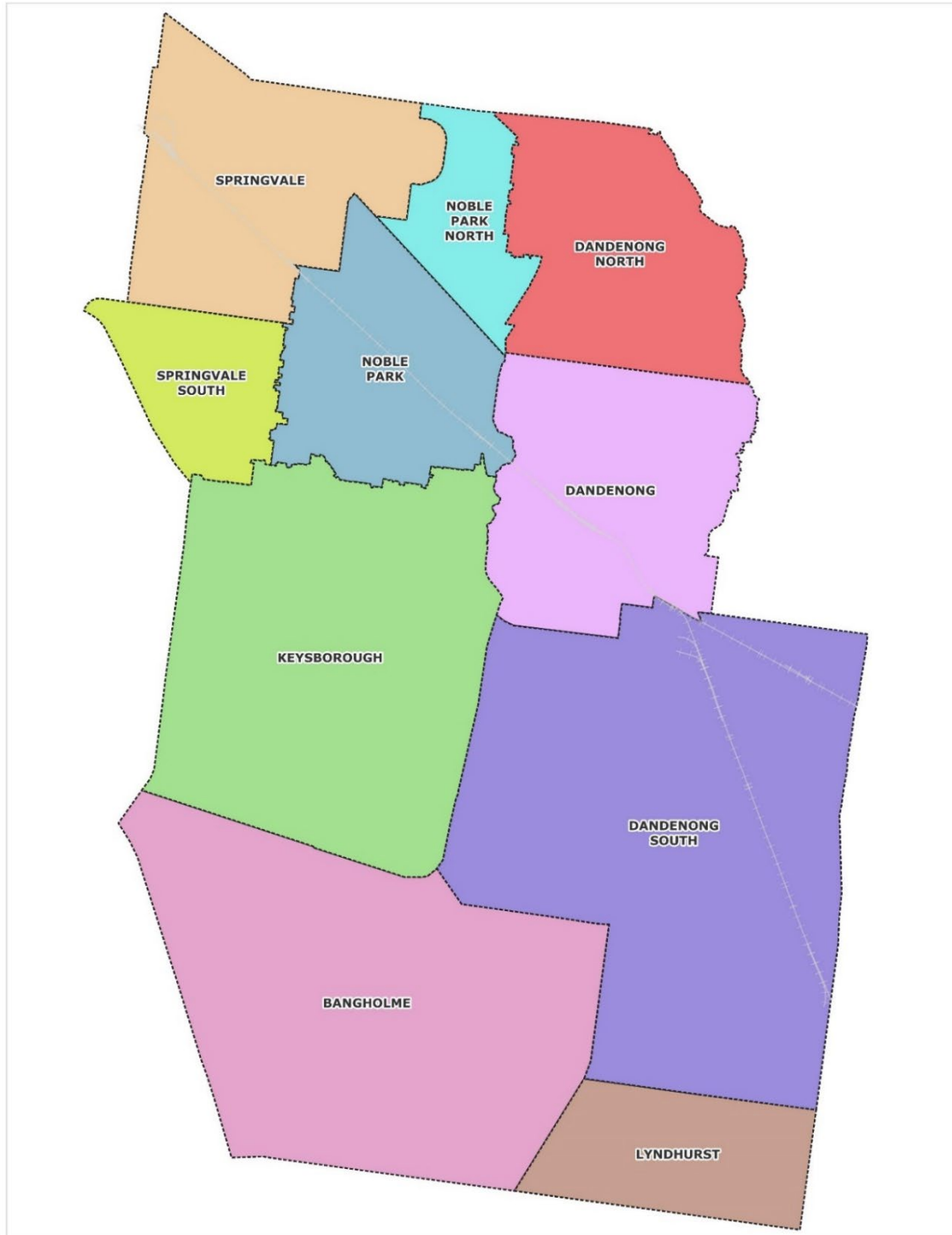
With a network of established and emerging family businesses, Noble Park comprises of more than 160 individual retail businesses, of which approximately 60% are located on Douglas Street. The emphasis is on convenience shopping, a range of traditional food specialist stores and a relatively large number of specialised grocers catering for specific cultural groups including Indian, Asian, Eastern European, Persian, Italian, Sri Lankan, Thai, African and Mauritian. Non- food retail tenancies comprising convenience shops; chemist, newsagency, hairdressers and beauty salons, and a range of discount stores selling apparel, home wares and giftware. Some clothing stores serve particular cultural groups, and an increasing number of family day care centres exist in the activity centre. Noble Park.

[Source: Activity Centre Profiles | Greater Dandenong Council](#)

2.3.2 Map of Greater Dandenong Suburbs

Figure 8: Map of CGD suburbs

MAP OF CGD SUBURBS



Vector dataset obtained from DATA VIC under the Creative Common Attributions 4.0 International

Map Produced on 14/02/2024



Map Scale 1:47500 @ A3 Sheet



2.3.3 Road Network

Being a mostly urban municipality, Greater Dandenong has an extensive road network within its boundaries. To the north of the municipality is Police Road. The Dandenong Creek Line and South Gippsland Freeway/ Westernport Highway to the east. Thompson Road bounds the south of the municipality, and Westall Road, Springvale Road and Mornington Peninsula Freeway provide the western boundary.

Other notable major roads include Princes Highway, Heatherton Road, Cheltenham Road, Dandenong By-pass, Hutton Road, Greens Road, Pillars Road, Eastlink, Monash Freeway, Frankston-Dandenong Road, South Gippsland Highway, Abbots Road, Bangholme Road, Hammond Road, Pound Road, Stud Road and Browns Road.

2.3.4 Rail Network

The Greater Dandenong municipality has one major commuter and transport rail line running through the middle of the municipality from the north west corner in a south easterly direction in the northern half of the municipality.

The Pakenham, Cranbourne and Gippsland rail line runs through the suburbs of Springvale, Noble Park North, Noble Park, Dandenong and Dandenong South. This includes five train stations - Dandenong Station, Yarraman Station, Noble Park Station, Sandown Park Station and Springvale Station.

2.3.5 Drainage Network

Stormwater drainage within the municipality is managed by Council and Melbourne Water. Due to the flat and low nature of the southern area of the municipality and to assist run off downstream to Port Phillip Bay several retarding basins are found throughout the municipality. These basins are owned and managed by either Melbourne Water or the Greater Dandenong City Council.

Mapping is undertaken by Melbourne Water and the Greater Dandenong City Council to assist in planning developments to reduce or mitigate flooding through major infrastructure works. These include several underground retarding basins as well as pump stations installed within the municipality. These are managed by Melbourne Water and assist in managing extreme flood risks. This does not stop localised flooding; however, it does reduce the level of damage experienced during a flood event.

Greater Dandenong City Council undertakes extensive surveys across the municipality on stormwater drainage which provides the intelligence for Council's drainage strategy as well as sharing the data with Melbourne Water and emergency service agencies.

Further information about the local flooding risk is detailed in the Municipal Storm and Flood Emergency Plan (MSFEP).

2.3.6 Local Economy

In 2021 Greater Dandenong supported 114,506 jobs and had an annual economic output of 57.181 billion.

The manufacturing sector has the greatest contribution to the local economy, account for \$27.2 billion (or 47.49%) of the total economic output for Greater Dandenong. Manufacturing is also the largest employment sector providing 25,003 (or 21.84%) of total employment in Greater Dandenong.

Other major employment sectors include:

- health care and social assistance (11,893 jobs)
- construction (13,304 jobs)
- retail trade (10,688 jobs)
- wholesale trade (9,147 jobs)
- transport, postal & warehousing (10,011 jobs).

It is estimated that 114,506 people work in Greater Dandenong.
By comparison:

- 437,217 work in Melbourne's South
- 3,163,746 work in Victoria
- 12,049,411 work in Australia.

[Source: Greater Dandenong Economy Profile | Summary | REMPLAN](#)

2.3.7 Land Use

Greater Dandenong has three distinct geographic regions:

- residential and commercial heart
- industrial hub (Dandenong South)
- green wedge (Dandenong South, Bangholme, Lyndhurst).

2.3.8 Critical Infrastructure and Major Hazard Facilities

Greater Dandenong is home to several major hazard facilities and critical infrastructure. For further information refer to Sections 4.9 and 4.10.

2.3.9 Material Recycling and Landfill

Several waste and resource recovery facilities are based within the municipality of Greater Dandenong, particularly within the industrial and green wedge areas. The activities of these facilities are diverse, ranging from consolidation of residual waste, processing of organic waste and incineration through to conversion of chemical wastes.

2.4 Natural Environment

The natural environment consists of land-based ecosystems such as grasslands and forests, aquatic ecosystems such as rivers and wetlands. The Natural environment includes:

- air and water quality
- land
- plant
- parks
- cultural heritage.

2.4.1 Parks and Reserves

According to the Greater Dandenong Open Space Strategy 2020 to 2030:

The City of Greater Dandenong has almost 700 hectares of public open space land (5.3% of total land in CGD). Over 300 parks and reserves. The public open spaces range from small Pocket Parks (less than 0.1ha) to large Regional Parks (greater than 10 ha).

Significant open spaces within Greater Dandenong include the Tirhatuan Park, Greaves Reserve, Tatterson Park, Spring Valley Reserve, Warner Reserve, Ross Reserve, Dandenong Park, and the Dandenong Flood Plains.

[Source: Open Space Strategy | Greater Dandenong Council](#)

2.4.2 Significant Water Bodies

The municipality is located predominantly in the Dandenong catchment, in which Dandenong Creek is the major creek and tributaries include Bungalook Creek, Blind Creek, Eumemmerring Creek, Corhanwarrabul Creek and Mile Creek. Significant major flooding occurred on the Dandenong Creek in 1984 and 2005 with many minor flood events occurring.

Dandenong Creek is the largest waterway and the main floodway through the Greater Dandenong region. It traverses approximately north east to south west from the Dandenong Ranges National Park and discharges into Mordialloc Creek and the manmade section of the Patterson River.

The Community Emergency Risk Assessment (CERA) identified that high Intensity; short duration rainfall events are a high risk for Greater Dandenong. These events are likely to cause localised flash flooding and possible storm damage.

Heavy rainfall run-off can cause creek levels to rise, causing the creek to overflow. These types of events can lead to flooding in low lying areas. Flooding from storm events can be difficult to predict as floodwater can rise and fall with little warning and damage can be severe.

The [Noble Park Local Flood Guide](#) outlines Roads that may be impacted by flooding.

[Source: Local flood guides \(ses.vic.gov.au\)](#)

For further information regarding the CERA process refer to section 4.1 *Community Emergency Risk Assessment (page 43)*.

Refer to the MSFEP for further information on significant water bodies within the municipality and local flooding risk.

2.4.3 Agriculture

Council’s Green Wedge Management Plan (2017) provides that agriculture represents an important land use in the Greater Dandenong Green Wedge, although it is a small contributor economically to Greater Dandenong as a whole. In 2011, approximately 1,037 hectares (ha) of land, or 28% of the Green Wedge, was being used for agricultural purposes mainly comprised of horticulture and livestock production.

In 2021, the total value of agricultural output in Greater Dandenong was \$214.617m this is 0.4% of the total output for Greater Dandenong which was \$57.181b.

Source: [Greater Dandenong Economy Profile | Output, Industries | REMPLAN](#)

2.5 History of Significant Emergencies

Emergency events can range from small incidents that may only affect a single household to large scale incidents that can affect entire communities.

To understand the risks and consequences of emergencies that could impact the Greater Dandenong municipality it is helpful to review the history of local incidents, damage caused, number of people impacted, and any reports and reviews undertaken post emergency.

The following list provides a summary of major emergency events which have impacted Greater Dandenong resulting in a multi-agency response and activation of the MEMP. Non-major emergencies (also known as single incidents) where only one or a few households are impacted, such as a single house fire, are not captured in the history below.

Table 2: History of significant emergencies

| Date | Incident |
|----------------|---|
| 2024-02-13 | Severe Storm |
| 2023-06-02 | Bestway Supermarket Fire |
| 2023-02-05 | Bright Moon Temple Fire |
| 2023-12-08 | 15 Superior Drive Industrial Fire |
| 2021-06 | Severe Storm significant damage to infrastructure |
| 2020 -2024 | Coronavirus pandemic resulting in widescale disruptions to community because of restrictions on movement and activities to reduce the spread of the virus and loss of life and severe illness |
| 2021-06 | Severe Storm significant damage to infrastructure |
| 2017 – 12 – 04 | Severe storm causing flash and isolated flooding |
| 2017 – 09 – 13 | Building fire (Lonsdale Street) 2 retail premises destroyed by fire |
| 2016 – 12 - 29 | Severe storm causing flash and widespread flooding. Most affected areas included Springvale, Springvale South, Noble Park |
| 2016 – 12 – 03 | Structure fire – major truck manufacturing factory tyres – Dandenong South |

| | |
|----------------|---|
| 2016 – 11 - 18 | Criminal activity - Springvale Bank Fire resulting in multiple injured with 4 people sustaining serious injuries. |
| 2015 – 12 – 17 | High heat weather period impacting community health and wellbeing |
| 2015 – 11 – 24 | Grass fire - Bangholme |
| 2014 – 11- 25 | Landslide – Private property Springvale South |
| 2014 – 09 – 10 | Missing child – was swept away in fast flowing Dandenong Creek |
| 2011 – 02 – 04 | Severe weather and flooding event - highest February recorded rain fall -218mm in Springvale |
| 2014 – 01 | High heat weather period impacting community health and wellbeing |
| 2013 – 09 – 19 | Structure fire – Carpet and Flooring Warehouse – Dandenong South |
| 2013 – 03 – 07 | Civil disturbance – explosive device – Dandenong |
| 2012 – 11 – 04 | Transport accident – truck and train – Dandenong South |
| 2011 | Structure fire - major oil factory – Dandenong South (\$37.5M) |
| 2011 – 02 - 06 | Moderate Flooding – houses inundated, and large number of roads closed for several weeks due to Statewide rain event. |
| 2009 – 01 – 31 | Extreme prolonged high heat weather period |
| 2006 | Structure fire – major warehouse / trucking business – Dandenong South (\$36M) |
| 1997 | Food poisoning – salmonella outbreak from pork rolls, Springvale, deaths (6) large numbers hospitalised |

2.6 Climate Change

In January 2020 Greater Dandenong City Council joined a growing number of cities around Australia and declared a 'Climate and Ecological Emergency' committing us to emergency action on climate change.

Climate change is having a direct impact on all emergency management activities in the Greater Dandenong area. There is an increased frequency of events including prolonged heatwaves, storms and floods and more extreme fire behaviour. Some of these climate driven weather extremes can already been seen in recent events such as the 2019-20 'Black Summer' bushfires and 2022 Victorian floods.

Changes in climate extremes, such as extreme heat, heavy rainfall and coastal inundation, fire weather and drought, have a large impact on the health and wellbeing of our communities and ecosystems. These changes are happening at an increased pace. The past decade has seen record-breaking extremes leading to natural disasters that are exacerbated by climate change. These changes have a growing impact on the lives and livelihoods of all Australians. Australia needs to plan for, and adapt to, the changing nature of climate risk now and in the decades ahead. The severity of impacts on Australians and our environment will depend on the speed at which global greenhouse gas emissions can be reduced. [Source: State of the Climate 2022: Bureau of Meteorology \(bom.gov.au\)](https://www.bom.gov.au/state-of-the-climate/)

The predicted changes will impact the health and wellbeing of the community and increase property damage and loss as well as place an increased demand on emergency management resources.

Key risks and impacts to the emergency management sector because of climate change include:

- an increase in the frequency, severity and complexity of extreme weather and cascading events, intersecting with other stressors that require joint agency planning and interoperability
- as the impacts of extreme weather disasters are increased more communities become vulnerable to the consequences
- an increase of the economic cost of disasters, further stretching the resourcing of emergency services
- an increase of health and safety risks for staff and volunteers, including fatigue and mental health
- sustained consequences of ecosystem changes, including impacts on effectiveness of risk mitigation activities
- increased supply chain vulnerabilities for the sector
- an increased expectation across private and public sectors that emergency services have regard for and consider climate change risk across operations and service delivery
- an increase in liability exposures for emergency services and impacts of insurance sector changes
- increased costs to the financing of critical infrastructure projects
- failure of building codes and land use planning to adequately adapt; and
- an ineffective transition to low emissions technologies.

[Source: Australasian Fire and Emergency Service Authorities Council \(AFAC\) 2018. Discussion paper on Climate Change and the Emergency Management Sector](#)

Emergency management planning will need to consider the compounding impacts of extreme events due to climate change. MEMPC member organisations will also need to consider the extent of their vulnerability to the effects of climate change impacting their capacity to support the Greater Dandenong community and deliver emergency management services.

Similarly, the increasing frequency and severity of emergency events is creating an even greater need to increase the resilience of our community to impacts of future emergencies.

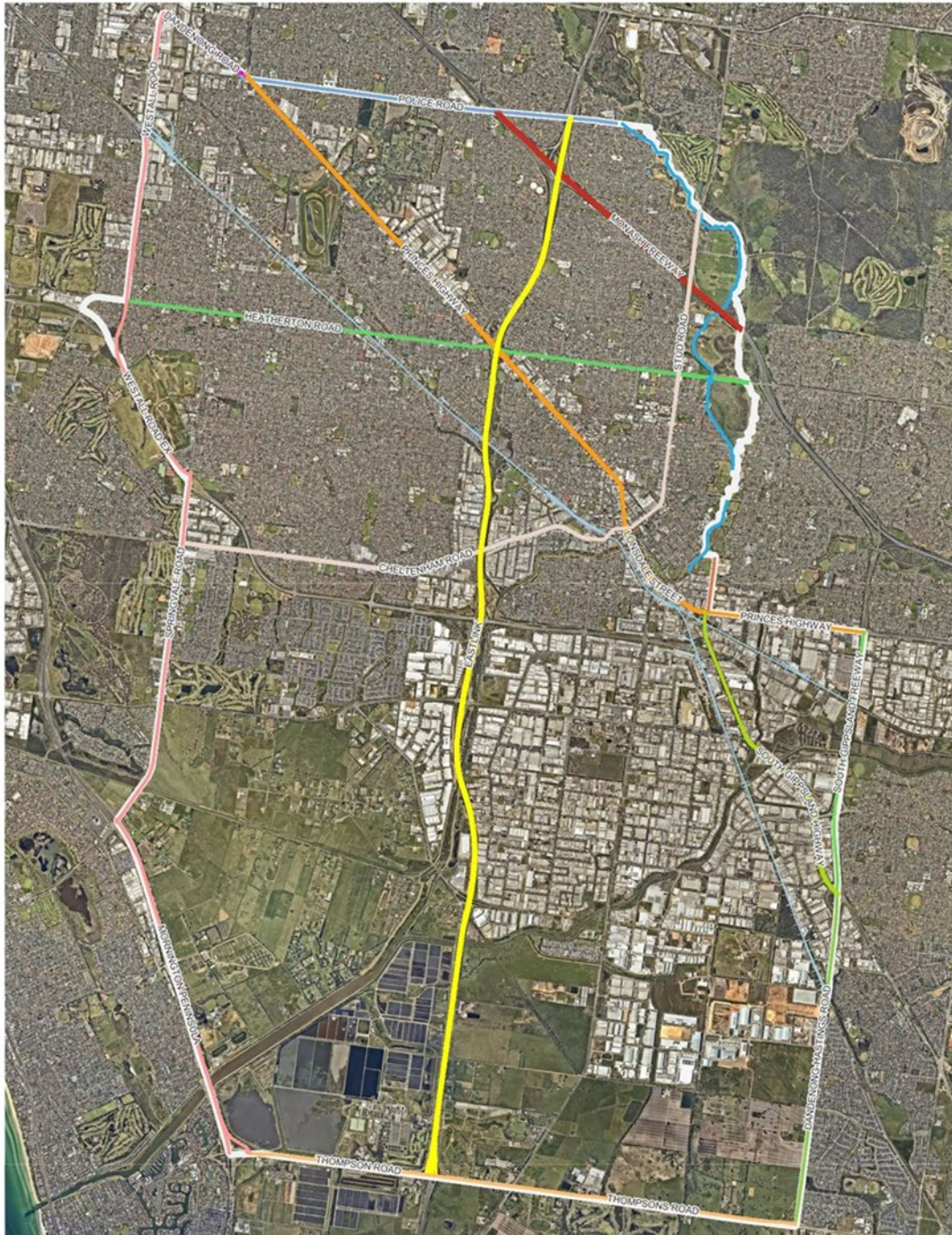
For more information on climate change and its relationship with emergency management visit the [Australian Disaster Resilience Knowledge Hub \(aidr.org.au\)](https://aidr.org.au).

2.7 Maps

2.7.1 Aerial Map of Municipality

Figure 9: Aerial Map of Municipality

AERIAL MAP OF CGD MUNICIPALITY

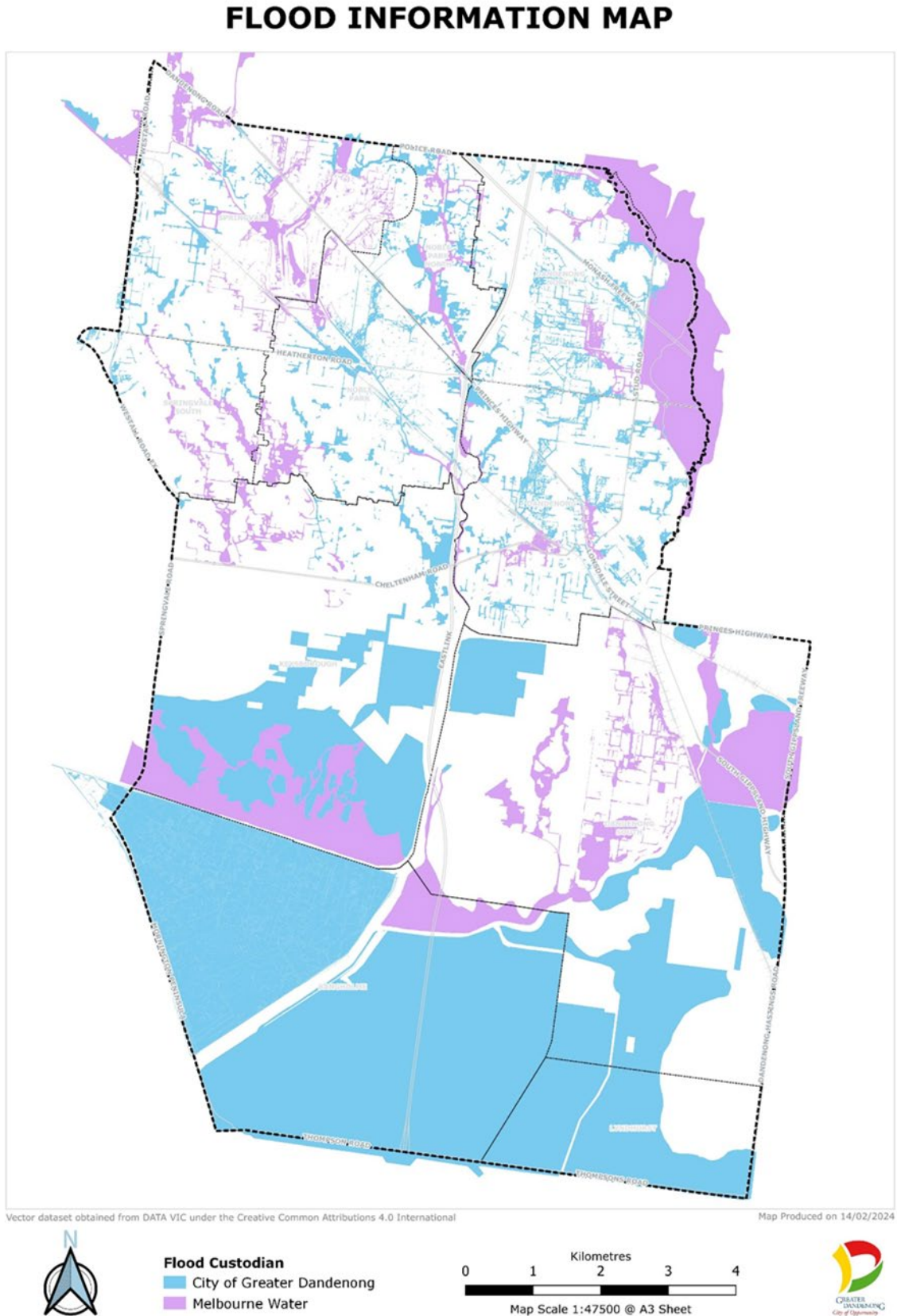


Aerial Imagery (c) NEARMAP October 2023 - Road network dataset obtained from DATA VIC under the Creative Common Attributions 4.0 International Map Produced on 14/02/2024



2.7.2 Flood Information Map

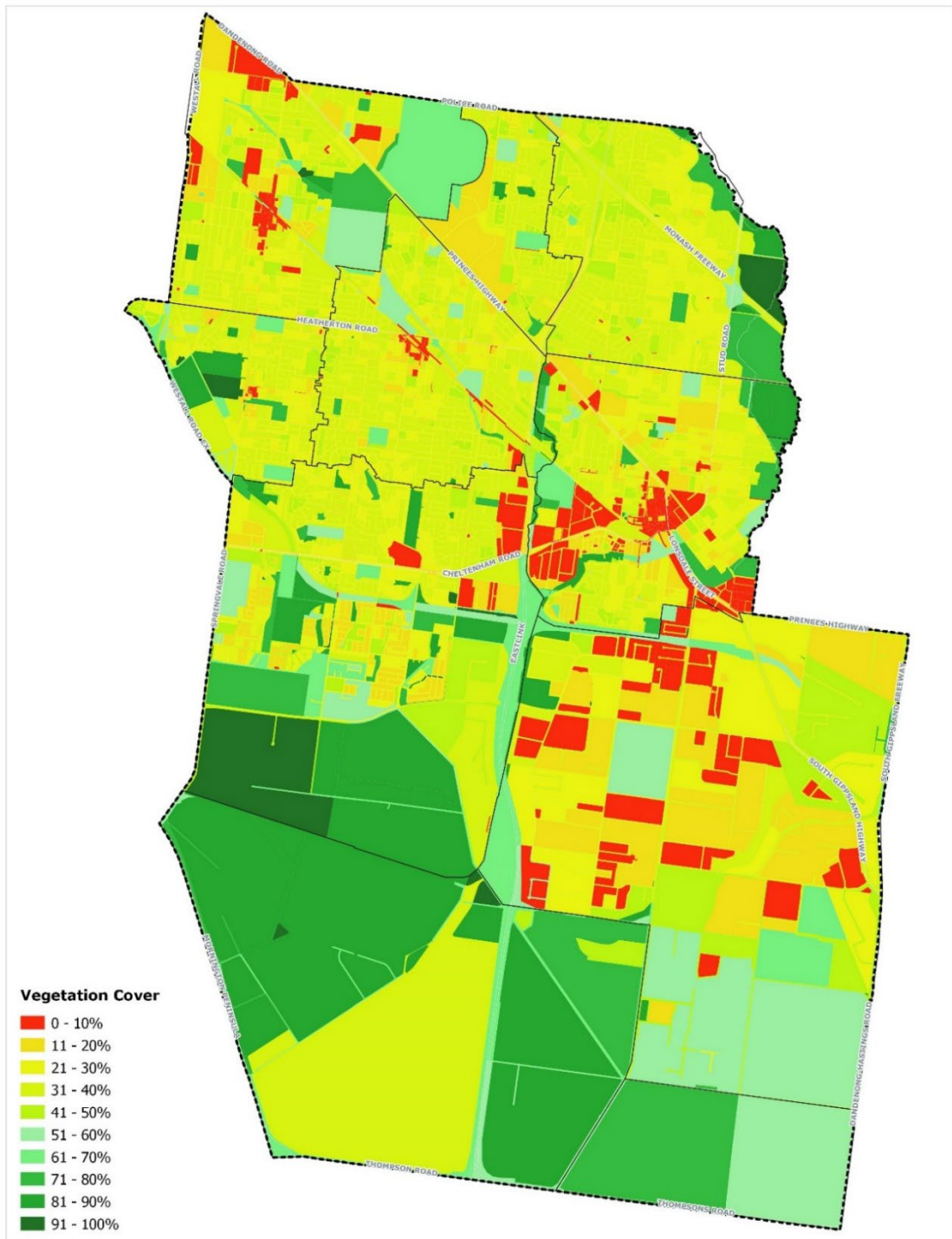
Figure 10: Flood Information Map



2.7.3 Vegetation Cover Map

Figure 11: Vegetation Cover Map

VEGETATION COVER MAP



Vegetation Cover Dataset obtained from LIDAR Point Cloud (c) City of Greater Dandenong - Dataset capture period: 2018

Map Produced on 14/02/2024



Map Scale 1:47500 @ A3 Sheet



PART 3- PLANNING ARRANGEMENTS

3.1 The MEMPC

In accordance with the EM Act 2013 (s59) Council is responsible for establishing a Municipal Emergency Management Planning Committee (MEMPC) for its municipal district. This was achieved on 25th January 2021 Council meeting.

The members of the MEMPC are collectively the owners of and responsible for the development and maintenance of this MEMPC and Sub-plans to ensure they meet all requirements under the EM Act 2013.

Core functions of the MEMPC, in accordance with the *EM Act 2013* (s59D), are:

- (a) to be responsible for the preparation and review of its MEMPC; and
- (b) to ensure that its MEMPC is consistent with the state emergency management plan and the relevant regional emergency management plan; and
- (c) to provide reports and recommendations to the REMPC for the region in which the municipal district is located in relation to any matter that affects, or may affect, emergency management planning in that municipal district; and
- (d) to share information with the REMPC for the region in which the municipal district is located and with other Municipal Emergency Management Planning Committees to assist effective emergency management planning in accordance with Parts 6 and 6A; and
- (e) to collaborate (having regard to any guidelines issued under section 77(2)(i)) with any other MEMPC that the MEMPC considers appropriate in relation to emergency management planning, including preparing municipal emergency management plans; and
- (f) to perform any other function conferred on the MEMPC by or under this or any other Act.

[Source: Emergency Management Act 2013 s59D](#)

Refer to the Terms of Reference for further information on the Greater Dandenong MEMPC. The Terms of Reference are available through request to the MEMPC Chair.

All enquiries about the Greater Dandenong Municipal Emergency Management Plan should be directed to:

The Chair

Municipal Emergency Management Planning Committee (MEMPC)
Greater Dandenong City Council
225 Lonsdale Street, Dandenong, VIC 3175
emergency.management@cgd.vic.gov.au
03 8571 1000

Greater Dandenong City Council hosts the MEMPC and provides secretarial support.

3.1.1 MEMPC Membership

All members of the MEMPC are expected to hold the necessary authorisations and delegations from their organisation allowing them to speak for, and on behalf of their organisations and to agree to their organisation's involvement and responsibilities, including the commitment of resources required to meet those responsibilities, as set out within this MEMPC and Sub-Plans unless otherwise stated and documented.

Other subject matter experts, stakeholders and or community representatives may be invited from time to time to participate in the MEMPC if risks are identified that require further stakeholder and/or subject matter expertise input.

For a list of MEMPC members refer to *section 1.3 Authority (page 9)*

3.1.2 MEMPC Chairperson

In accordance with the EM Act 2013 (s59B) the Greater Dandenong City Council Chief Executive Officer is responsible for nominating a member of staff to be the MEMPC Chairperson.

The Chairperson is responsible for (*EM Act 2013 s 59B(2)*):

- (a) chairing meetings of the MEMPC;
- (b) facilitating the MEMPC to perform its functions;
- (c) on behalf of the MEMPC, providing information and recommendations to the REMPC for the region that includes the municipal district.

With regards to responsibility 59B(2)(c), the liaison between the Greater Dandenong MEMPC and the Southern Metro REMPC will be maintained through the Greater Dandenong City Council representative on the REMPC which is currently held by the Emergency Management Coordinator.

3.1.3 Deputy Chairperson

The Greater Dandenong MEMPC has resolved to elect a Deputy Chairperson responsible for assisting the Chairperson with their responsibilities (as described above) and to act in the role of Chairperson in their absence.

The MEMPC Deputy Chairperson role is currently held by the Municipal Emergency Response Coordinator (MERC) from Victoria Police.

3.1.4 Southern Metro REMPC

Planning for emergencies at the regional level is important as many emergencies traverse municipal boundaries and a range of support services provided by key stakeholders are delivered at a regional level. Planning for mitigation, response and recovery at the regional level is undertaken by the Southern Metro (SM) REMPC and its various Sub-Committees and/or working groups.

As per above, the MEMPC maintains a process of two-way information sharing with the Southern Metro REMPC through Council representation on the REMPC. Council is also represented on key REMPC Sub-Committees and will act as a conduit between the REMPC sub-committees and the relevant MEMPC sub-committees and/or working groups. Council's involvement at the regional level builds stronger coordination between the municipal and regional level planning, particularly as it relates to roles and responsibilities, escalation, communication, capacity and reporting. Working

relationships established through the regional committees also assists operational delivery when an emergency occurs.

3.2 MEMPC Sub-Committees and Working Groups

Under the Terms of Reference of the MEMPC a number of Sub-Committees and/or Working Groups may be established to plan for the management of specific risks that require additional or more complex levels of planning. Current standing Sub-Committees and Working Groups established by the MEMPC at the February 2021 meeting is shown as follows:

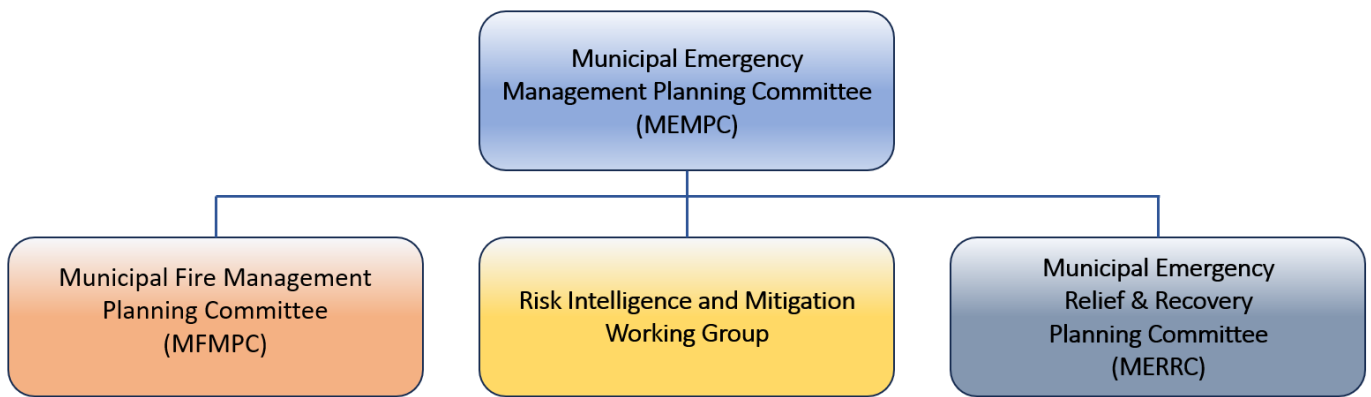


Figure:12 MEMPC Sub-Committees and Working Groups

Table 3: MEMPC Sub-Committees and Working Groups

| Sub-committee or Working Group | Municipal Fire Management Planning Committee (MFMP) | Risk Intelligence and Mitigation Working Group | Municipal Emergency Relief & Recovery Planning Committee (MERRC) |
|--------------------------------|---|--|---|
| Key Responsibilities | <p>Coordinate planning for and mitigation of local fire risk.</p> <p>Responsibility for development and maintenance of the Municipal Fire Management Plan as a Sub-plan to the MEMPC.</p> <p>Including the responsibility for assessing information contained in the Victorian Fire Risk Register – Bushfire (VFRR – B).</p> | <p>Provide a confidential platform for key stakeholders to share information and intel about new and emerging emergency risks within the Greater Dandenong community and coordinate appropriate action in response to such intelligence shared.</p> <p>The Working Group is responsible for providing recommendations to the MEMPC regarding the assessed level of risk & potential consequences, ownership of the mitigation, response, relief and recovery roles, action plans and whether a specific Sub-plan and/or Sub-committee is required.</p> | <p>Develop the capacity and capability of emergency relief and recovery arrangements and provide subject matter expertise to the MEMPC on relief and recovery related matters including Part 7 of the MEMPC.</p> |
| Membership | <ul style="list-style-type: none"> Greater Dandenong City Council Country Fire Authority Fire Rescue Victoria Department of Energy, Environment and Climate Action (DECCA) Forest Fire Management Victoria (FFMV) Parks Victoria Victoria Police Others opted in as required. | <ul style="list-style-type: none"> Greater Dandenong City Council Country Fire Authority Fire Rescue Victoria Victoria Police WorkSafe Victoria Environmental Protection Agency Others opted in as required. | <ul style="list-style-type: none"> Emergency Recovery Victoria (ERV) Department of Family Fairness and Housing (DFFH) Services Australia Greater Dandenong City Council Red Cross Victorian Council of Churches Emergency Ministry (VCCEM) Salvation Army. |
| Meeting Frequency | Twice per year – usually Once FDP declared and end of FDP. | Meetings are tentatively scheduled monthly and may be cancelled if no agenda items are raised prior. | Twice per year usually 2 nd and 4 th quarter. |
| Chair | Municipal Fire Prevention Officer (MFPO). | Municipal Fire Prevention Officer (MFPO). | Municipal Recovery Manager (MRM). |

3.2.1 Sub-Committee Functions

The principal role of a MEMPC Sub-Committee is to provide information and advice to the MEMPC regarding the specific emergency risk or element of emergency management arrangements that the Sub-Committee has been established to focus on.

The specific functions of each Sub-Committee are outlined in its Terms of Reference. General functions of all Sub-committees include:

- contribute to meeting the Sub-Committee Terms of Reference
- provide information and advice to the MEMPC to assist with the planning and mitigation and public awareness of potential emergencies
- contribute to the identification of specific hazards and threats within the municipality and to developing arrangements for effective emergency management in response to those threats
- lead the development of required MEMP Sub- plans
- contribute to the continuous improvement of the Sub-plans through monitoring, reviewing and further development
- contribute to an outcome and actions-based approach to emergency management.

3.2.2 Sub-Committee Reporting

Sub-Committee meeting minutes will be provided to the MEMPC at their next meeting as will a verbal report be provided during the next MEMPC meeting by the Sub-committee Chair where there is any key progress, actions and activities being undertaken.

3.2.3 Working Groups

The MEMPC may convene a Working Group to undertake a specific task for a limited time period or to provide a more informal setting for information sharing and capacity building on an ongoing basis.

Working Groups will meet as required and may consist of members from agencies, councils, consultants, subject matter experts and/or the community.

The Working Group will determine its own governance arrangements including the need for a Terms of Reference to be developed and record keeping subject to MEMPC approval.

3.3 Victoria's Emergency Management Planning Framework

This MEMP supports holistic and coordinated emergency management arrangements within the region. It is consistent with and contextualises the [State Emergency Management Plan \(SEMP\)](#) and [Regional Emergency Management Plan \(REMP\) for the Southern Metro Region](#). The REMP is a subordinate plan to the SEMP and the MEMP is a subordinate plan to the REMP.

To the extent possible, this Plan does not conflict with or duplicate other in-force emergency management plans that exist.

Agencies with roles or responsibilities in the MEMP and/or sub-plans must act in accordance with the MEMP (EM Act 2013 s60AK) and are accountable to the extent possible for meeting all resourcing requirements to do so.

The below outlines this plan's hierarchy. This plan should be read in conjunction with the [State Emergency Management Plan \(SEMP\)](#) and the [Regional Emergency Management Plan \(REMP\)](#) for the Southern Metro Region.

Emergency Management Plan Hierarchy

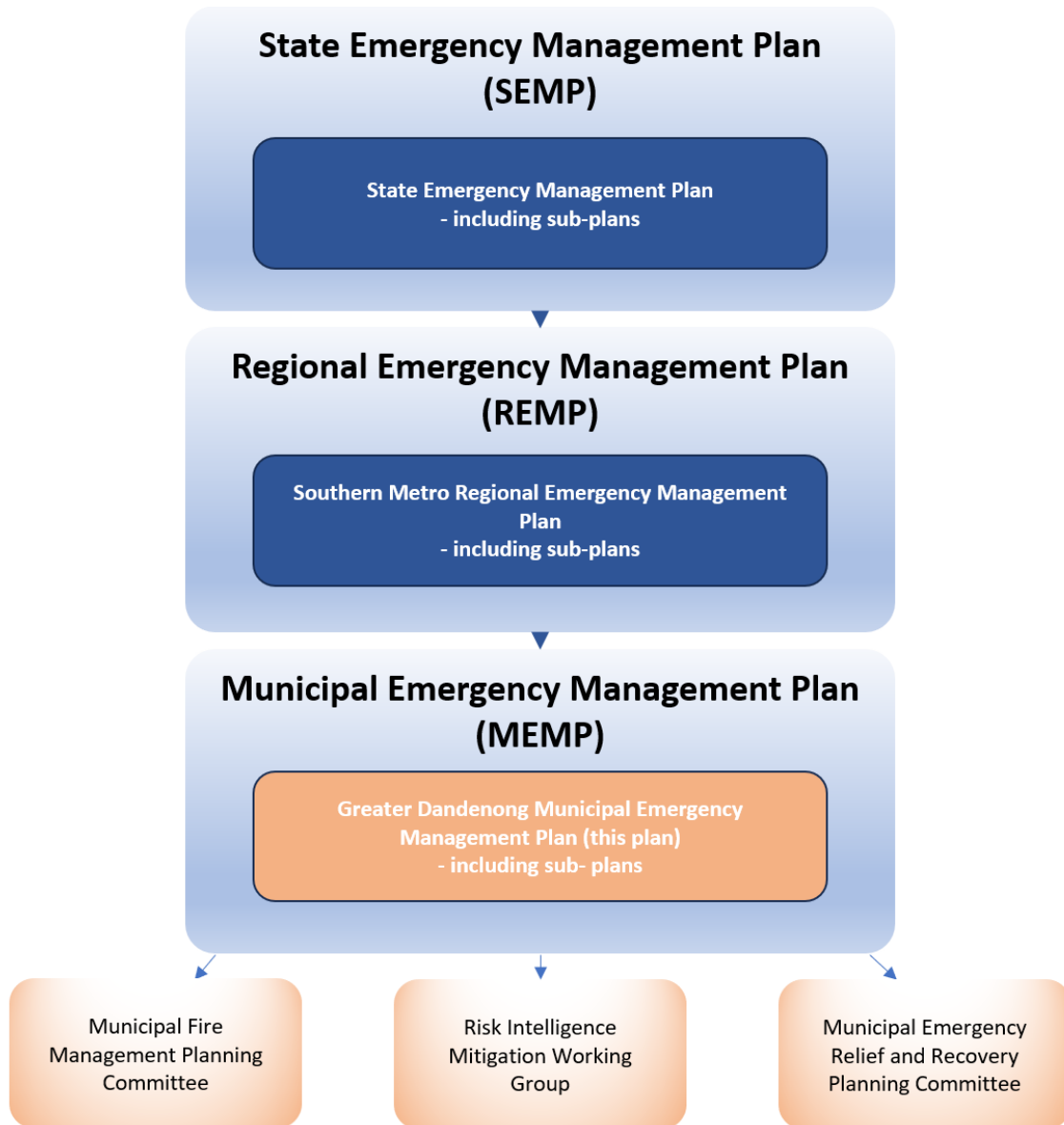


Figure 13: Emergency Management Plan Hierarchy

3.4 MEMP Distribution

MEMP documents in draft form will be shared with committee members via email and *Objective Connect. Once endorsed new versions of this MEMP will be published on the [Greater Dandenong Council Website](#) for MEMPC members and the public to access. Restricted sections of the MEMP will be separately distributed to relevant MEMPC members and other key stakeholders as appropriate. MEMPC documentation will also be uploaded to *EM-COP within the relevant municipal section.

The MEMPC is also responsible for providing a copy of the published MEMP to the State Library of Victoria within two months of the MEMP being published on [Greater Dandenong Council Website](#).

The MEMP will be deposited with the State Library of Victoria in accordance with *Libraries Act 1988* (s49) via the [National edeposit \(NED\)](#).

3.5 Consultation

Consultation with the community is important in ensuring that the community's needs and priorities are captured within local emergency management arrangements. Emergency management stakeholders consult with community regularly in the development of programs and policies as part of their business-as-usual service delivery.

Council undertakes significant community consultation regarding its programs, services and key areas of concern for the community and supports multiple consultation committees and community groups. The majority of these committees and groups are listed in the [Annual Reports available on the Greater Dandenong City Council Website](#).

Specific consultation with the Greater Dandenong community as part of the municipal emergency management planning process is achieved through participation of community representatives on the MEMPC. Any member of the community is also welcome to submit feedback to the MEMPC via the [Greater Dandenong City Council Website](#) or by contacting the MEMPC chair.

The Chair
Municipal Emergency Management Planning Committee (MEMPC)
Greater Dandenong City Council
225 Lonsdale Street, Dandenong, VIC 3175
emergency.management@cgd.vic.gov.au
03 8571 1000

To ensure that roles and responsibilities are agreed, accurate and understood, the MEMPC will ensure consultation with all agencies with roles described within this MEMP. Collaboration at this time will provide clarity and reduce the potential for conflict when the plan is in operation. Once the MEMP has been published on the [Greater Dandenong City Council Website](#) the MEMPC will notify all agencies with roles under the MEMP

*Objective Connect - Secure external file collaboration program used by Council.

*EM-COP - Secure web-based information gathering, planning and collaboration program that can be used by any control centre, emergency services, shire council, not-for-profit relief organisation and essential service provider or on the ground.

3.6 Sub-plans and Complementary Plans

3.6.1 Sub-plans

The MEMPC and/or Sub-Committee will determine if a sub-plan is required to detail more specific or complex arrangements that either enhance or contextualise this Plan. All sub-plans are multi-agency plans and may be hazard or risk specific where the consequences are likely to be significant.

The MEMPC regularly undertakes a comprehensive emergency risk assessment of the Greater Dandenong local government area called the Community Emergency Risk Assessment (CERA).

The CERA review is conducted every three years using the ISO 31000:2009 processes and is facilitated by the Victoria State Emergency Service. A full review of the CERA for Greater Dandenong was last completed in August 2022. The results of this assessment are used to support requirement for sub - plans. For more information about CERA refer to *4.1 Community Risk Assessment CERA (page 43)*.

All sub-plans to this Plan are subject to the same preparation, consultation, assurance, approval and publication requirements as this Plan, as outlined in Part 6A of the *EM Act 2013*.

Current Sub-plans to the Greater Dandenong MEMP include:

- Greater Dandenong Municipal Fire Management Plan (MFMP)
- Greater Dandenong Municipal Storm and Flood Emergency Plan (MSFEP)
- Greater Dandenong Extreme Heat Sub - Plan
- Greater Dandenong Municipal Pandemic Plan

3.6.2 Complementary Plans

Complementary plans are prepared by industry/sectors or agencies for emergencies that do not fall within Part 6A of the EM Act 2013. They are often prepared under other legislation, governance or statutory requirements for a specific purpose.

Complementary plans do not form part of this Plan and are not subject to approval, consultation and other requirements under the EM Act 2013.

At the time of finalising this version of the MEMP no complementary plans were identified.

3.7 Community Plans

Community plans, in the context of emergency management, include plans developed by and for a specific community group in conjunction with the MEMP.

At the time of finalising this version of the MEMP no community-based emergency management plans for Greater Dandenong were identified.

Community groups interested in developing an emergency management plan are encouraged to review the information on the Emergency Management Victoria Website regarding [Community Based Emergency Management](#) and the Australian Red Cross [RediCommunities](#) information and contact the MEMPC Chair.

3.8 Southern Metro Municipal Emergency Management Enhancement Group (SM MEMEG)

Collaboration within emergency management provides an opportunity of more robust planning and discussions providing opportunity for better outcomes and learnings for the community.

Council works closely with neighbouring councils in the Southern Metro Region through the Municipal Emergency Management Enhancement Group (MEMEG) to strengthen council capability and capacity to undertake its role in Victoria's emergency management arrangements. This includes sharing resources and developing collaborative emergency management plans.

3.9 Municipal Association of Victoria (MAV) Resource Sharing Protocol

After the complexities of the 2009 Black Saturday Bushfires the MAV and the State Municipal Emergency Management Enhancement Group (State MEMEG) developed the [Protocol for inter-council resource sharing](#). The protocol includes Memorandum of Understanding (MOU), authority, processes, request procedures and financial responsibilities for councils in Victoria that request assistance and support from other councils during an emergency to boost their capacity and capability to provide assistance to their community during the emergency. Council is a signatory to Version 3.1 of the Protocol which came into effect in October 2023.

3.10 Practice note (Sourcing Supplementary Emergency Response Resources through Municipal Councils).

This practice note clarifies the policy and procedures governing the sourcing of supplementary emergency response resources from municipal council. Refer to *appendix 9E (page 101)* to see a copy of the practice note.

PART 4- MITIGATION ARRANGEMENTS

Municipal Emergency Management Plans (MEMPs) are required to consider and prescribe for the mitigation of, response to and recovery from emergencies. And address the roles and responsibilities of agencies in relation to emergency management. Plans are also intended to be integrated and comprehensive.

Mitigation refers to the activities and arrangements in place that are intended to eliminate or reduce the incidence or severity of emergencies and minimise their effects on and consequences for communities. Mitigation activities should consider the context of the Greater Dandenong community and their unique needs.

Mitigation includes emergency prevention and preparedness activities which are a shared responsibility across individuals, community, business, government and non-government organisations including community education and engagement activities, *see section 4.3 Community education and engagement (page 45)*.

The mitigation of emergencies includes a range of activities that require the allocation of resources (human and financial) and multi-agency support to ensure a coordinated and well-planned approach and outcomes for the community of Greater Dandenong. Mitigation activities undertaken at the local level take many forms, including planning, land use and development strategies and controls; road network improvements and maintenance; drainage engineering; building code controls; environmental health programs; public health and wellbeing planning and programs; community profiling and development; community education, engagement and resilience building and preventative fuel management activities. Much of this work is governed by regulatory regimes separate to the EM Act 2013 and are integrated within everyday business and activities of MEMPC member agencies and other local emergency management stakeholders.

Some key mitigation activities completed at the local level are further described below.

4.1 Community Emergency Risk Assessment (CERA)

Mitigation strategies must address known and emerging risks to the Greater Dandenong community. The MEMPC is required to undertake a comprehensive emergency risk assessment regularly to ensure the Greater Dandenong risk profile remains current. This is achieved through adoption of the CERA process which is designed to:

- identify the risks that pose the most significant threat to the whole Greater Dandenong community
- identify, describe and understand the exposure and vulnerability of key community assets, values and functions essential to the normal functioning of the local community
- discuss and understand the consequence and likelihood, causes and impacts for each risk
- identify opportunities for improvement to prevention, control, mitigation measures and collaboration amongst local agencies, businesses, community groups and Council
- inform emergency management planning.

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

Integral to the success of the CERA process are the in-depth discussions that occur between subject matter experts, decision-makers and community representatives. The CERA meeting format promotes a collaborative discussion between agencies, experts and community representatives on the ways in which various hazards may affect important assets, values and functions for the community. The intended outcome of this process is the development of specific risk mitigation strategies and MEMP sub-plans that enhance community resilience, safety and security within Greater Dandenong.

The CERA review is conducted at least every three years (using the ISO 31000:2009 processes) and is facilitated by the Victoria State Emergency Service (VICSES).

Refer to the VICSES website for further information on CERA: [Community Emergency Risk Assessment \(CERA\)](#)

The Greater Dandenong MEMPC held its’ most recent Community Emergency Risk Assessment (CERA) on August 22nd, 2023. This was facilitated by VICSES and attended by the MEMPC members and invited subject matter experts. The following table identifies the emergency risks to be the most significant for the Greater Dandenong community:

| Risk | Ratings Confidence | Residual Risk Rating |
|--|--------------------|----------------------|
| Extreme temperatures (heat and cold) | High | High |
| Flood | High | High |
| Human disease (pandemic) | High | High |
| Fire-commercial/industrial/high-rise(commercial) | High | Medium |
| Hazardous materials release - land | Medium | Medium |
| Transport incident - road | High | Medium |
| Mass gathering events | Medium | Medium |
| Bushfire/grassfire | High | Medium |
| Essential service disruption | High | Medium |

Table 4: Community Emergency Risk Assessment (CERA)

4.2 Sub Plans

As a result of the CERA the following sub-plans have been completed:

- Greater Dandenong Municipal Fire Management Plan (MFMP)
- Greater Dandenong Municipal Storm and Flood Emergency Plan (MSFEP)
- Greater Dandenong Extreme Heat Sub - Plan
- Greater Dandenong Municipal Pandemic Plan.

4.3 Community Education & Engagement

Community education and engagement is an essential part of mitigation through partnering with the local community to plan and prepare for the emergencies that could affect them.

Engaging with the community helps the emergency management sector better understand the community needs and the level of resilience of residents and stakeholders. Effective community engagement builds trust between the community and emergency organisations and strengthens community capacity to better cope during and recover from an emergency.

The [IAP2 Public Participation Spectrum](#) provides guidance to the type of engagement that can be used depending on the desired outcome for the Greater Dandenong community. This is summarised in the following table:

| | |
|-------------|---|
| Inform | To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions. |
| Consult | To obtain public feedback on analysis, alternatives and/or decisions. |
| Involve | To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered. |
| Collaborate | To partner with the public in each aspect of the decision including development of alternatives and the identification of the preferred solution. |
| Empower | To place final decision making in the hands of the public. |

Table 5: [IAP2 Public Participation Spectrum](#)

The [SEMP](#) outlines which agencies lead community engagement, education and awareness programs for different types of emergency risks. These programs may be delivered at the state, regional or local levels. Programs delivered at the local level may involve MEMPC participation and support. Other stakeholders may lead engagement initiatives to build resilience for the Greater Dandenong community as required.

The [SEMP](#) also outlines Council’s role in mitigation activities, [Council's role statement](#) lists the activities that are carried out by Council in close conjunction with, or with direct support by, government departments and agencies.

One example of a locally driven community engagement program is [Emergency Prepare – Are you prepared for an emergency?](#) lead by Council in partnership with neighbouring municipalities Frankston, Kingston, Casey and Mornington Peninsula with the involvement of over 20 other emergency management organisations.

The [Emergency Prepare website](#) can be translated into over 100 different languages by clicking on the link at the top right of the screen.

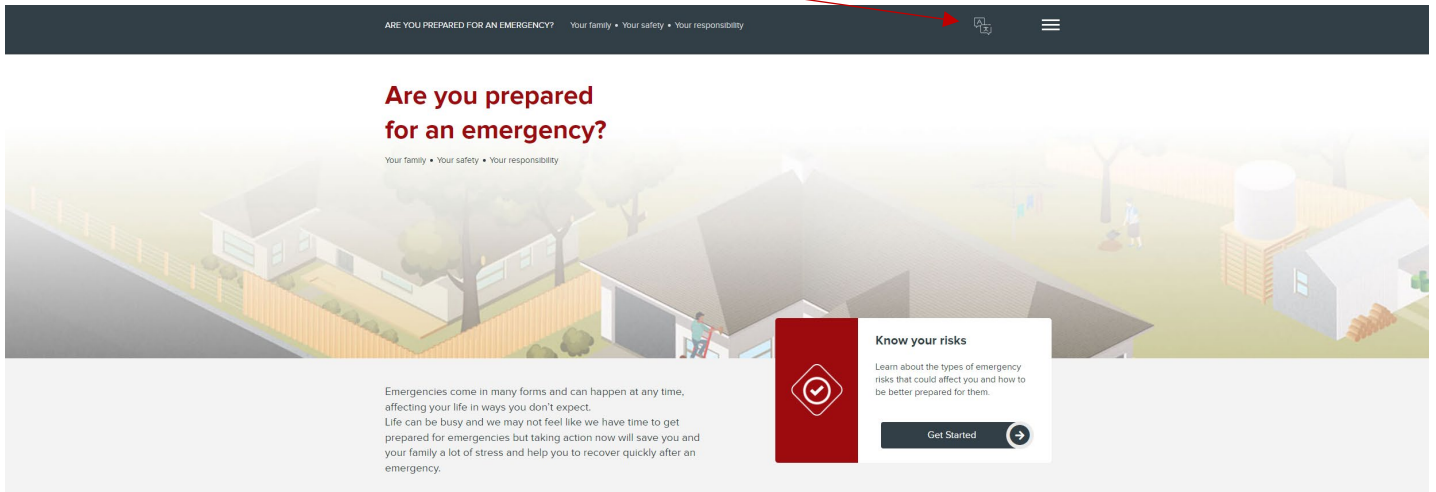
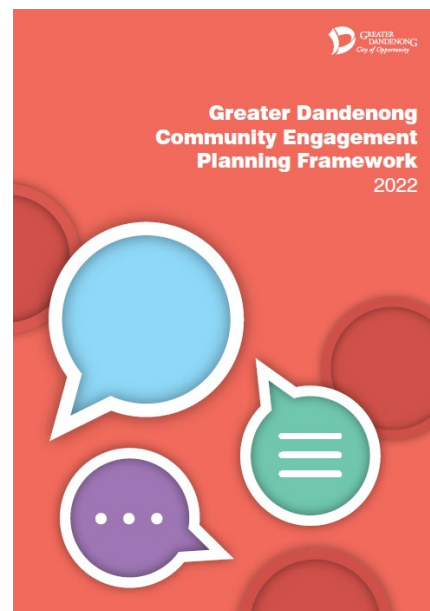


Figure 14: Emergency Prepare Website

All community engagement in the context of emergency management should adopt the approaches outlined in the [Community Resilience Framework for Emergency Management](#)

Greater Dandenong [Community Engagement Planning Framework](#), which is also based on the IAP2 spectrum of public participation, can further assist in planning the appropriate level of engagement with the community.

Community engagement for the Greater Dandenong community should also consider the high percentage of CALD groups within the municipality and the special measures required, such as information in non-English languages and culturally appropriate approaches, to properly engage with the Greater Dandenong community. Refer to *Appendix 9F (page 107) Top Tips: Engaging with our Diverse Community*. The Department of Families, Fairness and Housing has also created a tool to help improve communication and engagement with multicultural communities in Victoria - [Communicating with multicultural communities](#).



4.4 Individual, Household and Business Preparedness

This MEMP recognises that emergency management is the shared responsibility of all Victorians, not just the emergency management sector.

Encouraging individuals, households and local businesses in the Greater Dandenong community to prepare for emergencies is a key way that the community's resilience can be enhanced. The severity and consequences of an emergency can be mitigated against if people understand what to do before, during and after an emergency.

When major emergencies occur, emergency services will have to prioritise those in greatest need, especially when life is in danger. During in the immediate aftermath of an emergency, individuals and communities may need to rely on their own resources to ensure they and their family are safe.

4.5 Community resilience

Previous events have shown that communities with strong neighbourhood connection, high level of participation in community groups, sporting clubs or volunteer emergency services and a strong local economy have been more resilient to the impacts of an emergency ([COAG National Strategy for Disaster Resilience](#)). As a result, they can cope better, recover faster and continue with activities as close to pre-emergency sooner.

Strengthening community resilience is an ongoing process of enhancing social capital and community cohesion and supporting the community to prepare for emergencies that could affect them.

Emergencies are known to affect communities with pre-existing vulnerabilities the hardest, for Greater Dandenong this includes:

- a high level of socio-economic disadvantage (according to the 2021 Commonwealth Government Index of Relative Socio-economic Disadvantage Greater Dandenong is ranked as the most disadvantaged municipality in Victoria – *refer to page 17*)
- a high percentage of Culturally and Linguistically Diverse (CALD) groups within the municipality – *refer to page 16*.

To mitigate these vulnerabilities, it is important to engage directly with the community through consultation, participation, and cooperation, both informal and formal. This will enhance knowledge and understanding of emergencies fostering better preparedness and resilience.

Building relationships and encouraging community members to understand and consider emergency preparedness are key steps. This may involve staying informed with timely information and emergency warnings and ensuring they have adequate insurance coverage for their homes. For further information regarding insurance visit [Insure it. It's worth it.](#)

The Greater Dandenong community are encouraged at a minimum to undertake the following preparedness activities:

- stay informed by:
 - downloading the [VicEmergency App](#) on your smart phone and electronic devices
 - downloading the Bureau of Meteorology (BOM) App
 - Listening to ABC 774AM
 - watching [ABC News](#)
 - or visiting [ABC Emergency](#) website
- save important contact numbers into your phone such as family and friends and the VicEmergency Hotline 1800 226 226
- make sure your house number is clearly visible from the roadside and, for properties with long driveways, make sure your driveway is accessible for emergency service vehicles. They need at least a 4-metre-wide driveway with at least a 4-metre height clearance
- visit the [Emergency Prepare – Are you prepared for an emergency?](#) website for information on additional preparedness needed for different types of emergencies
- prepare a home emergency kit including an emergency plan using the following templates:
 - [Emergency preparedness guide | Australian Red Cross](#)
 - [Your Bushfire Plan | CFA \(Country Fire Authority\)](#)
 - [Create an emergency plan \(ses.vic.gov.au\)](#)
 - Local businesses should also be encouraged to prepare a [business emergency management plan](#).

An emergency kit is a collection of items your household may need for survival during the emergency and items to help you recover after an emergency. An emergency kit must be prepared to suit your family's individual needs.

For assistance to build and personalise your emergency kit - complete the [Start packing](#) questionnaire on the Emergency Prepare website.

Items in your emergency kit may include the following:

- emergency plan and important contacts
- important documents and information
- medication and first aid kit
- medical aids and equipment
- items for children
- items for pets
- mobile phone and charger
- miscellaneous personal items
- food and water
- radio and torches
- protective clothing and items
- personal clothing and toiletries.

4.6 Vulnerable People in Emergencies

Research has found that people with a disability are at a much higher risk of injury or death in an emergency. People with impairments (such as motor, sensory and/or cognitive) and activity limitations (such as mobility and/or communication) may have a reduced ability to prepare for, take protective action during and recover from emergency events. For further information on the research undertaken refer to [Australian Disaster Resilience Knowledge Hub](#).

Following a recommendation of the Black Saturday Bushfires Royal Commission, Council maintains a register of people residing in the municipality who meet the criteria within the [Vulnerable people in emergencies policy](#) known as the Vulnerable Persons Register (VPR).

According to the policy, persons who can be listed on the VPR are those who are frail and/or physically or cognitively impaired and unable to comprehend warnings and directions and/or respond in an emergency situation and cannot identify personal or community support networks to help them in an emergency. See [Vulnerable people emergencies policy guideline - 1](#). The VPR is updated twice a year by the MRM.

The aim of the VPR is to aid emergency planning and response, including potential evacuation of vulnerable community members. Only a limited number of Greater Dandenong City Council Staff and members of Victoria Police (VICPOL) (the control agency for evacuations) have access to the VPR however in an emergency, the details of people listed on the VPR may be provided to additional emergency services, such as VICPOL and Ambulance Victoria (AV), to allow them to assist with evacuations.

4.7 Vulnerable Facilities

Under the Vulnerable People in Emergencies Policy, a list of facilities where vulnerable people are likely to be situated should be developed by municipal councils - to ensure they are effectively planned for at the local level. This requirement is in line with recommendation 3.2 of the 2009 Victorian Bushfires Royal Commission Final Report.

Council maps Local vulnerable Facilities on their internal mapping system (IntraMaps). A list of facilities can be accessed by authorised VICPOL representatives for the purposes of planning, exercising and in the event of an emergency.

4.8 Training and Exercising

Training and exercising are essential components of preparing for emergencies. Emergency management training and exercising is a controlled, objective driven activity used for testing, practising or evaluating processes or capabilities. Exercises can range from simple discussion style to full scale field-based operations. Exercises should use the principles of [Managing Exercises Handbook \(aidr.org.au\)](#).

To assist in identifying gaps in the MEMP and to provide learnings and opportunities for improvement the MEMP and subplans require regular testing and exercising. A section of the Greater Dandenong MEMP is tested every 12 months.

Examples of recent training events include:

September 2023 - Prepare for a Heatwave Emergency Management Exercise - Drum Theatre
Hosted by Council this event included speakers from Department of Health, Ambulance Victoria, Forest Fire Management Victoria and the Bureau of Meteorology. It also included an exercise in the format of an inductive scenario that explored the impact of a Heatwave on the Greater Dandenong Municipality. Attendees included various agencies, community leaders, council staff and Greater Dandenong community members.



Figure 15: Images Prepare Heatwave Exercise – Drum Theatre 2023

October 2022 - Emergency Relief Centre Exercise - Jan Wilson Community Centre

The objectives of this exercise was to practice, evaluate and identify any opportunities for improvement in:

1. The establishment, operation of and interagency liaison at an Emergency Relief Centre (ERC) during receipt and processing of displaced people following an emergency
2. Individual agency internal operational response and management procedures to an emergency within the CGD area.

Agencies may wish to undertake their own individual capability and capacity building through internal training and exercising that does not consider the multi-agency arrangements outlined in this MEMP. However, any multi-agency training or exercising completed at the local level should consider the arrangements provided within this MEMP and ensure all relevant MEMPC members are invited to participate. Any testing or exercising of the MEMP should have an evaluation report prepared detailing learnings, outcomes, and actions for enhancement of this plan or sub-plans. Such evaluation report should be submitted to the MEMPC for consideration.

For a comprehensive list of exercises refer to Appendices Part 9B Exercise History.

4.9 After Action Review (AAR)

After major incidents, the MERC and/or control agency may invite the MEMPC members at an After-Action Review (AAR) to analyse and learn from the incident and identify opportunities for improvement in future responses.

4.10 Bushfire Risk Mitigation

While areas of bushfire risk within the Greater Dandenong area are minimal, MEMPC member agencies and other key emergency management stakeholders have legislated responsibilities in bushfire mitigation under the *Country Fire Authority Act 1958 (CFA Act)*, *Fire Rescue Victoria Act 1958 (FRV Act)*, and *Forest Act 1958*.

Marinating the Victorian Fire Risk Register – Bushfire (VFRR-B) is one such responsibility. The VFRR-B was developed to identify and address bushfire risks across Victoria. The VFRR-B is completed for each municipality and is reviewed as required, and as land use in the municipality changes. The VFRR-B is a systematic process that helps to identify assets at risk from bushfire, assess the level of risk to those assets and highlight the treatments in place along with the responsible agencies for implementing those strategies. Details of the VFRR-B for Greater Dandenong are captured in [Municipal Fire Management Plan \(MFMP\)](#).

Local fire agencies including CFA, FRV and Forest Fire Management Victoria (FFMV) contribute to bushfire mitigation at the local level including vegetation management, community resilience programs, and maintaining local capabilities and capacity to respond in the event of a bushfire emergency. Council has appointed a Municipal Fire Prevention Officer (MFPO) and several Assistant MFPOs to ensure Council meets its fire mitigation responsibilities including issuing Fire Prevention Notices for hazard removal to private landowners within the municipality.

VICPOL are also responsible for undertaking prosecutions for illegal burning during the Fire Danger Period and on days of a Total Fire Ban to prevent uncontrolled fires on high-risk fire days.

For further information about fire risk reduction undertaken at the local level refer to [MFMP](#).

4.11 Major Hazard Facilities (MHF)

Greater Dandenong has five Major Hazard Facilities (MHFs) within the municipality. MHFs operate under strict regulations which are by managed WorkSafe Victoria and other agencies including the EPA. Council involvement with a MHF includes:

- consultation on emergency planning as it affects the community
- the MHF working with council emergency planning staff
- receiving information on the MHF for reference purposes
- receiving information to be held at public libraries.

[source: What is a major hazard facility | WorkSafe Victoria](#)

MHFs also routinely consult and engage in emergency management exercises with the relevant agencies, including, CFA, VIC POL.

As part of mitigation activities and emergency management planning for the municipality, the MEMPC is cognisant of MHFs within Greater Dandenong and neighbouring the municipality. The MEMPC and Sub- committees will take into consideration the emergency plans developed for MHFs during the development of municipal emergency planning and discussions.

Several other high-risk facilities that do not quite meet the regulated definition of an MHF can be found throughout the municipality.

4.12 Critical Infrastructure

Critical infrastructure is essential to community wellbeing. Greater Dandenong is home to a number of critical infrastructures (as defined under the *Emergency Management (Critical Infrastructure Resilience) Regulations 2015*) that is either based within or running through the municipality.

For further information on building critical infrastructure resilience from emergencies visit [Critical Infrastructure Resilience | Emergency Management Victoria \(emv.vic.gov.au\)](https://www.emv.vic.gov.au/critical-infrastructure-resilience).

PART FIVE – EMERGENCY RESPONSE ARRANGEMENTS

In Victoria, emergency response is defined in the *EM Act 2013* as “the combatting of emergencies and the provision of rescue services”. The [SEMP](#) further explains emergency response as being “the action taken immediately before, during and in the first period after an emergency to reduce the effects and consequences of the emergency on people, their livelihoods, wellbeing and property; on the environment; and to meet basic human needs.”

Often the community’s view for emergency response is seen by examples such as lights and sirens and trucks putting out fires, cutting up fallen trees, rescue assistance after a car accident and sandbagging flooded houses. However, emergency response can be far more complex. It requires coordinated adaptable tasks, actions and resources to facilitate reducing the impact and consequence on the community and reducing the risk of serious harm.

The response arrangements for all emergencies are largely outlined in the [SEMP](#). Part 5 of this MEMP outlines the emergency response arrangements for the municipal (incident) level. Whilst emergency relief is considered part of response arrangements this is separately detailed in Part 6.

Refer to Appendix Part 9E for Greater Dandenong City Council Readiness and Activation Matrix.

5.1 Emergency Management Priorities

The State Emergency Management Priorities underpin and guide all decisions during a response to any emergency at any level:

- Protection and preservation of life and relief of suffering is paramount. This includes:
- Safety of emergency response personnel; and
- Safety of community members including vulnerable community members and visitors/tourists
- 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.

5.2 Command, Control & Coordination Arrangements

Previously Victoria based its emergency response arrangements on the management functions of command, control and coordination. While command, control and coordination remain a key part of emergency management arrangements, this has been expanded to what is known as the “Six C’s”:

Command

Command involves the internal direction of personnel and resources of an agency operating vertically within the agency. Authority to command is established in legislation or by agreement within an agency.

Control

Control is the overall direction of response activities in an emergency, operating horizontally across all agencies participating in the emergency.

Coordination

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

Consequences

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 Connections

The understanding of and connecting with trusted networks, trusted leaders and all communities to support resilience and decision making.

5.2.1 Control and Response Support Agencies

The [SEMP](#) identifies which organisations undertake the function of Control Agency and Response Support Agency in the response to different types of emergencies. Control agencies are appointed under [Table 9](#) of the SEMP.

A Control Agency is an organisation identified as being primarily responsible for managing the response to the specified type of emergency. Where an emergency type is not listed or there is uncertainty as to the Control Agency, the Emergency Management Commissioner or relevant Emergency Response Coordinator (such as the MERC) will determine the Control Agency.

A Response Support Agency is an organisation that provides services, personnel or material to support or assist a Control Agency, Coordination Agency or affected persons. In the event of an emergency, Response 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 Response 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.

The Greater Dandenong emergency response arrangements do not involve any deviations from the Control and Response Support Agencies as listed in the [SEMP](#).

5.3 Operational Tiers

To provide for a scalable emergency management system, Victoria has adopted a three-tiered approach:

- Incident
- Region
- State.

Most emergencies will be managed at the incident tier (for example single house fires or motor vehicle accidents) that require only the use of local resources and don't involve broader community consequences. These are also sometimes referred to as 'business as usual' events for emergency services.

An emergency event may be escalated from the incident tier to the regional and/ or state tier for several reasons including events which extend beyond a single municipality's boundary, local resources and capacity is exceeded or is likely to be exceeded.

Incident tier

The tier at which an emergency is likely to occur, is occurring or has occurred. In the response phase, it is most commonly the immediate incident area, otherwise the local government area. Typically, in a Class 1 emergency, the incident tier will maintain tactical control and coordination for specific response activities (such as firefighting in a specified location) and relief and recovery activities (such as the operation of a relief centre).

Regional tier

The tier at which there are specific EM arrangements for an area that is declared by the Governor in Council under the EM Act 2013 s77A. Figure 1 shows Victoria's emergency management regions:



Figure 16: Victorian Emergency Management Regions

Source: Victorian Emergency Operations Handbook | [Emergency Management Victoria \(emv.vic.gov.au\)](http://Emergency Management Victoria (emv.vic.gov.au))

Control Agencies should ensure capability and resources are available for response including:

- having agreements and processes in place for additional resources if the control agency resources at the incident tier become exhausted
- developing Memorandum of Understandings (MOUs) with other local responder agencies and local councils to share resources at the local level
- developing trigger points for escalation from local to region or state tiers for assistance.

5.3.1 Non-Major Emergency vs Major Emergency

According to the definition in the [SEMP](#) a non-major emergency is:

- any emergency that is not a major emergency
- a small emergency incident managed by the public or through the business-as-usual arrangements of agencies or private enterprises in a small area, promptly and without call on further resources
- significant consequences for the community are not anticipated and major emergency arrangements are not proposed.

Members of Greater Dandenong MEMPC frequently responds to non-major emergencies.

The Greater Dandenong MEMPC have further qualified this for the purpose of activations of this MEMPC as follows. The Greater Dandenong MEMPC agree that non-major emergencies are emergency incidents (natural or otherwise) which have a limited impact causing small scale damage or destruction, for example a house fire affecting one residence. These events typically have minor impact on the broader community, usually where up to three separate individuals or families require support.

5.4 Incident Management Team (IMT)

As the incident escalates in size or complexity, the IC may delegate some or all management functions of incident control which include planning, intelligence, public information, operations, investigation, logistics and finance.

In summary, the IC and their IMT have several tasks to address if they are to successfully resolve the incident being managed. These include:

- build a picture of what has happened, what is happening and what is likely to happen
- decide what needs to be done and how it will be done
- prepare a plan that captures those decisions
- gather the resources necessary
- implement the plan and monitor its progress
- keep people and agencies informed of all these actions
- maintain records of their deliberations and decisions
- manage environmental impacts and consequences of the response effort
- initiate and support the relief and recovery efforts for affected communities.

5.5 Incident Emergency Management Team (IEMT)

In the event of an emergency which will, or is likely to, trigger activation of the municipal emergency management arrangements outlined in this plan, the IEMT will be established to lead the municipal level coordination.

The IEMT is made up of the MERC, MEMO and MRM. The IEMT has responsibility to:

- maintain liaison with the Incident Controller (IC)
- coordinate municipal and other resources in support of the Control Agency
- coordinate municipal and local community resources to assist the MRM in the operation of an ERC
- manage Council support operations during the emergency and post emergency phases
- coordinate Municipal Secondary Impact Assessments and Post Emergency Needs Assessments
- manage the stand down and recovery of municipal, community and other resources.

The following describes key roles involved in the IEMT. Full details of emergency response roles and Incident Management Team (IMT) positions in accordance with the Australasian Interagency Incident Management System (AIIMS) are included in the [SEMP](#).

5.5.1 Municipal Emergency Response Coordinator (MERC)

Pursuant to the EM Act 2013 (s40A) the Chief Commissioner of Police must, on the request of the Emergency Management Commissioner, appoint a member of the police force to be an emergency response coordinator for each region and municipal district.

The Divisional Commander (Superintendent) in charge of Southern Metro Region (Division 3) will delegate the role of MERC for Greater Dandenong Police Service Area/local government area. The MERC position will be appointed to a Senior Sergeant that is stationed at either Dandenong or Springvale Police Stations. The Deputy MERC will also be appointed to another Senior Sergeant performing duties at either of these locations, or as delegated by the Divisional Commander

The function of the MERC is to coordinate agencies and resources within the municipal district to support the municipality's response activities ([SEMP page 67](#)).

5.5.2 Municipal Emergency Management Officer (MEMO)

Pursuant to the EM Act 2013 (s59G) Council must appoint one or more MEMOs. Council has appointed several senior staff members as MEMOs as their involvement in emergency management activities can involve many aspects of Council's business over a considerable period.

During the response phase for an emergency the Duty MEMO has overall command of Council's emergency management operations. The MEMO also provides support to the MRM who leads the coordination of relief and recovery activities at the local level.

MEMOs are responsible for:

- liaising with agencies in relation to emergency management activities for the municipal district; and
- assisting in the coordination of emergency management activities for the Municipal Council
- ensuring all response activations and financial arrangements for that activation are

- recorded and authorised through the correct procedures
- advising the MRM and key Council personnel involved in emergency management.
- liaising with Council's CEO to ensure they are kept updated of the situation, in turn inform the Councillors and Executive Management Team
- ensuring available assistance and support is provided by Council to reduce the impact of the emergency on the community.

5.5.3 Municipal Recovery Manager (MRM)

Pursuant to the EM Act 2013 (s59H) Greater Dandenong City Council must appoint one or more MRMs. Council has appointed a number of staff members as MRMs.

The MRM is responsible for developing partnerships with local community support organisations and service providers for the provision of relief and recovery services, as well as ensuring that local plans align with regional and state relief and recovery plans. During an emergency the MRM leads local coordination of relief and recovery activities.

MRMs responsible for:

- coordinating, in consultation with agencies, the resources of the municipal council and the community for the purposes of recovery; and
- liaising with any municipal emergency management officer appointed for the municipal district in relation to the use of the municipal council's resources for the purposes of recovery; and
- assisting any municipal emergency management officer appointed for the municipal district with planning and preparing for recovery.

5.5.4 Emergency Management Liaison Officer (EMLO)

Greater Dandenong Council may be requested by a MERC or IC to provide an Emergency Management Liaison Officer (EMLO) to the State Control Centre, Regional Control Centre, Incident Control Centre or any IEMT at the scene of an emergency incident.

An EMLO:

- represents the agency
- may represent the agency at the EMT or REMT, if the relevant agency commander is unable to attend (not the SEMT, where a senior agency representative is required to attend)
- should be empowered to commit, or to arrange to commit, the resources of the agency to respond to an emergency
- provides advice in relation to the role and activities of the agency
- should maintain communications with the agency.

If Greater Dandenong City Council was requested to provide an EMLO this would typically be delegated to a Deputy MEMO.

5.5.5 Incident Controller

The Incident Controller is a position appointed by the Control Agency for the particular type of emergency in accordance with the [SEMP](#). The Incident Controller is responsible for leading and managing the emergency response at the incident tier.

In a non-major emergency, if the emergency event requires municipal emergency management support including resources or relief activation then the Incident Controller must direct all requests to the MERC.

5.5.6 Operation of the IEMT

Depending on the scale and impact of the emergency, the MEMO will decide, in consultation with the MRM and MERC what level of response is required. The level of response can range anywhere between the IEMT remotely monitoring an emergency event to physical setup and establishment of the Council Emergency Operations Centre (CEOC).

Some examples include:

- IEMT monitoring the emergency event remotely and keeping each other and any other relevant council staff abreast of the situation
- MEMO, MRM and/ or MERC attending incident control for liaison back to Council
- Coordinating the setup of an ERC
- IEMT convening face-to-face to plan for relief and recovery needs from the emergency event
- Establishment of a CEOC

If the IEMT is required to attend the ICC then usually the MEMO or their delegate will attend to perform the EMLO role. In some circumstances the MRM or their delegate may attend as the EMLO instead of or in addition to the MEMO.

5.5.7 Council Emergency Operations Centre (CEOC)

A CEOC may be established to assist in any EMT in planning, coordinating and managing resources and activities during the response to and recovery from an emergency.

Generally, the CEOC will be activated when the emergency scale and/ or complexity is or is likely to exceed the ability of the IEMT to manage without additional support. The decision to activate the CEOC will be made by the MEMO in consultation with the MRM and MERC.

CEOC staff is drawn from municipal employees. The CEOC will involve all or some of the following positions:

- IEMT (MERC, MEMO & MRM)
- MEMO Assistant
- MRM Assistant
- CEOC Manager
- Administration/support officers as required including a finance officer
- Secondary Impact Assessment (SIA) Coordinator
- Communications Coordinator

Other Council Subject Matter Experts/ Business Unit Leaders (as required to provide liaison and information relating to their business unit or area of expertise depending on the impact of the emergency).

A CEOC will usually be established at Rooms 2NW and 2NE, Dandenong Civic Centre, Level 2, 225 Lonsdale Street, Dandenong. Melway Ref 90 D8. However, some circumstances may require the CEOC to be established at this location or online - virtually.

If a CEOC is formally established, then an event in Crisisworks will be created to record all key information relating to Council's involvement in the emergency.

For further information on CEOC Arrangements refer to the Greater Dandenong Emergency Management Manual.

Municipal Emergency Operations Centre (MEOC)

Council may, to assist with its own response, activate a MEOC to be used as a staging area for Council's response personnel and resources in a major emergency.

5.6 Emergency Response Activation

The following provides a summary of the activation process for key municipal emergency management roles:

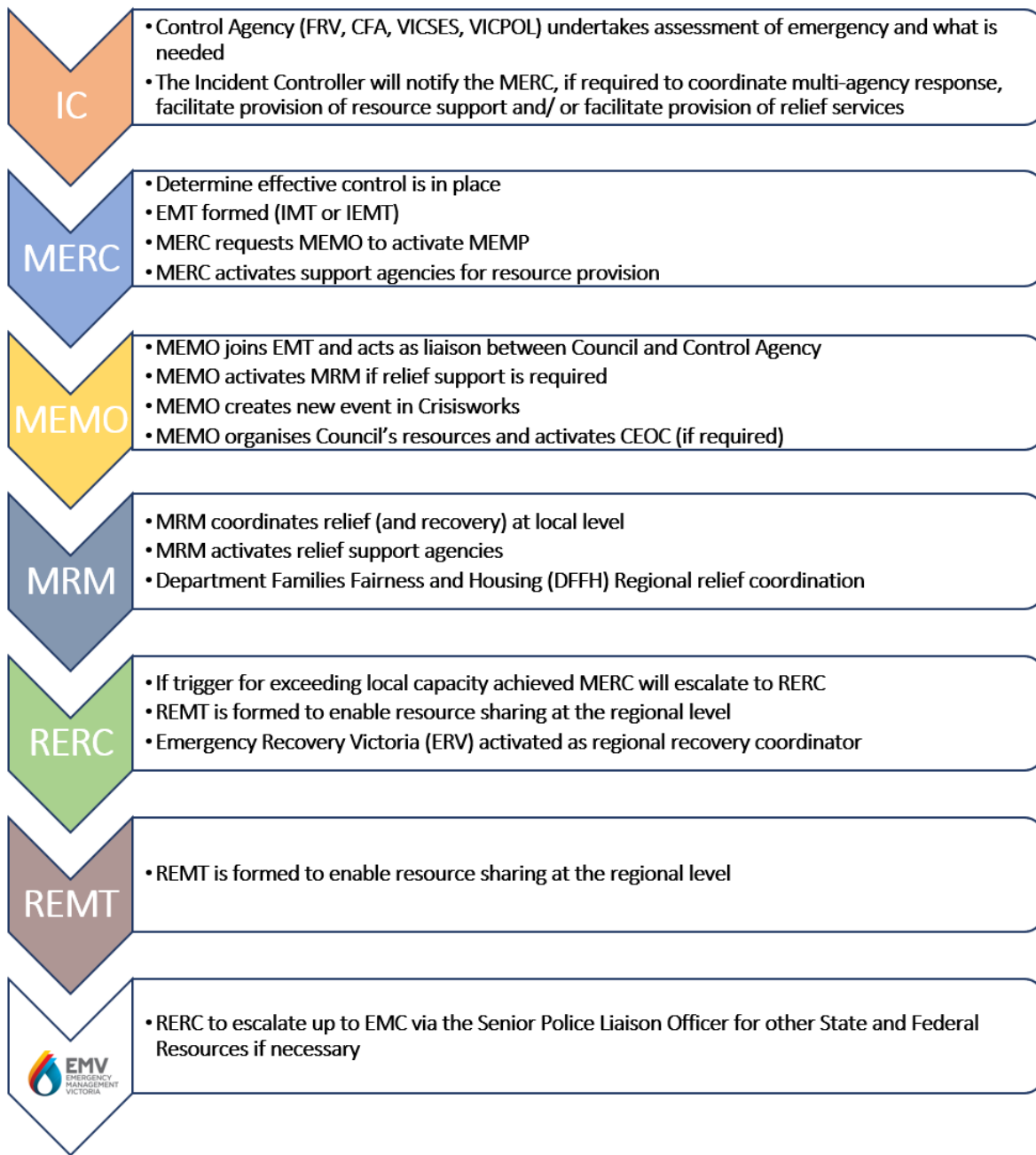


Figure17: Emergency Response activation

5.7 Municipal Resources

The following provides a summary of the resources and services available to support emergency response at the local level.

5.7.1 Greater Dandenong City Council Resources

Council's standard business resources and services are available through contacting Council on 03 8571 1000. Council's standard business resources and services should be called for routine service requests in public areas and/or Council asset related matters. Council also has extensive contracts with resource suppliers and services to provide resources not physically held by the Council.

Availability of these resources and services outside of Council's standard business hours is dependent on the level of danger to the community present. If after hours, Council may only provide a remote assessment or take 'make safe' action until the next business day.

These resources and services include (for Council managed roads and assets):

- assessment/urgent repairs of structural damage
- clean up of glass or litter from garbage collections / trucks, fallen signage or dumped rubbish
- removal of obstruction of managed walking paths, roads and other open spaces
- clearance of blocked drains
- removal of fallen trees and/or branches that are a safety hazard
- clean up of spills on local roads/ providing material and resources to the CFA and FRV.

As part of emergency response arrangements, the Greater Dandenong City Council supports Control Agencies during incidents by providing additional resources and services. These may only be requested by the Incident Controller to the MERC who will then activate the MEMO.

Any multi-agency emergency that requires a coordinated approach should be escalated to the MERC.

These include:

- coordinating relief services for displaced households
- establishing Emergency Relief Centres (ERCs)
- establishing Emergency Services Staging Areas
- provision of local intelligence and mapping including the location of residents on the Vulnerable Persons Register
- provision of specialist personnel including Stormwater and Drainage Engineers, municipal Building Surveyor (MBS), Traffic Management, Community Care Workers, Arborist, Environment Health Officers
- provision of the following resources (subject to availability at time of request).

5.7.2 List of Greater Dandenong City Council Resources

| Resource | Quantity | Use |
|----------------------|----------|--|
| Buses | 9 | Commuting Council staff |
| Tip Trucks | 12 | Various uses, road construction, parks and gardens |
| Drain Cleaning Truck | 1 | Suction and cleaning out drains |
| Backhoe | 1 | Road construction and depot cleanup |
| Excavator | 1 | Road construction |
| Skid steer | 1 | Road construction and depot cleanup |
| Grader | 1 | Road construction |
| Tractors | 7 | Mowing and occasional towing |
| Road Sweeper Small | 3 | Road and path sweeping |
| Road Sweeper Medium | 1 | Road and path sweeping |
| Road Sweeper Large | 1 | Road and path sweeping |
| Water Tanker | 1 | Road watering and drain cleaning (10,000 litres) |
| Generators | 5 | Powering tools on site |
| Chain Saws | 9 | Minor vegetation trimming |

Table 6: Greater Dandenong City Council Resources

5.7.3 Crisisworks

Crisisworks is the electronic web-based system used to track all emergency operational activities for Council. The software also acts as a repository for Council’s emergency management information and documentation. It can be accessed at: [City of Greater Dandenong - Crisisworks.](#)

Crisisworks enhances Council’s internal incident coordination by providing a platform to:

- log and action all requests for municipal resources from the Control Agency
- record all financial expenditure incurred by Council in response to and recovery from an emergency
- record all information incoming and outgoing from any EMT
- coordinate tasks as required for Council’s emergency management operations
- Crisisworks also allows Council staff to work remotely rather than face to face if it is not required for an event.

5.7.4 Staging Areas

During an emergency incident emergency services agencies may require a location away from the incident for personnel, vehicles, equipment or material to assemble.

There are no pre-determined staging areas within the municipality. Council may, at the request of the Control Agency, provide locations throughout the municipality that can be utilised as staging areas.

The MEMO in consultation with the MERC and Incident Controller will determine suitable locations available for use as a staging area at the time of the request. The following should be considered in determining appropriate locations:

- the location of the emergency
- anticipated duration of use
- accessibility for emergency services from the emergency to the staging area and vice versa
- impact on local community
- traffic management issues
- potential costs and/ or damage likely to be caused from the use of the area (for example damage to infrastructure located below sporting grounds)
- any other potential impacts from the staging area location.

Locations suitable for use as staging areas may have community bookings or Council programs taking place. As such early communication to affected parties must be made which will be undertaken by the MEMO or their delegate.

The return of any facilities or open space used as a staging area to their prior condition, including rectification and repair of any damage caused and clean up, is the financial responsibility of the Control Agency.

5.7.5 Council Facilities

Greater Dandenong City Council may make its facilities available for emergency management stakeholder use to undertake mitigation, response (except for staging areas) and/or recovery activities.

The return of any facilities or open space used to their prior condition, including rectification and repair of any damage caused and clean up, is the financial responsibility of the hirer.

5.7.6 Resource request requirements

Agencies are required to follow the 'Requesting Additional Resources' section within the [SEMP](#) including [Joint Standard Operating Procedures J03.09 Resource Request Process](#)

In addition to SEMP requirements, requests for assistance:

- may be oral or in writing. If oral, the request must be subsequently confirmed in writing. Acceptance or implementation, however, will not be withheld pending receipt of a written request or confirmation. However, both parties shall make file notes of the request and agreed terms at the time of the request
- should provide, as a minimum, the following information to enable that assisting organisation determine its capability to support the request:
 - a description of the emergency or disaster for which assistance is needed
 - the desired outcome of the assistance in the form of clear tasking instructions or the number and type of personnel, equipment, materials and supplies needed
 - the expected time of duration of the assistance request
 - the qualifications required for the assistance for personnel, equipment, materials and supplies
 - associated costs with requested assistance, if any.

Non-adherence with any of the above requirements will not prevent the assisting agency providing the Control Agency the required resources. However as soon as practical all parties involved in the resource request will take immediate action to ensure adherence with the above.

5.7.7 Resource request escalation

As outlined in the [SEMP](#) all resources required that are unable to be obtained through an agency's internal arrangements must be requested via the MERC who will liaise with the MEMO.

When resources cannot be sourced from within the municipality, the request will be escalated to the RERC to seek resources within their region.

5.8 Financial Considerations

In accordance with the funding arrangements described in the [SEMP](#) all agencies are responsible for all costs incurred in fulfilling their role and responsibilities:

- Council will absorb all reasonable cost of its own equipment and resources within its control.
- Where equipment or resources are not owned by Council and must be sourced through a third party or contractor, the control agency requesting the equipment or resource will bear all costs associated to the request.

These financial arrangements apply to all emergency management activities undertaken including mitigation, response and recovery.

For further information about financial arrangements and cost please refer to Appendix - 9E Practice Note - Sourcing Supplementary Emergency Response Resources through Municipal Councils.

5.9 Public Warnings and Information

The Control Agency is responsible for the release of timely and accurate information and warnings to the community during the emergency response phase.

Official warnings and information are published on [Incidents and Warnings – VicEmergency](#).

Upon request of the control agency and /or MERC, Council will share information and warnings.

Support agencies may, capacity providing, share such information and warnings via its communication channels including websites, social media, variable messaging boards, verbally etc. to ensure a broader reach for the information and warnings.

5.10 Impact Assessments

5.10.1 Initial Impact Assessments

Initial Impact Assessment (IIA) is an appraisal of the extent of damage, disruption and breakdown of the community and its infrastructure because of an emergency incident. This is coordinated at the incident level by the Control Agency. For further information on impact assessments refer to Section 7.6.1.

5.10.2 Secondary Impact Assessments

A Secondary impact assessment (SIA) is the subsequent assessment of the impact of the emergency on the natural, built, social and economic environments and is managed by relief and recovery coordinators/managers (MRM).

5.11 Debriefing Arrangements

The Control Agency and/ or MERC is responsible for organising an operational debrief or after-action review (AAR) following a major emergency. This should include all participating agencies and organisations as soon as practicable after response activities finish. All agencies who participated in the emergency, should be represented with a view to assessing the adequacy of the response and to recommend any changes to the relevant agencies' plans and future operational response activities.

Any learnings which impact the arrangements outlined in this MEMP should be presented by the Control Agency to the MEMPC and/or debriefing reports submitted to the MEMPC for consideration.

PART SIX- RELIEF ARRANGEMENTS

Emergency relief is defined in the [SEMP](#) as “the provision of assistance to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency.”

Typically, emergency relief is provided to individuals during, and in the immediate aftermath of, an emergency. Emergency relief is to meet the basic human needs of the affected community and can include services such as emergency shelter, provision of food and water, material aid (clothing, basic toiletries), registration and first aid (including psychological).

This section of the MEMP addresses the local emergency relief arrangements and coordination issues likely to arise from a significant emergency. These arrangements should be read in conjunction with [SEMP](#).

Although relief and recovery both commence at the onset of an emergency, often there will be an immediate requirement for emergency relief, which will evolve into the delivery of recovery services. As such this Part 6 of the MEMP addresses the emergency relief arrangements with recovery arrangements outlined separately in Part 7.

Throughout the response and relief activities there should be a steady effort to move toward recovery. At an agreed point there will be a formal transition from response to recovery between the Incident Controller (IC) and the MRM. For more information on transition from response to recovery see section 6.8.

6.1 Relief Principles

The principles for the coordination and delivery of relief at a State, regional and local level include:

- 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 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.

6.2 Relief Activation

In the response phase of an emergency, relief is activated by the Incident Controller via the MERC who will then activate the MEMO and MRM. See *Part Five Emergency Response arrangements (page 52)* for further information.

The MRM will then activate appropriate relief agencies and other support agencies based on the known or anticipated needs of the displaced community based on information about the emergency obtained from the MERC.

6.3 Relief Coordination

Council is the lead provider and coordinator of relief services at the local level (municipal level) as defined in the [SEMP](#)

The MRM will lead the coordination of relief services within the municipality to the extent that both Council and the relief support agencies have the capacity to do so.

When the physical, human and economic resources of local relief arrangements are exhausted, the resourcing of those relief services and/or coordination will be escalated to the regional level.

The process and decision to escalate relief coordination from municipal to regional level will be the result of ongoing consultation throughout the emergency between the MRM and the Department of Family Fairness and Housing (DFFH) Regional Relief Coordinator. See the [SEMP](#) for further details on escalation.

6.4 Relief Functions

6.4.1 Community Information

The dissemination of community information as part of emergency relief assists the affected community to remain safe and understand support services available to them.

The provision of community information, including information about relief, during the response phase of the emergency is the responsibility of the Control Agency. The inclusion of localised emergency relief information in public information and warnings issued by the Control Agency must be developed in consultation with the Greater Dandenong MRM.

6.4.2 Emergency Shelter

Members of the community should be encouraged (through education and engagement) to have their own emergency plans in place for how and where they will relocate to in an emergency.

While seeking shelter with friends and family should always be encouraged, if safe to do so, the MEMPC recognises that vulnerable members of the community may not have the appropriate support networks available to them. As such, arrangements have been developed for emergency shelter for the Greater Dandenong community as outlined in this MEMP.

Emergency shelter in a major emergency may be provided at an Emergency Relief Centre (ERC) or through local private accommodation providers subject to capacity. The establishment of an ERC is to address immediate emergency shelter needs and is therefore a short-term solution (up to 48 hours or as determined by the MRM). Longer term accommodation needs will be addressed in consultation with DFFH and local crisis accommodation providers.

Refer to Section 6.6 for further information on Greater Dandenong ERCs and Section 6.8 for further information on emergency shelter arrangements for non- major emergencies.

6.4.3 Food and Water

Australian Red Cross is responsible for the provision of food and water for affected community members and personnel within an ERC. For more information visit [Relief | Emergency Management Victoria \(emv.vic.gov.au\)](https://www.emv.vic.gov.au).

| Service | Relief lead agencies (RELAs) | Relief support agencies (RELSAs) |
|---|--|---|
| Provide emergency food relief (including water) | Australian Red Cross (ARC) | The Department of Jobs, Skills, Industry and Regions (DJSIR) Foodbank Victoria Salvation Army |

Table 7: Relief lead agencies and support agencies (food and water)

Source: [Relief | Emergency Management Victoria \(emv.vic.gov.au\)](https://www.emv.vic.gov.au)

Catering considerations:

Some considerations for the provision of food and water to displaced community members include:

- ability to use existing catering facilities at the nominated emergency relief centres
- specific dietary requirements (dairy, gluten)
- aged/infant requirements (vitamised meals, baby formula and baby food)
- supervision of supplies, food preparation and storage, personal hygiene, donated food
- local food supplier agreements
- food requirements of Culturally and Linguistically Diverse (CALD) communities.

6.4.4 Material-aid

Essential material aid in an emergency can include items such as bedding, clothing and toiletries. The Salvation Army and St Vincent de Paul Society and others may be engaged by the MRM to provide essential material aid.

6.4.5 Reconnecting Families and Friends/ Registration

VICPOL is responsible for the registration of emergency affected people but have delegated the physical task of the registration process to the [Australian Red Cross](#).

Registration by the [Australian Red Cross](#) is performed by trained volunteers using the Personal Information Form (PIF) or online forms as part of the [Register.Find.Reunite](#) (RFR) program.

Local Red Cross teams maintain a registration kit which is stored at the Dandenong and Springvale Police Stations and will be brought to where registration is being conducted from - such as the ERC.

In the event Australian Red Cross personnel are unavailable to complete registration, VICPOL may seek the support of Council ERC personnel.

6.4.6 Health and Medical Assistance

Ambulance Victoria is responsible for providing pre-hospital medical services to displaced community members, including people attending an ERC. The MRM is responsible for activating additional first aid support when required (for example St John Ambulance or other private service providers) to provide support at an ERC.

Greater Dandenong Environmental Health Officers (EHOs) can provide the advice regarding support services in an emergency such as:

- advice on water supply
- ensuring hygienic food handling - safe production, storage and distribution
- supply of sanitary and hygienic accommodation when required
- refuse removal
- pest control
- control of infectious diseases (immunisation)
- disposal of dead animals.

The MRM may request that an EHO attend the ERC to have oversight of environmental health issues.

6.4.7 Psychosocial Support

Emergencies affect people differently and while an incident may not be considered by some as significant it may raise emotions from past incidents for others.

The Victorian Council of Churches Emergencies Ministry (VCCEM) and the Australian Red Cross have local volunteers trained in Psychosocial First Aid (PFA) which can be activated by the MRM to support the psychosocial needs of the community.

6.4.8 Financial Assistance

Members of the community should be encouraged through education and engagement to have adequate insurance coverage for emergencies that could impact them.

Direct emergency financial payments may be available to eligible community members to assist with immediate needs such as temporary accommodation, material aid, and food and water. These payments are not designed to compensate for loss and will not compare to insurance coverage. The MRM has the responsibility to refer affected community members to the DFFH, Salvation Army

and other agencies for relief assistance.

Under the Personal Hardship Assistance Program maintained by DFFH there are two payments that may be available to community members:

- Personal Hardship Assistance Payment (PHAP) – one off payment available to eligible persons for immediate needs within 7 days of a natural disaster or house fire. The PHAP may be available for other emergencies subject to the discretion of DFFH.
- Emergency re-establishment assistance payment - the Premier or Minister responsible for the *EM Act 2013* must approve the availability of emergency re-establishment assistance payments for a specific event. These payments are income tested and are not available if insured. In a larger event, DFFH may have staff available to attend relief and recovery centres for coordinating personal hardship assistance payments. Further information about the Personal Hardship Assistance Program is available on the [DFFH website](#).

Other agencies may also have some financial assistance available including [the Salvation Army](#) and [Services Australia](#).

6.4.9 Animal Welfare

During an emergency the wellbeing of animals, including companion animals, livestock and wildlife, needs to be considered. Under the Prevention of Cruelty to Animals Act 1986 animal owners have the responsibility to protect their animals from unreasonable pain or suffering.

Animal owners should have plans in place for their animals' welfare in the event of an emergency. Welfare includes ensuring animals have adequate access to food, water, shelter and freedom from pain, injury, disease and obvious discomfort.

DEECA is the lead agency for the welfare of wildlife and are supported by Victorian Farmers Federation, RSPCA, and Municipal Councils. Municipal Councils are the lead for housing displaced companion animals and lost/stray animals.

Local veterinary services may also be able to assist with animal welfare needs in an emergency. If required, the MEMO will arrange for the Council Local Laws Team to assist with welfare for companion animals and livestock.

Considerations for animal welfare in an emergency includes:

- coordinating capture, rescue, transport, feeding, veterinary and temporary housing activities
- activating support from Council's Pound Contractor for transport, food, veterinary services and housing of animals
- contacting local domestic animal businesses for support with the provision of housing and sustenance
- coordinating the registering and housing of companion animals at relief centres
- coordinating suitable locations for the housing of larger animals such as horses and livestock.

6.4.10 Donations

Members of the community may wish to help those affected by an emergency through the donation of material aid such as clothing or preparing cooked food.

The Council does not accept donations at its ERCs or any other Council managed facility. People wishing to donate material aid items will be directed to local charities who accept donations. People will also be referred to monetary donation drives.

Money donations assist the affected community to take ownership of their own recovery through:

- assisting the local economy
- allowing people autonomy to decide what they need
- reducing the burden on community volunteer organisations to sort and manage large volumes of donated goods
- reducing the amount of unsuitable, broken or soiled donated items going to landfill
- reducing resources required, including recovery funding, going towards the logistics required to sort, store and transport donated goods.

6.4.11 Spontaneous Volunteer Management

Members of the community should be encouraged through education and engagement to contact local emergency management volunteer organisations for information on how to get involved before an emergency event occurs.

Often when an emergency occurs those who are not directly affected may want to assist, known as 'spontaneous volunteering'. Coordinating spontaneous volunteers during the response phase of an emergency can be a complex and resource intensive task. As such people wanting to assist will be referred to register with [Emergency Volunteering - Volunteering Victoria](#).

Community members affected by an emergency can also coordinate their own assistance from family and friends through a tool called [Gather My Crew](#).

6.5 Gender and Emergencies

The Greater Dandenong MEMPC recognises that all people may experience disasters differently. Gender can influence how people perceive what is a risk, who makes decisions during an emergency and how people get or seek help or support during or following an emergency.

Australian and international research shows that ["issues relating to gender are known to compound the already damaging effects of disasters"](#):

- Violence against women and family violence increases at times of disaster. This can include an increase in severity for women already experiencing violence or first-time occurrences. Women with disabilities are particularly vulnerable.
- Communities and support workers are more likely to make excuses for family violence during and after a disaster, justifying it as emerging from 'stress', 'frustration' or 'trauma.'
- Gender inequalities are heightened. Emergency management services and MEMPCs can be very male dominated, both in numbers and within their culture. Given this, it is largely men who decide how a community mitigates, responds to or recovers from disaster.
- Traditional gender roles and stereotypes are reinforced. For example, expectations that so-called 'real men' act as heroes, avoid showing emotion or don't seek help – all of which can deeply impact men's mental health.
- Risk of discrimination, harassment or abuse increases for LGBTIQ+ people. This can result in LGBTIQ+ people being reluctant to access support services, particularly if they are faith-based.
- Consideration should be given to transgender individuals when accessing support or facilities during and after an emergency.

[Source: Gender and emergency management | MAV website](#)

The following resources provide practical advice to help Councils and their stakeholders improve their understanding and include consideration of gender in emergency management policy and practice:

- [Home - Gender and Disaster Australia](#)
- [National Gender & Emergency Management \(GEM\) Guidelines \(aidr.org.au\)](#)
- [Australian Journal of Emergency Management gender edition](#)
- [Resource - Australian Emergency Management Knowledge Hub \(archive.org\)](#)
- [Fire Note 101: Gender and bushfire](#)
- [Emergency Management planning for children and young people](#)
- [Family violence framework for emergency management - DFFH Service Providers](#)
- [Gender and emergency management fact sheet](#)
- [Gender and emergency management strategy](#)
- [Diversity, Access and Equity Policy | Greater Dandenong Council](#)

6.6 Emergency Relief Centres (ERCs)

An ERC is a location or facility used during an emergency as a place to relocate affected community members where they can receive essential support services including shelter, food and water, registration and reuniting with loved ones, material aid and emergency information.

Council has responsibility for the establishment and operation of an ERC. Relief support agencies are responsible for supporting the ERC operations by attending the ERC to undertake the relief functions outlined above.

The decision to open an ERC ultimately rests with the MRM in consultation with the IC, MEMO and MERC and will be determined based on the characteristics of the emergency event and risk to the community.

If an ERC is established a CEOC will also be activated to support the operation of the ERC.

Council will provide trained staff to undertake ERC management roles, subject to staffing availability at the time. Council staff will be supplemented by the personnel of relief support agencies such as trained volunteers from the Australian Red Cross, VCCEM and others. If an ERC is required, an ERC Manager will be appointed to manage all personnel, resources and services within an ERC. Depending on the scale of the emergency and the numbers of affected people, additional ERC roles will be allocated such as:

- deputy ERC Manager
- operations Supervisor
- operations Support
- administration/General Support Officers
- personal Support Officers
- media & Communications Officer
- animal Management
- traffic Management.

Council's capacity in most circumstances will be limited to the operation of one ERC facility or location at a time. If additional ERCs are required assistance from neighbouring municipalities will most likely need to be sourced in line with the MAV Resource Sharing Protocol and SM MEMEG arrangements. Given ERC management personnel and relief support agency personnel may not be on standby at the time an ERC is activated it may take a minimum of two hours for the ERC to be setup. Other considerations in the activation of an ERC include:

- staff being aware of their role in the event of an emergency and having adequate training/experience
- staffing availability and rostering needs
- special needs groups – aged, those with a disability, children and infants presenting to the ERC
- ethnicity of attendees at the ERC – dietary needs and cultural requirements
- requirements of vulnerable community members including non-English speaking
- registration and recording processes
- sanitation facilities and sewage disposal
- administrative issues relating to the centre management.

For further information on ERC arrangements refer to the Greater Dandenong Emergency Management Manual and supplementary ERC plans.

6.6.1 ERC Locations

Council has nominated several facilities within the municipality as pre-determined ERCs with activation plans and setup maps prepared.

The location of these facilities is not included in the publicly available MEMP to avoid community members pre-emptively relocating to these sites before a decision has been made to activate them.

Council has also included in its lease agreement for community facilities a clause which allows the facility to be commandeered for use as an ERC. The ultimate decision for where an ERC should be located is at the discretion of the MRM based on the circumstances at the time of the emergency.

6.7 Cool Places

A cool place is a local facility that can offer temporary shelter from extreme heat, this may include community centres, libraries or other Council facilities. Cool places may be staffed by Council officers or community groups and will offer air conditioning, water and a place to charge mobile phones.

For more detail about cool places refer to the Greater Dandenong Extreme Heat Sub-plan.

The decision to open a cool place rests with the MRM in consultation with the IC, MEMO and MRM and will be determined based on the characteristics of the extreme heat event and the risk to the community.

Cool places may also be considered in partnership with community groups at the discretion of the group separate to a Council operated Cool Places or an ERC.

6.8 Non-Major Emergency Relief Protocol

As per section 5.3.1, non-major emergencies are emergency events (natural or otherwise) which have a limited impact causing small scale damage or destruction, for example a house fire affecting one residence. These events typically have minor impact on the broader community, usually where up to three (3) separate individuals or families require support.

As such, the provision of emergency relief assistance under the non-major emergency arrangements is restricted to emergencies where up to a maximum of three (3) separate individuals or families require support.

Larger scale emergencies involving more than three separate individuals or families impacted by the one event such as those involving rooming houses, large apartment blocks or affecting several separate residences should be managed in-line with the general relief and recovery provisions of the MEMP, subject to the capacity at the local level.

6.9 Transition from Response and Relief to Recovery

Recovery activities should commence alongside relief or at the first available opportunity thereafter and continue after relief ends. Whilst there is still a threat to the safety of the community the Incident Controller will maintain control of the overall event. The transition from response to recovery is done by agreement between the Incident Controller and EMT based on the Initial Impact Assessment undertaken by the Control Agency.

It is essential to ensure a smooth coordinated transition from the response phase (including relief) to the recovery phase of an emergency at the municipal level.

While it is recognised that early recovery activities can commence before the formal transition, there will be an end of response activities and a hand over to the municipality to coordinate local recovery programs.

A standard approach is required to assist with the transition of emergency management coordination arrangements between the control agency, VICPOL (the response coordination agency), Emergency Recovery Victoria (ERV) (recovery coordination assistance at the regional level) and the affected municipalities.

The key tasks as part of the transition include:

- continuity of emergency relief activities where required
- identifying resources required to support immediate community recovery requirements including public health and safety
- coordination of essential clean-up operations
- assessment of loss and damage impacts in the affected communities.

Refer to the [SEMP](#) for further information on transition arrangements.

PART SEVEN- RECOVERY ARRANGEMENTS

Recovery is defined in the [SEMP](#) to mean the “assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning”.

There are established recovery coordination arrangements. The recovery responsibilities have three tiers - state, regional and municipal.

- State and regional recovery is coordinated by [ERV](#), delivering recovery programs and services (including community services)
- Municipal recovery is coordinated by [Councils \[1\]](#) providing recovery information for community and coordination of community recovery services.

This section of the MEMP provides an overview of the local principles and arrangements for the coordination and management of emergency recovery within the municipality of Greater Dandenong.

It outlines the functions, roles and responsibilities of key stakeholders involved in recovery including community organisations, government departments and agencies, local support services and Council. It details the escalating arrangements from locally managed recovery to the regional level and, where known, the capacity and capability of personnel and resources to assist in local recovery arrangements.

It does not describe in detail the processes, procedures or operations of recovery following a particular emergency event. These must be driven by the unique consequences of the emergency on the affected community and shall be detailed in an incident specific recovery plan developed following the emergency event.

The members of the MEMPC and its Sub-Committees shall ensure that Greater Dandenong’s recovery arrangements align with regional and state arrangements.

[Emergency Recovery Victoria \(ERV\)](#)

ERV was established in January 2020 as Bushfire Recovery Victoria (BRV). BRV coordinated recovery from the devastating 2019–20 Eastern Victorian bushfires.

In October 2022, BRV transitioned ERV. This followed a recommendation from the Inspector General for Emergency Management (IGEM) [Inquiry into the 2019–20 Victorian Fire Season - Phase 2 report](#)

ERV leads state and regional recovery coordination, and state relief, on behalf of the Victorian Government. ERV work directly with:

- affected communities
- all levels of government
- agencies
- industry.

ERV’s role is to provide strategic leadership on whole-of-government recovery activities and to support locally led recovery efforts and councils, ensuring that community needs are at the centre of recovery.

[Source: About Emergency Recovery Victoria | vic.gov.au \(www.vic.gov.au\)](#)

The recovery process involves cooperation by community, industry, organisations, Government, and the private sector to support:

- the emotional, social, spiritual, financial and physical wellbeing of individuals and communities
- the restoration of essential infrastructure and services
- the revitalisation of the local economy
- the rehabilitation of the natural environment.

7.1 Recovery Principles & Concepts

Recovery from emergencies is a developmental process of assisting individuals, families, communities and industry to manage the re-establishment of those elements of society that contribute to the social cohesion of their communities. emergency recovery principles include:

- a supporting and enabling process that allows individuals, families, communities and industry to attain a proper level of functioning through the provision of information, specialist services and resources
- best achieved when the recovery process commences from the moment of emergency impact
- is managed and approached from a community development perspective and most effective when led and conducted in partnership by the affected community and using local capacities and expertise
- is most effective where recovery management arrangements provide a comprehensive and integrated framework, where assistance measures are provided in a timely, fair, equitable manner and are sufficiently flexible to respond to the diversity and changing needs of the community
- is effective by the establishment of local planning and management arrangements by the community that are accepted and understood by recovery, control and support agencies
- planning and management arrangements are trained and exercised to ensure agencies and personnel are properly prepared for their roles.

7.1.1 Recovery Principles

The following information is sourced from the National Principles for Disaster Recovery (February 2018), for more information refer to the [Australian Institute of Disaster Resilience](#) website. Disasters can deeply impact lives and livelihoods. Working with communities recovering from disasters is complex and challenging. These principles are a way to guide our efforts, our approach, our planning and our decision-making. While all the principles are equally critical to ensure effective recovery, understanding the local and broader context and recognising complexity are fundamental.

The descriptions beneath each principle provide further guidance for working with communities in disaster recovery.

- **Understand the context** - successful recovery is based on an understanding community context, with each community having its own history, values and dynamics
- **Recognise complexity** - successful recovery is responsive to the complex and dynamic nature of both emergencies and the community
- **Use community-led approaches** - successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward
- **Coordinate all activities** - successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs
- **Communicate effectively** - successful recovery is built on effective communication between the affected community and other partners
- **Recognise and build capacity** - successful recovery recognises, supports, and builds on individual, community and organisational capacity and resilience.

ERV's Recovery Framework aligns with the national principles and has added two additional principles:

- **Strengthen Communities** – successful recovery should leave communities stronger by reducing vulnerabilities and building resistance
- **Ensure an Inclusive Approach** - successful recovery recognises communities are made up of many groups and ensures that actions, both intentional and unintentional do not exclude groups of people.

7.1.2 Recovery Concepts

Underpinning emergency recovery management principles are several concepts to assist in effective community recovery management. These include:

- empower individuals, families, communities and industry
- encourage community involvement in all aspects of the recovery process
- encourage affected communities and areas to actively participate in their own recovery
- recognise different effects/needs for the diverse individuals/communities impacted to ensure services are provided in a timely, fair and equitable manner
- recognise resourcefulness and maximise the use of local resources, groups and individuals
- coordination and support at the local level
- work with minimum intervention
- accountability, flexibility, adaptability and responsiveness to meet the changing needs of the community over time
- integration of services to maximise the use of existing administrative and management structures e.g., local formal and informal networks of care and support arrangements
- coordination to ensure state and regional strategies complement local recovery initiatives rather than replacing them
- planned/timely and communicated withdrawal to transition back to normal services.

7.2 Community Resilience

The Greater Dandenong MEMPC recognise that the levels of resilience within the community before an emergency occurs can impact greatly on the recovery afterwards.

MEMPC member organisations help build community resilience in Greater Dandenong through different community engagement and development programs and strategies. For example, the Australian Red Cross leads a community engagement program targeted at helping communities prepare for emergencies. For further information on the Red Cross programs refer to [Emergency preparedness guide | Australian Red Cross](#).

[The Council Plan 2021-25](#) (incorporating the Municipal Public Health and Wellbeing Plan) demonstrates Council's commitment to work closely with the community, local service providers and other levels of government, to promote health and wellbeing among the residents of this community. It also identifies key priorities and objectives across Council that address the changing health needs of Greater Dandenong residents. The Council Plan acknowledges that many social, economic, and environmental factors influence the health and wellbeing of the community.

Council recognises the importance of tailoring efforts to meet community needs and takes a people centered and place-based approach to improving health and wellbeing. These approaches are central to Council's approach to community development and resilience building.

The community's resilience in an emergency can also be enhanced by their levels of preparedness for an emergency – see Section 4. for further information.

7.2.1 Insurance

Having the right amount of insurance coverage is important to help individual, family or businesses bounce back financially after an emergency.

Some insurers also provide temporary emergency accommodation in their cover which may give you somewhere to stay if your home is damaged or destroyed.

Insurance can also assist renters to replace any items that may be damaged in an emergency.

Although in some large emergencies grants and donations may be available to those in most need, it will still never be enough to fully rebuild and replace everything lost.

For more information on why insurance is so important and how you can prepare your finances for emergencies, visit:

- [Department of Families Fairness and Housing Victoria | Insure it. It's worth it. \(dffh.vic.gov.au\)](https://dffh.vic.gov.au)
- [Insure It, It's Worth It Guide – Good Shepherd.](#)

7.3 Recovery Environments

There are five key environments used for community recovery within Greater Dandenong:

1. **Social Environment** (the emotional, psychosocial, spiritual, financial, and physical wellbeing of individuals and communities)
2. **Built Environment** (the restoration of essential and community infrastructure)
3. **Economic Environment** (the revitalisation of the economy to ensure as far as possible that the wellbeing of the community is increased, and the restoration of affected agricultural activities)
4. **Natural Environment** (the rehabilitation of the natural environment)
5. **Aboriginal Culture and Healing environment**

The Aboriginal Culture and Healing line of recovery guides us and our recovery partners to maximise opportunities for operating under the Victorian Aboriginal Affairs Framework 2018-2023, ensuring Aboriginal individuals, families, communities, businesses and Traditional Owner groups are supported and informed appropriately in relief and recovery responses.

Aboriginal Culture and Healing includes the following outcomes:

- Aboriginal culture is valued and respected
- Aboriginal trauma is addressed, and healing is supported
- Aboriginal cultural safety is promoted
- Aboriginal participation and ownership is promoted

The recovery environments are designed to assist in effective recovery management by teaming certain activities, needs and services together. In practice, recovery activities may address specific elements of one recovery environment or operate across multiple environments.

Depending on the size of the recovery effort, the MRM may appoint Recovery Coordinators to lead coordination of each of the recovery environments.

The following provides examples of specific elements considered within each of the four environments. The following is not exhaustive and further elements will be considered by all stakeholders through the management of a recovery event following an emergency.

Greater Dandenong Recovery Management Structure:

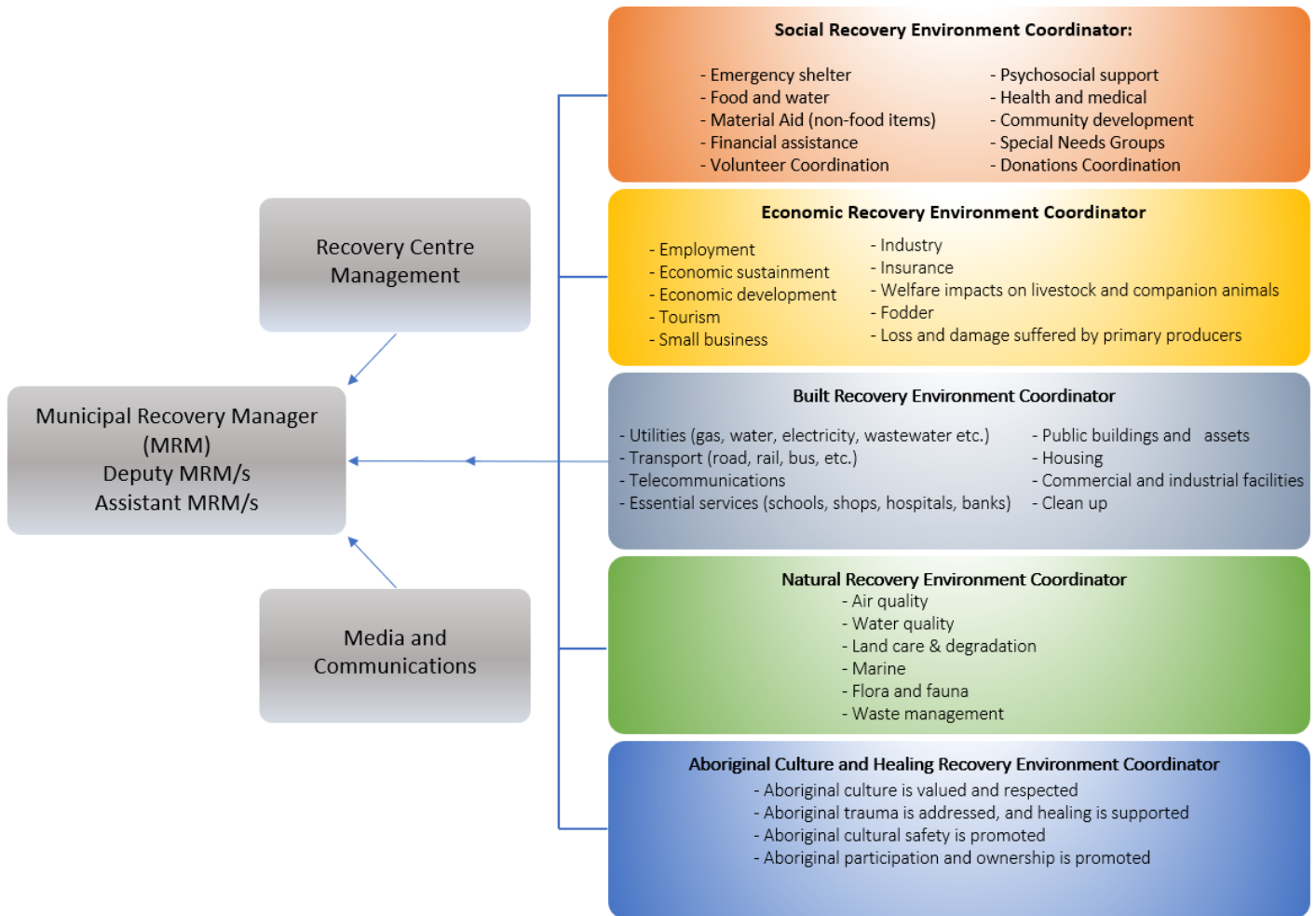


Figure 18: Greater Dandenong Recovery Management Structure

7.4 Recovery Activation

Recovery commences at the onset of an emergency. Often there will be an immediate requirement for emergency relief, which will evolve into the delivery of recovery services.

Throughout the response there should be a steady effort to move toward recovery. At an agreed point there will be a formal transition from response/ relief to recovery between the Incident Controller and MRM. For more information see Section 6.9.

7.5 Recovery Coordination

At the municipal (local) level, recovery coordination is the responsibility of Council in partnership with community, industry, organisations, Government, and the private sector.

The MRM is responsible for leading the coordination of recovery within Council however the complexities of emergency recovery will require involvement and support from all internal teams to ensure the needs of the community can be best met.

Council has the following responsibilities for planning and coordination during recovery:

- provision of timely and accurate information to the community on recovery activities, programs and support services available
- provision, staffing and management of Recovery/Information Centres
- provision of locations for community meetings, briefings and planning workshops
- leading the Municipal Secondary Impact Assessment process – see Section 7.6.1
- survey of damaged buildings and determining their occupancy
- environment health management – including food and sanitation safety, pest control
- formation and leadership of recovery committees – see Section 7.7
- coordinate recovery services at the local level based on the needs of the community
- arrange community access to specialist support services including family violence and bereavement services
- oversight and inspection of restoration/rebuilding/redevelopment (including prioritisation). e.g. roads, bridges, sporting facilities, public amenities
- advocate on behalf of the community to State Government on community needs
- provision and management of community development services
- coordination of volunteer helpers
- coordination of clean-up activities, including disposal of dead stock
- coordination of temporary accommodation in partnership with crisis accommodation providers
- assistance with public appeals
- review, consideration and expediting of the approval process for planning permits required for rebuilding
- maintain records of recovery management including financial.

Following a major emergency, the MRM will usually convene a meeting of the required Council recovery representatives as soon as is practical to ensure a coordinated approach is embedded from the outset of recovery. For further information on recovery committees see **Section 7.6 Recovery Committees (page 106)**.

The MRM will work closely with ERV the Regional Recovery Manager (RRM) who is responsible for coordinating recovery at the regional level. The process and decision to escalate relief coordination from municipal to regional level will be the result of ongoing consultation throughout the emergency between the MRM and RRM. See the SEMP for further details on escalation.

7.6 Recovery Committees

The MRM may decide to convene any of the following committees to enable a more community informed and coordinated approach to recovery management:

7.6.1 Community Recovery Committee (CRC)

To ensure a 2-way flow of information and collaboration between the recovery management and the affected community, a community representative group may be formed known as the CRC. The Chair of the CRC will be determined at the time of establishment and may be someone appointed by the MRM or someone elected by the membership of the CRC.

The specific terms of engagement will be developed at the time the CRC is established. Generally, the role of a CRC is to:

- facilitate connections of people with each other and community supports
- build on the existing work of community groups and volunteers
- bolster community strength and resilience
- identify community needs, establish priorities, and make recommendations to the MRC
- develop mechanisms to consult and engage with the broader affected community including minority or vulnerable groups
- lead initiatives to support the community's recovery
- monitor the overall progress of recovery in the affected community
- ensure information, resources and services in support of the affected community are being received.

Membership:

The membership of the CRC will be determined at the time of establishment to ensure those involved represent the needs of the affected community however as a general rule CRC membership will be made up of representatives from local community organisations such as neighbourhood houses and community advocacy groups, members from relevant Greater Dandenong City Council Consultation Committees (see Section 3.5) as well as community leaders from the affected area.

Where available a Council officer may also be appointed to assist the CRC through facilitating and supporting the functioning of the committee to ensure good governance.

7.6.2 Internal Recovery Committee (IRC)

The IRC may be established to ensure all relevant internal Council stakeholders are involved in recovery planning and operations coordination. The IRC will be chaired by the MRM or their delegate.

7.6.3 Municipal Recovery Committee (MRC)

The MRM may establish the MRC depending on the scale and complexity of the recovery to ensure effective coordination across all key stakeholders. The MRC will be chaired by the MRM or their delegate.

The MRC are responsible for the development of the incident specific recovery plan in consultation with the IRC and CRC as appropriate.

Membership:

Participation in the MRC will be determined at the time of establishment to ensure those involved represent the needs of the affected community. Participation is likely to involve representation from key recovery stakeholders such as:

- Participants from the IRC as appropriate
- Regional Recovery Manager (ERV)
- Department Family Fairness and Housing (DFFH)
- State Government Departments (i.e. DJCS, DJSIR, DE, DEECA)
- Federal Government Departments (i.e., DHS/ Centrelink)
- Representatives from the Control Agency (i.e., VICPOL, SES, CFA, FRV)
- Relief and Recovery Agencies (i.e., Red Cross, VCCEM, Salvation Army)
- Local Service Providers & Community Support Organisations (i.e., WAYSS, Launch Housing, Windemere, South East Community Links)
- Representative from the CRC as appropriate.

7.7 Recovery Functions

Recovery services should be responsive to the immediate and changing needs of an affected community. Emphasis will be given to supporting and maintaining the identity, dignity and autonomy of affected individuals and the community. While provision of support will be available to all affected there will be situations where emergency support will be directed to the most vulnerable community members in the first instance.

Some of the relief functions outlined in Section 6.4 will continue after the transition to recovery. As such Section 6.4 and the following should be read together.

7.7.1 Impact Assessments

Impact assessments are a key component of recovery management as they involve collecting data on the consequences of the emergency and the needs of the affected community. Impact assessments usually begin during the response phase and encompass three levels, including:

- Initial impact assessments
- Secondary impact assessments
- Post emergency needs assessments.

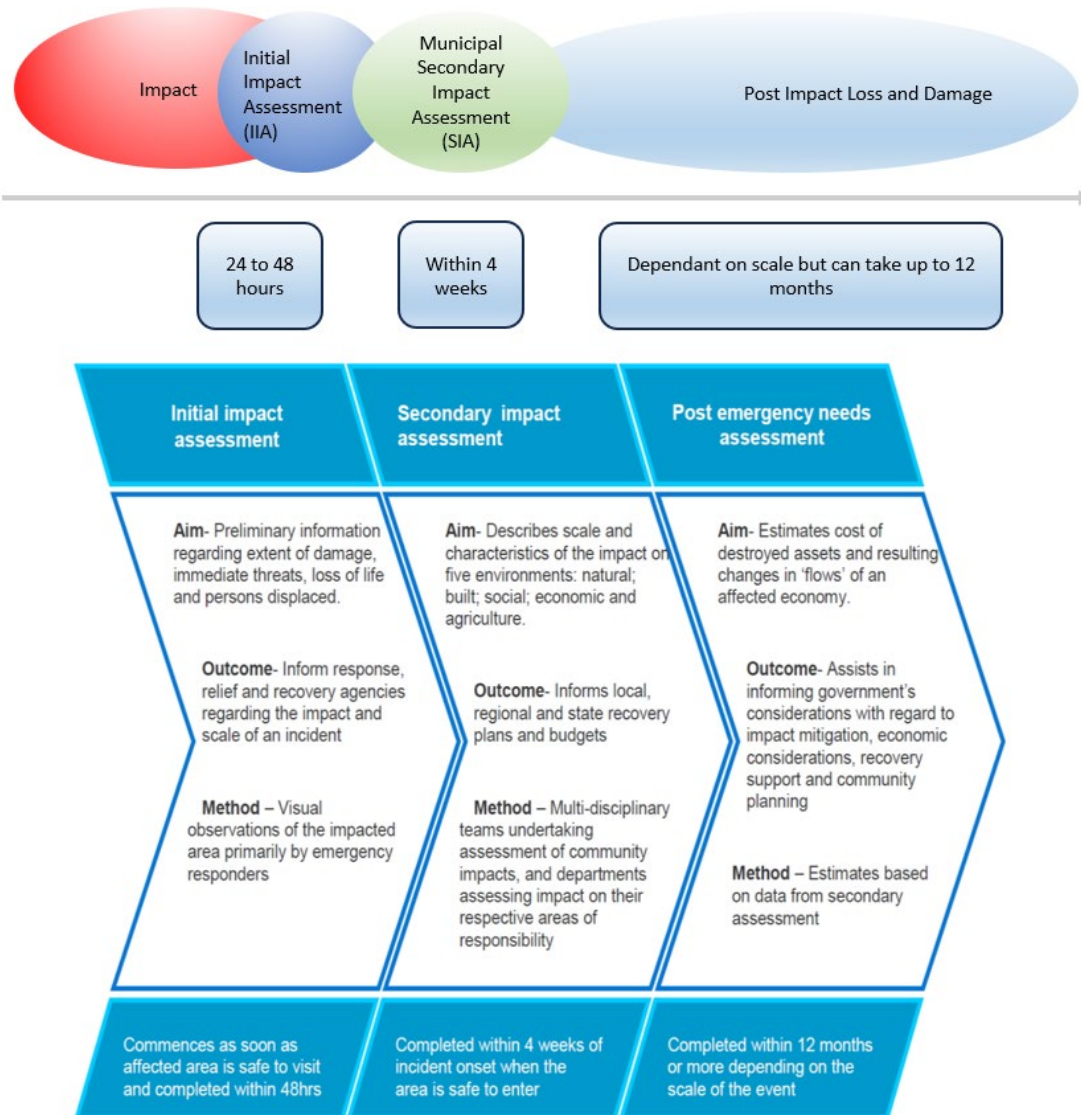


Figure 19: Impact assessments

Initial Impact Assessments (IIAs)

IIAs are an appraisal of the extent of damage, disruption and breakdown of the community and its infrastructure as a result of the emergency. As soon as is practicable following the impact of an emergency, the Control Agency will coordinate the gathering of data on the loss and damage resulting from the emergency. This data will be broad in nature and is designed to provide some initial insights into the magnitude of an event and may include the extent of property and infrastructure damage, human and stock casualty numbers and other information that can assist in informing the response, and initial relief and recovery planning. This data also informs the planning and implementation of Secondary Impact Assessment. Initial impacts on essential infrastructure and services will be

undertaken by the relevant asset owner as soon as practical once the area is declared safe by the IC. IIA data must be given to the IEMT to inform early relief and recovery planning and identify those areas hardest hit for the prioritisation of relief and recovery support.

Should the emergency extend beyond the boundaries of Greater Dandenong the IIA may be merged with other affected municipalities. IIA guidelines and forms are available on E M-COP.

Secondary Impact Assessment (SIA)

A detailed assessment of the damage to the affected area is essential in informing recovery. SIA is the process for determining the impact of an emergency on the social (including psychosocial), built, economic, natural environments of the affected community. The SIA builds upon the data obtained through the IIA. Strategies for recovery are developed from the SIA report and then implemented by the various stakeholders involved in recovery.

The SIA can commence before the formal transition from response to recovery occurs, however, fieldwork is conducted only when it is safe enough for personnel to enter the affected area. The declaration of an area being safe for SIA teams to enter shall be made by the IC. The Control Agency will need to provide the SIA Coordinator a safety briefing including an overview of the required personal protective equipment.

Each organisation is responsible for training and deploying their SIA teams for the purposes of gathering and collating the secondary impact data within their designated areas. As well as undertaking their emergency impact data collection duties, Council has the responsibility for coordinating the SIA data being collected on private and municipal property under the supervision of the MRM. This requires close collaboration with the Department of Energy, Environment and Climate Acton (DECCA) and the Department of Jobs, Skills, Industry and Regions (DJSIR) where commercial farms are concerned. Council will also liaise with State Government Departments where private land shares boundaries with State public land. All departments and agencies involved in the SIA are expected to liaise with the nominated Recovery Manager and/or SIA Coordinator to ensure data collected in a coordinated way minimising further harm to the affected community and to ensure reports/ information is shared.

Where capacity allows, outreach services will be built into the SIA process by having psychological first aid (PFA) trained personnel from the Australian Red Cross and Victorian Council of Churches Emergencies Ministry (VCCEM) accompany SIA Teams to determine needs relating to the social recovery environment through engagement with affected community members.

Post Emergency Needs Assessment (PENA)

The final level of impact assessment is the PENA. These assessments occur during the recovery phase of an emergency event. This is the most detailed phase of impact assessment where data, such as the longer term psychosocial impacts of a community, displacement of people, cost of destroyed assets, the changes in the 'flows' of an affected economy caused by the destruction of assets and interruption of business, is collected and reported back to the Municipal and /or Regional Recovery Manager and coordinating agency(s) to further inform further planning and implementation of recovery activities. The data collected during PENA is utilised to inform the medium to longer term recovery process.

7.7.2 Incident Specific Recovery Plan

The MRC is responsible for developing an incident specific recovery plan with input from internal agencies, council staff, community and the Community Recovery Committee (as required) as well as relevant agencies with expertise to ensure impacts and recovery activities needed are identified. The Municipal Recovery Committee and the CRC (where established) will assist with overseeing the implementation.

7.7.3 Recovery Centres

To assist the community access recovery information and services in a more efficient way it may be necessary to open a 'one stop shop' recovery centre.

While the establishment and operational management of the recovery centre is the responsibility of Council the recovery centre's ability to meet the needs of affected community will rely on cooperation and representation at the recovery centre by all key stakeholders providing support services.

The location for the recovery centre will be determined at the time of requirement and may involve transitioning the facility used as an ERC into a recovery centre or developing a virtual recovery centre.

Council has included in its lease agreement for community facilities a clause which allows the facility to be commandeered for use as a recovery centre. The ultimate decision for where a recovery centre should be located is at the discretion of the MRM based on the circumstances at the time of establishment.

7.7.4 Legal Assistance

Assistance to help emergency affected people navigate legal and insurance claims may be available through:

- [Victoria Legal Aid](#)
- [Home - Insurance Council of Australia.](#)

7.7.5 Emergency Commemoration/Anniversaries

While commemoration events and anniversaries of the emergency can assist some members of the community in the recovery process it can also cause further harm to others.

Council will endeavor to consult with the affected community (through the CRC, if established) regarding how they would like commemoration events and anniversaries to be held.

7.7.6 Reporting & Briefings

The sharing of information across different stakeholders involved in the recovery helps reduce the confusion and delays in organising support services required by the affected community. During recovery Council will use the incident management system, Crisisworks, to gather, monitor, and manage recovery data and compile.

Regular briefings will be scheduled by the MRM to Council's Executive Team to ensure they are kept abreast of emerging needs in the community and the recovery progress.

Recovery data, subject to privacy requirements, will be shared with key stakeholders involved through the MRC (see below).

The MRM will provide, through the Greater Dandenong City Council's Communications Team, regular updates to the community on recovery progress based on the data being received.

7.8 Integration of Recovery to Normal Business

Planning for the transition of recovery to normal business must be done early in the recovery process to ensure that any further impact to the community from the withdrawal/ transition of recovery activities is minimised. The cessation of formalised support services from outside agencies will be a critical time in the affected community's recovery. Some community recovery programs may transition into mainstream services and activities which will in turn shift the focus from recovery to community development.

PART EIGHT – ROLES AND RESPONSIBILITIES

8.1 Introduction

An agency that has a role or responsibility under this MEMP must act in accordance with the MEMP. The SEMP and REMP outline agreed agency roles and responsibilities, noting that existing duties, functions, power, responsibility or obligation conferred on an agency by law, licence, agreement or arrangement prevail to the extent of its inconsistency with this plan [EM Act 2013 s60AK](#).

The roles and responsibilities outlined in this plan are specific to the municipality and are in addition to, or variations on, what is outlined in the SEMP and REMP. In the case of municipal- specific modifications, these are clearly identified as modifications.

All agencies with responsibilities under this MEMP should provide written confirmation of their capability and commitment to meet their obligations. This can be evidenced by their endorsement of the draft MEMP, including revisions, before it is presented to the REMPC for consideration.

This plan details emergency management agency roles and responsibilities for: Mitigation, Response, Relief and Recovery. It also maps agency roles for core capabilities and critical tasks under the Victorian Preparedness Framework (VPF) for the management of major emergencies.

At the time of finalising this version of the MEMP there were no local agencies identified with an emergency management role and responsibilities which differed to that in the SEMP and Southern Metro REMP.

8.2 SEMP Roles and Responsibilities

The SEMP is authorised through the Emergency Management Act 2013 which contains provisions providing for the mitigation of, response to and recovery from emergencies, and specifies the roles and responsibilities of agencies in relation to EM.

For further information regarding roles and responsibilities visit [Roles and Responsibilities | Emergency Management Victoria \(emv.vic.gov.au\)](#)

Mitigation

Mitigation encompasses activities needed to eliminate or reduce the incidents or severity of emergencies, and the minimisation of their effects.

[SEMP Table 8: Mitigation](#)

Response

Response is the action taken during and in the first period after an emergency to reduce the effects and consequences of the emergency on people, their livelihoods, wellbeing and property; on the environment; and to meet basic human needs.

[SEMP Table 9: Control Agencies for response](#)

[SEMP Table 10: Lead Response Support Agencies](#)

Relief

This Relief section (tables 11–12) serves as a guide for agencies involved in providing relief, which forms part of the response phase. It details the range and types of assistance, and the providers of each, to support community relief during and immediately after emergencies.

[SEMP Table 11: Specified relief activities and relief coordinating agency \(RelCA\)](#)

[SEMP Table 12: Relief coordination](#)

Recovery

This Recovery section (tables 13–18) serves as a guide for agencies involved in recovery. It details the range and types of assistance, and the providers of each, to support community recovery. Refer to the SEMP for an explanation of recovery concepts and arrangements.

SEMP Table 13: Four recovery environments and 13 areas of activity

SEMP Table 14: Recovery coordination: For services across all environments

SEMP Table 15: Recovery coordination: Social environment

SEMP Table 16: Recovery coordination: Economic environment

SEMP Table 17: Recovery coordination: Built environment

SEMP Table 18: Recovery coordination: Natural environment

For further information visit: [Recovery | Emergency Management Victoria \(emv.vic.gov.au\)](https://emv.vic.gov.au)

PART NINE – APPENDICES

9A. RESTRICTED OPERATIONAL INFORMATION

Section 60A(2) of the EM Act 2013 allows the MEMPC and Emergency Management Victoria (EMV) to exclude information from this published that is related to critical infrastructure, personal information or information that is of a commercially sensitive nature.

A short summary of the restricted information is included here, including who the contact point is should the user of this plan seek access to this information.

| Summary of the restricted information | Reason for restriction | Agency/ies that hold this information in full | Contact point/s |
|---|---|--|---|
| Municipal emergency management contacts and resources information – including all local emergency management stakeholders contact details, information on the availability of Council resources (such as locations of ERCs) and contact details for local resource providers. | Contains personal information and information that is commercially sensitive in nature. | Municipal Council & MERC. Supplied to other MEMPC member organisations on an as needs basis. | Contact the Municipal Emergency Management Officer (MEMO): Greater Dandenong City Council 225 Lonsdale Street, Dandenong, VIC 3175 emergency.management@cgd.vic.gov.au 03 8571 1000 |

Table 8: Restricted and operational information

9B. EXERCISE HISTORY

The following is a list of all exercises completed which have involved the municipal emergency management arrangements outlined in the Greater Dandenong MEMP:

Table 9: Exercise History

| Date | Exercise Name | Hazard / Risk | Exercise Area | Exercise Format | Exercise Participants | Host |
|------------|--|-------------------------------------|---|-----------------------------|---|--|
| 16/01/2024 | BOC – Familiarisation and emergency planning update | All hazard update | BOC Cryo centre Dandenong South | Multi agency online | FRV, VICPOL, Elgas, BOV and Council staff | BOC |
| 20/10/2023 | Supergas – Turnout Drill | Fire at Major Hazard Facility | Supergas and surrounding area Dandenong South | In person Multi agency | FRV, VICPOL, WorkSafe and Council staff | Supergas Dandenong South |
| 19/09/2023 | Prepare for a Heatwave | Heatwave | Evaluate the risk of Heatwave for the Greater Dandenong Community and inform the review of the Extreme Heat Sub plan. | Inductive scenario exercise | All agencies, external LGA's, Local Community groups and community members. | Council Monash Health Ambulance Victoria Department of Health |
| 25/10/2022 | Exercise Polymer (Jan Wilson Community Centre Noble Park) | Large fire at Waste Transfer Centre | Evaluate the operation of an Emergency Relief Centre (ERC) | Live Exercise in person | All agencies | Council |
| 17/04/2022 | ELGAS- live emergency response | Fire at Major Hazard Facility | ELGAS Dandenong South | In person multi agency | FRV, VICPOL, WorkSafe and Council Staff | ELGAS |
| 17/03/2022 | APA- Familiarisation and tour of Major Hazard Facility | All hazards update | APA Dandenong South | In person multi agency | FRV, VICPOL, APA and Council staff | APA |

| | | | | | | |
|------------|--|---------------------------|--------------------------------------|--------------------------------|--|---|
| 29/12/2020 | Eastlink Truck Explosion/ ERC Activation | Fire/ Explosion/ COVID-19 | Response and Relief Sections of MEMP | Discussion – Desktop exercise | Council, DHHS, Salvation Army. VCCEM, AV, VICPOL | VICPOL/ Council |
| 13/02/2018 | Quick Step | Civil Disturbance | | Hypothetical planning exercise | All Agencies Dandenong Plaza | VICPOL |
| 24/10/2017 | N/A | All | SIA Standard Operating Guidelines | Workshop & Field | Local Council officers | CGD (for Southern Metro) |
| 10/08/2017 | N/A | All | MECC Standard Operating Guidelines | Workshop & Functional | Local Council Officers | Casey City Council (for Southern Metro) |
| 12/07/2017 | N/A | All | ERC Standard Operating Guidelines | Workshop & Functional | Local Council Officers | CGD (for Southern Metro) |
| 08/06/2017 | N/A | All | MECC Standard Operating Guidelines | Functional | Local Council Officers | Mornington Peninsula (for Southern Metro) |
| 08/11/2016 | N/A | All | SIA Standard Operating Guidelines | Functional | Local Council Officers | CGD (for Southern Metro) |
| 25/10/2016 | N/A | All | ERC Standard Operating Guidelines | Functional | Local Government Officers | CGD (for Southern Metro) |

9C. GLOSSARY OF TERMS AND ACRONYMS

The following explains terms and acronyms which have a legislated, restricted or technical meaning in the context of emergency management used throughout this plan. A full list of emergency management terms and acronyms can be found on the [Australian Disaster Resilience Glossary Website](#). Further Victorian specific terms and acronyms can be found in the [State Emergency Management Plan \(SEMP\)](#).

Table 10: Glossary of terms and acronyms

| Acronym/ abbreviation | Term | Meaning |
|-----------------------|---|--|
| AIIMS | Australasian Interagency Incident Management System | An emergency management system that provides the combination of facilities, equipment, personnel, procedures, and communications operating within a common organisational structure with responsibility for the management of allocated resources to effectively accomplish stated objectives relating to an incident. |
| ARC | Australian Red Cross | A relief support agency and core member of the Greater Dandenong MEMPC Australian Red Cross Act for humanity . |
| AV | Ambulance Victoria | A response agency and core member of the Greater Dandenong MEMPC Ambulance Victoria . |
| CA | Control Agency | Control Agencies for different types of emergencies are outlined in the SEMPC. The Control Agency is responsible for managing the response to the emergency and establishing the management arrangements for an integrated response to the emergency. |
| CALD | Culturally and Linguistically Diverse | People from CALD communities are people who: come from different countries across the world speak a Language Other Than English (LOTE) represent different cultural backgrounds have various religious beliefs. |
| CERA | Community Emergency Risk Assessment | A risk assessment tool facilitated by Victoria State Emergency Service which helps inform municipal level emergency planning Community Emergency Risk Assessment (CERA) |
| CEO | Chief Executive Officer | A senior position within an organisation's structure. In the context of this MEMPC, CEO refers to the Council CEO. |

| | | |
|--------|--|---|
| CEOC | Council Emergency Operations Centre | A CEOC is established temporarily by the council to support its own emergency coordination internally and maintain effective liaison with emergency services stakeholders. |
| CFA | Country Fire Authority | A response agency and core member of the Greater Dandenong MEMPC CFA (Country Fire Authority) . |
| CGD | City of Greater Dandenong | The LGA relevant to this MEMP Greater Dandenong Council . |
| COAG | Council of Australian Governments | COAG was the peak intergovernmental forum in Australia until May 2020 and the author of the National Disaster Resilience Strategy. |
| CRC | Community Recovery Committee | A committee that may be established in the recovery phase with primarily community representatives. |
| DE | Department of Education | A Victorian State Government Department Education vic.gov.au (www.vic.gov.au) . |
| DEECA | Department of Energy, Environment & Climate Action | A Victorian State Government Department - Department of Energy, Environment and Climate Action (deeca.vic.gov.au) . |
| DFFH | Department of Families, Fairness and Housing | A Victorian State Government Department and core member of the Greater Dandenong MEMPC (previously part of the Department of Health and Human Services/ DHHS) Department of Families Fairness and Housing Victoria Department of Families, Fairness and Housing (dffh.vic.gov.au) . |
| DH | Department of Health | A Victorian State Government Department (previously part of the Department of Health and Human Services/ DHHS) Department of Health, Victoria . |
| DJSIR | Department of Jobs, Skills, Industry & Regions | A Victorian State Government Department Home Department of Jobs, Skills, Industry and Regions (djsir.vic.gov.au) . |
| EHO | Environmental Health Officer | A key position employed by Local Government and empowered under the Public Health and Wellbeing Act 2008. |
| EM Act | Emergency Management Act 2013 | The primary legislative framework for Victoria's emergency management sector Emergency Management Act 2013 (legislation.vic.gov.au) . |
| EMC | Emergency Management Commissioner | A senior role in Victoria's emergency management arrangements with legislated responsibilities outlined in the EM Act 2013. The Emergency Management Commissioner has responsibility for coordination before, during and after major emergencies, including the management of consequences of an emergency. |

| | | |
|----------|---|--|
| EM-COP | Emergency Management Common Operating Picture | A web-based communication, planning and collaboration tool that has been rolled out across Victoria to enable emergency personnel to quickly share information and make strategic decisions EM-COP . |
| EMLA Act | Emergency Management Legislation Amendment Act 2018 | The EMLA Act 2018 updated the EM Act 2013 and made consequential changes to other legislation to provide for Victoria's new integrated, comprehensive and coordinated emergency management planning Framework Emergency Management Legislation Amendment Act 2018 . |
| EMLO | Emergency Management Liaison Officer | An EMLO, in the context of the Greater Dandenong MEMP, refers to a person who represents their organisation at the ICC. |
| EMV | Emergency Management Victoria | EMV was established in July 2014 and plays a key role in implementing the Victorian Government's emergency management reform agenda. EMV supports the EMC, who has overall responsibility for coordination before, during and after major emergencies including management of consequences of an emergency. EMV is an integral part of the emergency management sector and shares responsibility with a range of agencies, organisations and departments for ensuring the system of emergency management in Victoria is sustainable, effective and community focused Emergency Management Victoria . |
| ERC | Emergency Relief Centre | An ERC is a place that is established to provide immediate and basic services to people affected by an emergency. They are often set up at Council facilities such as town halls or community centres. ERCs are also sometimes referred to as evacuation centres. |
| FFMV | Forest Fire Management Victoria | FFMV is made up of staff from DEECA, Parks Victoria, VicForests and Melbourne Water. Their role is to reduce the risk and impact of bushfires on Victoria's parks, forests and other public land Forest Fire Management Victoria . |
| FRV | Fire Rescue Victoria | A response agency and core member of the Greater Dandenong MEMPC |
| IC | Incident Controller | The IC is a senior role appointed from the Control Agency for the specific emergency event responsible for leading and managing the incident level response control. Usually, the IC will be located in the field at the emergency however in a major emergency they may be located in the ICC. |

| | | |
|-------|--|--|
| ICC | Incident Control Centre | An ICC is a place located away from the scene of the emergency, usually used for major emergency events, where the response to the emergency is managed from. |
| IEMT | Incident Emergency Management Team Emergency Management Coordination Group | The key coordinating group involved in municipal emergency management as per the arrangements within this MEMP. |
| IIA | Initial Impact Assessment | IIAs are an appraisal of the extent of damage, disruption and breakdown of the community and its infrastructure because of the emergency. The IC from the Control Agency will initiate the IIA. |
| IMT | Incident Management Team | The IMT is a group of incident management personnel comprised of the Incident Controller and any appointed Deputy Incident Controllers, the Safety Officer, and any appointed functional officers leading the sections of planning, intelligence, public information, operations, investigation, logistics and finance and administration. |
| IRC | Internal Recovery Committee | A committee that may be established in the recovery phase with primarily Council representatives. |
| JSOP | Joint Standard Operating Procedure | A JSOP is a set of instructions to assist personnel in the sector complete routine operations. Often known as SOPs, the J was added to acknowledge that these SOPs were jointly developed and followed by multiple organisations in the sector. JSOP's are available on the EMV website . |
| MAV | Municipal Association of Victoria | MAV is the peak body for local government in Victoria MAV website . |
| MBS | Municipal Building Surveyor | A MBS has jurisdiction for enforcement of certain parts of the Building Act and regulations that are the responsibility of councils. This includes inspecting buildings damaged in an emergency to determine whether they are safe for occupation. |
| MEMEG | Municipal Emergency Management Enhancement Group | A MEMEG is a group of councils from one region who collaborate in emergency management planning, preparedness and response. |
| MEMO | Municipal Emergency Management Officer | The MEMO is a legislated role within council who is responsible for liaising with emergency management agencies and coordinating emergency management activities on behalf of the council. |
| MEMP | Municipal Emergency Management Plan | The MEMP is developed by the MEMPC, is informed by local risks and outlines local arrangements for the mitigation of, response to and recovery from emergencies affecting the municipality. |










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| MEMPC | Municipal Emergency Management Planning Committee | The MEMPC is the key planning body for municipal emergency management. Participation on the MEMPC includes representatives from the council, VICPOL, FRV, CFA, AV, VICSES, ARC and DFFH. The MEMPC can also determine additional members to invite. |
| MEOC | Municipal Emergency Operations Centre | A MEOC is an additional centre that may be established by the council at their facilities to be used for staging all council resources and personnel who are responding to the emergency. |
| MERC | Municipal Emergency Response Coordinator | The MERC is a member of VICPOL and is responsible for coordinating agencies and resources within a municipal district to support the municipality's response activities. |
| MERRC | Municipal Emergency Relief and Recovery Committee | The MERRC is a sub-committee of the MEMPC focused on planning and preparedness for relief and recovery activation at the local level. |
| MFMP | Municipal Fire Management Plan | The MFMP is a sub-plan to the MEMP focused on the mitigation of, response to and recovery from fires with Greater Dandenong. |
| MFMPC | Municipal Fire Management Planning Committee | The MFMPC is a sub-committee of the MEMPC focused on fire management at the local level. |
| MFPO | Municipal Fire Prevention Officer | A MFPO is a legislated role within council. The MFPO is responsible for serving and enforcing fire prevention notices on privately owned land within the municipality. |
| MFSEP | Municipal Flood and Storm Emergency Plan | The MFSEP is a sub-plan to the MEMP focused on the mitigation of, response to and recovery from floods and severe storms with Greater Dandenong. |
| MFSEPC | Municipal Flood and Storm Emergency Planning Committee | The MFSEPC is a sub-committee of the MEMPC focused on flood and storm management at the local level. |
| MHF | Major Hazard Facility | MHFs are industrial sites that store, handle or process large quantities of chemicals and dangerous goods and are regulated by WorkSafe Victoria. |
| MOU | Memorandum of Understanding | A MOU is a type of agreement entered into by two or more parties. While not legally binding it is designed to formalise the understanding between the parties and clearly document the obligations on each. |

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| MRC | Municipal Recovery Committee | A committee that may be established in the recovery phase with broad representation from key recovery stakeholders including Council, State Government, agencies and local community support organisations. |
| MRM | Municipal Recovery Manager | A MRM is a legislated role within council. The MRM is responsible for the coordination of locally led relief and recovery activities following an emergency impacting the Greater Dandenong community. |
| PENA | Post Emergency Needs Assessment | The PENA is the final level of impact assessment completed following a major emergency and inform recovery. |
| PFA | Psychological First Aid | Psychological first aid is a psychosocial support activity that helps people affected by an emergency, disaster or traumatic event. It includes basic principles of psychosocial support to promote natural recovery. This involves helping people feel safe, connected to others, calm and hopeful, and ensuring access to physical, emotional and social support. Psychological first aid aims to reduce initial distress, meet current needs, promote flexible coping and encourage adjustment (source: Australian Red Cross, PFA Guide, 2020). |
| PHAP | Personal Hardship Assistance Program | Is a relief support payment provided by State Government to eligible Victorians who require financial assistance to meet their immediate basic Needs Personal Hardship Assistance Program - DFFH Services . |
| RCC | Regional Control Centre | The RCC is a place located away from the scene of the emergency, usually used for major emergency events, where the response to the emergency across the region is managed from. |
| REMP | Regional Emergency Management Plan | The REMP is developed by the REMPC, is informed by risks relevant to the region and outlines regional arrangements for the mitigation of, response to and recovery from emergencies. In the context of this plan REMPC refer to the Southern Metro REMPC. |
| REMP | Regional Emergency Management Planning Committee | The REMPC is the key planning body for regional emergency management. In the context of this plan REMPC refer to the Southern Metro REMPC. |
| RERC | Regional Emergency Response Coordinator | The RERC is a member of VICPOL and is responsible for coordinating agencies and resources within the region to ensure effective response. |
| RFR | Register Find Reunite | The RFR service matches registrations from people affected by an emergency to enquiries made by their loved ones searching for news. RFR is led by the Australian Red Cross and registrations are usually conducted at an ERC Letting others know you are safe in an emergency Australian Red Cross . |

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| RRM | Regional Recovery Manager | The RRM is responsible for the coordination of relief and recovery activities at the regional level. |
| RRRPC | Regional Relief and Recovery Planning Committee | The RRRPC is a sub-committee to the REMPC focused on planning and preparedness for relief and recovery activation at the regional level. |
| RSFMPC | Regional Strategic Fire Management Planning Committee | The RSFMPC is a sub-committee of the REMPC focused on fire management at the regional level. |
| SEMP | State Emergency Management Plan | The REMPC is developed by the EMC and outlines state-wide arrangements for the mitigation of, response to and recovery from emergencies State Emergency Management Plan (SEMP) |
| SIA | Secondary Impact Assessment | The SIA is a details assessment of the damage done by an emergency building on the data obtained from the IIA. |
| VCCEM | Victorian Council of Churches Emergencies Ministry | A relief support agency Chaplaincy & Disaster Care Victoria VCC Emergencies Ministry |
| VFRR-B | Victorian Fire Risk Register Bushfire | The VFRR-B is a process to map assets at risk from bushfire within a municipality and assess the level of risk to the assets. |
| VICPOL | Victoria Police | A response agency and core member of the Greater Dandenong MEMPC Victoria Police . |
| VICSES | Victoria State Emergency Service | A response agency and core member of the Greater Dandenong MEMPC Victoria State Emergency Service (ses.vic.gov.au) |
| VPR | Vulnerable Persons Register | The VPR is a list of vulnerable people living in the community who may require additional assistance in an emergency Vulnerable Persons Register . |

Table 11: Greater Dandenong Readiness and Activation Matrix

9D. GREATER DANDENONG READINESS AND ACTIVATION MATRIX

|  |  |  |  |  |  |  |  |  |
|---|---|---|--|---|---|--|---|--|
| Fire Danger Rating (CFA) | Storm (VICSES) | Flood (VICSES) | Heatwave (EM Commissioner) | Pandemic/Endemic (Department of Health) | FIRE COMMERCIAL INDUSTRIAL/HIGH RISE | Power Outage | Greater Dandenong Response via MEMO / MRM | Warning Levels |
| Catastrophic | Severe Weather or Thunderstorm Warning issued. Hurricane force wind warning (64kts +) | Emergency Warning of Flooding issued in CGD Area. Major Flooding predicted | Extreme Heatwave Warning issued for event within the next 4 days by BOM Heat Health warning issued by DH | Pandemic Declaration by Minister of Health from Chief Health Officer advice. Public Health Orders and Directions issued by DH | Large fire impacting multiple facilities, toxic or hazardous materials onsite. Significant impact to surrounding area | >50,000 properties impacted by power outage (Expected to last longer than 12 hours) | IEMT established. MEMP Activation via MERC / MEMO / MRM | EMERGENCY WARNING You are in imminent danger and need to act immediately. You will be impacted |
| Extreme | Gale or Storm Force wind warning (34 – 63 kts) | Warning (Watch and Act) of Flooding issued in CGD Area. Moderate Flooding predicted | Severe Heatwave Warning issued for event within the next 4 days by BOM. Heat Health warning issued by DH | Public Health advice and recommendations provided by DH | Fire at larger facility, potential hazardous materials onsite, may impact surrounding properties | >25,000 properties impacted by power outage (Expected to last longer than 12 hours) | Incident Emergency management Team (IEMT) on standby to respond | WATCH AND ACT An emergency is developing nearby. You need to take action now to protect yourself and others |
| High | Strong wind warning (<33 kts) | Advice of flooding issued in CGD area. Minor flooding predicted | Low-intensity heatwave No BOM warning Possible DH heat health warning | Public Health advice and recommendations provided by DH | Fire contained at premises with low-risk material onsite | Localised outage with minimal community impact (Expected to last longer than 12 hours) | EM team actively monitor situation | ADVICE An incident is occurring or has occurred in the area. Stay informed, access information and monitor conditions |
| Moderate | No Storm | No flood warning | No heatwave | No health event | Normal Operations | No power outage | Business as usual | No Hazard |

9E. PRACTICE NOTE - SOURCING SUPPLEMENTARY EMERGENCY RESPONSE RESOURCES THROUGH MUNICIPAL COUNCILS



- PRACTICE NOTE -

Sourcing Supplementary Emergency Response Resources through Municipal Councils

1. PURPOSE

This practice note clarifies the policy and procedures governing the sourcing of supplementary emergency response resources from municipal Councils. It is issued for the information of emergency response agencies and municipal Council emergency management practitioners¹.

2. LEGISLATION

The [Emergency Management Act 2013](#) establishes the legislative framework for the multi-agency emergency response arrangements which are further outlined in the Victorian [State Emergency Management Plan](#) (SEMP). The SEMP provides a link to this practice note that can be found on the Municipal Association Victoria (MAV) website.²

3. STATE EMERGENCY MANAGEMENT PLAN

The SEMP states that agencies are required to use their internal resources systems to request, dispatch, track and move resources in the first instance. Agencies can request specialist resources from other local agencies through the Incident Emergency Response Coordinator (IERC) or the Municipal Emergency Response Coordinator (MERC).³ This applies to all classes of emergencies.

This includes the ability to request the use of Council-managed resources to support emergency response.

In some circumstances the cost incurred by the Municipal Council in the provision of Council-managed resources to support emergency response may be absorbed by the Municipal Council.⁴

However, in response and recovery, agencies' emergency payment responsibilities include: 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.⁵

Municipal Councils are not required to arrange the provision of non-Council-managed resources (resources that are not owned or contracted to the municipal Council). However, some municipal Councils may choose to offer this support. Where equipment or resources are not owned by Council and must be sourced through a third party or contractor, the control agency requesting the equipment or resource will bear all costs associated to the request.

The Incident Controller is responsible for the safety of all personnel and equipment on their incident ground, including all municipal council resources supporting the response.

¹ This includes all events from a single incident through to a level 3 incident.

² [MEMEG | MAV Website](#)

³ SEMP page 24 (Requesting additional resources). See also [JSQP 3.09: Resource Request Process](#)

⁴ See section 12 of this practice note

⁵ SEMP page 34 (Funding)

- PRACTICE NOTE -

4. WHAT ARE SUPPLEMENTARY EMERGENCY RESPONSE RESOURCES?

A supplementary emergency response resource is a resource that is required by a control agency (usually an emergency service, including the control agency) for emergency response operations that is neither owned nor effectively controlled by that agency. Supplementary resources include, but are not limited to:

- personnel – (e.g. agency support and industry technicians)
- equipment – (e.g. plant, vehicles)
- services – (e.g. expert technical advice like a Municipal Building Surveyor, Environmental Health Officer etc.).

The concept of accessing supplementary emergency response resources is that the control agency requires the resource to complete a task that would otherwise be beyond its capacity or capability.

5. THE ROLE OF EMERGENCY RESPONSE COORDINATORS

The IERC, MERC, and RERC are Victoria Police members either at the emergency scene/incident control point or appointed for each municipal district or response region. They are responsible for ensuring that an emergency is being effectively coordinated at their respective levels (local and region).

Part of every response coordinator's role is to coordinate agencies and resources within their area of responsibility to support response activities.⁵

The IERC/MERC performs this coordination role in relation to an emergency affecting one municipal district and the RERC assumes this role at a regional level where more than one municipal district is affected, or alternatively an incident that effects one municipal district and the resource request is beyond the capacity of the local municipal resources.⁷

The State Coordinator for Emergency Response is the Emergency Management Commissioner, who is responsible for sourcing response resources from the Commonwealth, other states or other countries as required for Class 1 and Class 2 emergencies, or for emergencies that affect more than one region. A RERC may escalate requests unable to be fulfilled by the region to the Emergency Management Commissioner through the Senior Police Liaison Officer.⁸

The role of the Emergency Management Commissioner in this case is to ensure that coordination is effective at the State level.

6. THE ROLE OF THE MUNICIPAL EMERGENCY MANAGEMENT OFFICER

A Municipal Council must appoint one or more Municipal Emergency Management Officers (MEMOs) for its municipal district.⁹

MEMOs are responsible for liaising with agencies in relation to emergency management activities for the municipal district and assisting in the coordination of emergency management activities for the Municipal Council.

Municipal Resources are resources that are owned or under the direct control of the municipal Council.

Direct Control are contractor resources that are part of a contract to provide services to a Council but belong to a third-party company and have been made available for emergency response operations as per the relevant contract.

⁶ SEMP page 24 (Coordination), 61 (IERC), 64 (MERC) & 73 (RERC)

⁷ Emergency Management Act 2013, s. 40A

⁸ SEMP page 73 & Emergency Management Act 2013 ss. 32, 40A

⁹ Emergency Management Act 2013, s. 59G

- PRACTICE NOTE -

7. HOW DOES A CONTROL AGENCY SOURCE SUPPLEMENTARY EMERGENCY RESPONSE RESOURCES?

Control agency requests for supplementary resources are directed to the relevant coordinator (IERC/MERC/RERC). Supplementary emergency response resources are initially sourced at a local level, i.e. from within the municipality. The coordinator must contact the MEMO and request the required municipal resources.

The MEMO will determine whether the requested resources are available from municipal resources (owned or under the direct control of the Municipal Council) and, if available, arrange for their provision.

Agencies must use their internal resources systems to request, dispatch, track and move resources in the first instance. Agencies can request supplementary resources from other local agencies through the coordinator. Municipal Councils are not the only source for supplementary emergency response resources.¹⁰

8. WHAT HAPPENS IF THE SUPPLEMENTARY EMERGENCY RESPONSE RESOURCE IS OWNED BY A COUNCIL CONTRACTOR?

As many Municipal Council functions are performed by contractors, in some instances the resources being requested will be privately owned. These resources are considered municipal resources if they are under the *direct control* of the Council. They should be considered to be available for emergency response operations and such availability should be built into relevant contracts.

9. WHAT ABOUT OTHER LOCAL RESOURCES (NOT MUNICIPAL RESOURCES) THAT MAY BE REQUIRED FOR EMERGENCY RESPONSE OPERATIONS?

There is no obligation for Councils to source other resources that are located within (or beyond) the municipal district that are neither owned nor controlled by the municipal Council. The extent to which each Municipal Council is prepared to be involved in sourcing other resources from within (or beyond) its municipal district should be discussed with the MEMO and coordinator (IERC or MERC) and, where possible, should be detailed in the Municipal Emergency Management Plan (MEMP).

10. WHAT HAPPENS IF THE REQUESTED SUPPLEMENTARY EMERGENCY RESPONSE RESOURCE IS NOT LOCALLY AVAILABLE?

If supplementary resources requested through the MEMO are not locally available, the MEMO will notify the IERC/MERC as soon as possible. The IERC/MERC may then escalate the request to the RERC to determine whether the resource is available at a regional level, e.g. from another Municipal Council¹¹ within the region or adjoining region. This escalation of resource supplementation to the regional level does not necessarily transfer the coordination of the emergency response.

11. PROVISION OF MUNICIPAL RESOURCES OUTSIDE THE MUNICIPAL DISTRICT

Municipal Councils may be requested to provide supplementary resources to support emergency response operations outside their municipal district. Arrangements for the provision of municipal resources for emergency response operations outside the municipal district should be included in Regional Emergency Management Plans (REMPs).

¹⁰ Refer to [JSOP 3.09: Resource Request Process](#)

¹¹ [The Municipal Association of Victoria Inter-Council Resource Sharing Protocol](#)

- PRACTICE NOTE -

Municipal Councils are encouraged to share their resources with other Municipal Councils for use in emergency operations (with details included in REMPs). The arrangements for sharing of municipal resources between Councils can be predetermined by agreement between the respective Councils.¹²

12. WHO PAYS FOR SUPPLEMENTARY EMERGENCY RESPONSE RESOURCES SOURCED FROM MUNICIPAL COUNCILS?

In line with capacity, capability and contractual constraints, Councils will endeavour to provide Council-managed resources in line with the request. The use of some resources may be charged to the requesting agency, or time-limited, due to the expense or nature of the operation, or safety considerations.¹³

The application of this arrangement recognises that Municipal Councils have limited budgets to provide resources for emergency response operations or may be bound by contractual limitations. Such limits and constraints should be reasonable and commensurate with each Municipal Council's capacity to provide such resources.

Control agencies are responsible for meeting the cost of resources sourced by a Municipal Council that are non-Council-managed resources. When an emergency response coordinator, or a Council officer, arranges provision of a non-Council-managed resource for a control agency, it does so as an agent of the control agency which retains full responsibility to meet all the associated costs.¹⁴

This does not prevent a Council from electing to meet the costs, at its discretion.

It is good practice for the MEMO to alert the control agency to the cost of supplementary emergency response resources (sourced through the municipal Council).¹⁵

13. WHO IS RESPONSIBLE FOR INSURING 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 a number of participating State Government agencies with emergency management responsibilities. Refer to <https://www.vmia.vic.gov.au/insurance/policies-and-cover/emrepss>.

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

14. CAN LOCAL ARRANGEMENTS DIFFER FROM THE POLICY ARTICULATED IN THE SEMP?

Local arrangements may be tailored to suit specific requirements. The application of this Practice Note is not intended to restrict such local agreements if they can provide efficient and equitable outcomes and comply with legislative requirements. Municipal Emergency Management Plans should include specific details of local arrangements.

¹² [The Municipal Association of Victoria Inter-Council Resource Sharing Protocol](#)

¹³ SEMP page 34 (Municipal Councils)

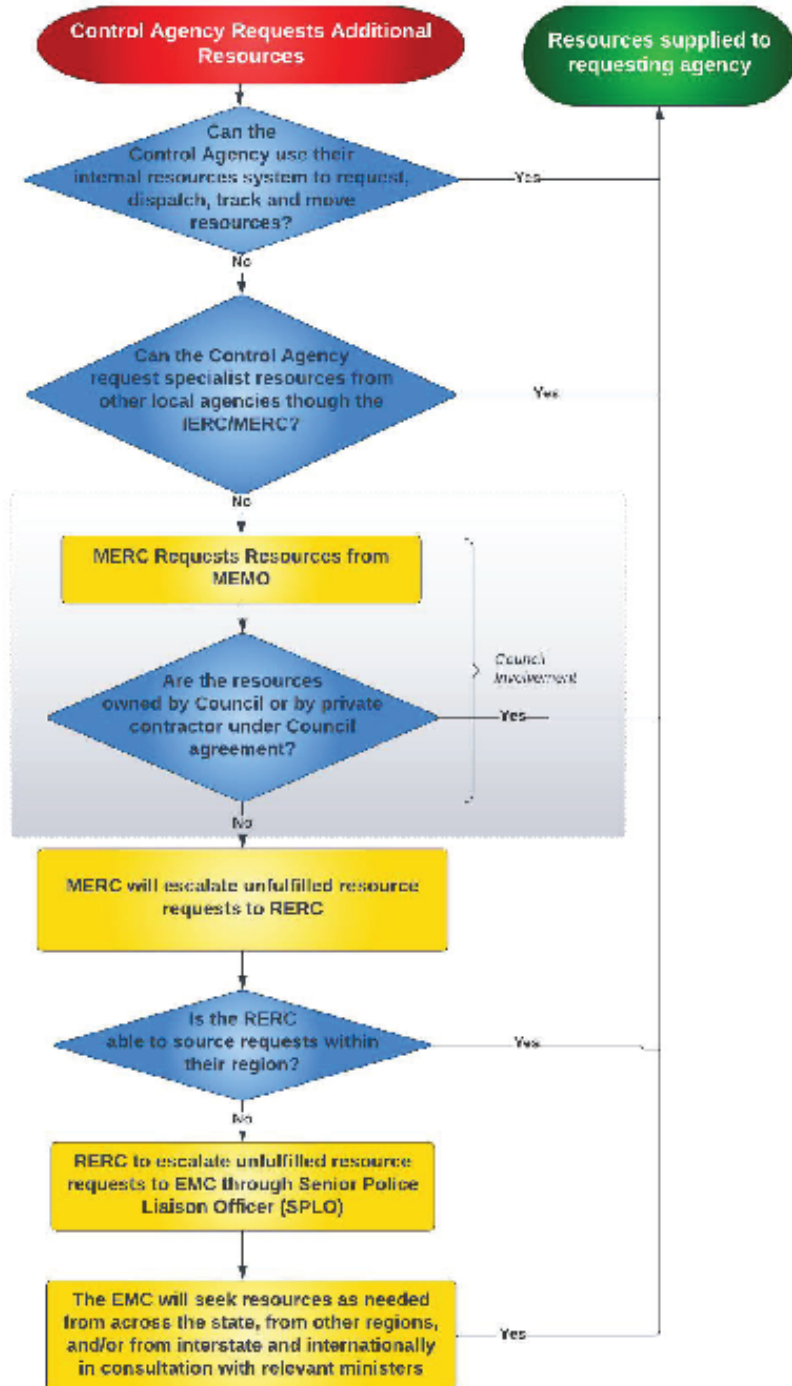
¹⁴ Legislation may provide specific powers for control agencies to recover costs from property owners.

For example, the fire services may recover additional costs incurred in attending hazardous materials incidents.

¹⁵ SEMP page 34 (Funding & Municipal Councils) page 35 (private organisations)

- PRACTICE NOTE -

15. SUPPLEMENTARY RESPONSE RESOURCE PROCESS FLOW CHART



- PRACTICE NOTE -

16. FURTHER INFORMATION

If further information is required in relation to this Practice Note, refer to:

- [State Emergency Management Plan](#).
- [Emergency Management Act 2013](#)
- [JSOP 3.09 – Resource Request Process](#)

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, flood, or terrorist act, in accordance with the Australian Government's [Disaster Recovery Funding Arrangements \(DRFA\)](#).

17. Document information

Document details

| | |
|--|--|
| Document title | |
| Sourcing Supplementary Emergency Response Resources through Municipal Councils | |

Prepared by

| | |
|--|--|
| Prepared by | |
| State Municipal Emergency Management Enhancement Group | |

Document approval

| Committee | Date |
|---|-----------|
| State Emergency Management Planning Committee | 26APR2023 |

9F. TOP TIPS: ENGAGING WITH OUR DIVERSE COMMUNITY



TOP TIPS: Engaging with our Diverse Community

Here are some top tips for communicating with our community.



All communication is in plain English.

You can test your content at [Hemingway](#) always aiming for a grade 6 reading level. [Use our quick cheat sheet.](#)



Always offer the interpreter service.

[Interpreter Service 1](#)
[Interpreter Service 2](#)



Use short sentences and get straight to the point.

Try not to have any sentences more than twelve words long.



Ask people what their preferred language to communicate in is.

If you are on the phone or in person, ask people what language they would like to engage in.



Identify the top five languages where you are engaging.

Can people read in their language? [Look at our Social statistics page](#)

IDEAS

Get content translated in these languages.

Make a video/s in language with community members or Council staff.

Have key messages in language on the front page of documents/flyers.



Use community connections.

Reach out to community groups, leaders and organisations to help promote your messages and assist with translating.

