

MEMP

MUNICIPAL EMERGENCY MANAGEMENT PLAN

Glenelg Shire Municipal Emergency Management Plan 2025 -2028

Collaborative & Multi-Agency emergency management planning



Hotspur State Forrest

Photo Credit: FFMVic

May 2025 - Version 6.3

Version Control and updates

AMENDMENT			
Version	Release Date	Changes	Author
1.	November 2011	Complete Review	MERO
2.	October 2014	Complete Review	C. Malone
3.	September-December 2015	Review following audit with VicPol, VICSES, DHHS, Wannon Water and CFA	C. Malone
4	August 2016	Audit by VICSES 10 March 2016	L. McMahon
4.1	August 2017	Minor update	L. McMahon
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6.2	May 2024	Updates Part Four Emergency Response & Part Five Emergency Relief & Part Six Emergency Recovery	L McMahon & ERV
6.3	May 2025	Full review, update	MEMPC
6.4	REMPAC Assured and Adopted Date 3 December 2025	Included Southern Border Fire Coordination Association, Great South West Relief & Recovery Collaboration Committee	L McMahon

The Glenelg Shire Municipal Emergency Management Plan (MEMP) has been prepared by the Glenelg Shire Municipal Emergency Management Planning Committee (MEMPC) after consultation with member agencies and organisations.

Whilst Council is the administrator of the MEMP, it is acknowledged by the members of the MEMPC, that the MEMP covers the geographic area of the Glenelg Shire and that all agencies have a role to play in the development and review of the MEMP.

The MEMP is for the use of the members of the MEMPC. Copies of the Plan will be distributed to the MEMPC membership and relevant organisations electronically as per [Appendix 1 Distribution List](#). A copy will be sent to the State Library of Victoria: www.slv.vic.gov.au.

Public Access

A public access version of the Plan is placed on Council's website under the Emergency Management tab <https://www.glenelg.vic.gov.au/Our-Council/Emergency-Information>

Please note the public version has information and contact details removed to comply with confidentiality and privacy requirements. [Section 60AI\(2\) of the EM Act 2013](#) allows the MEMPC and Emergency Management Victoria to exclude information from this published plan that is related to critical infrastructure, personal information or information that is of a commercially sensitive nature.

The restricted version has full details and is only made available to the MEMPC membership or approved agencies that have a role or responsibility detailed in this plan.

- The current version of this plan is maintained by the Emergency Management Unit of Council and approved agency staff access.

Names and contact details in the restricted version of this Plan are only to be used for emergency management purposes and must be managed in accordance with the *Privacy and Data Protection Act 2014*.

MEMP Contact Details

This plan is administered by Councils Corporate Services Department – Emergency Management Unit.

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Glossary and Acronyms

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

- *Emergency Management Act 1986 and 2013*
- State Emergency Management Plan (SEMP)
- *Local Government Act 2020*
- Risk Management Standard ISO: 31000:2018

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

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1. Introduction

1.1 Acknowledgement of Country

The Glenelg Shire Council respectfully acknowledges the Gunditjmara, Jardwadjali and Boandik people as the Traditional Owners of the land that the Glenelg Shire encompasses and we pay our respects to their Elders past, present and emerging.

We recognise that Aboriginal people have cared for and protected this land we call home since the dreaming. Their connections to the land, animals, seas and waterways was, and continues to be, a part of their being and we thank them for their significant contributions to life in Glenelg.

1.2 Authority

In 2020, the [Emergency Management Legislation Amendment Act 2018](#) amended the [Emergency Management Act 2013 \(the Act 2013\)](#) to provide for new integrated arrangements for emergency management planning in Victoria at the State, Regional and Municipal levels and create an obligation for a Municipal Emergency Management Planning Committee (MEMPC) to be established in each of the municipal districts of Victoria, including the alpine resorts which, for the purposes of the Act 2013, are taken to be a municipal district. Each MEMPC is a multi-agency collaboration group whose members bring organisation, industry or personal expertise to the task of emergency management planning for the municipal district.

The Glenelg Municipal Emergency Management Plan (the MEMP) has been prepared in accordance with and complies with the requirements of the Act 2013 including having regard to the guidelines issued under s77, [Guidelines for Preparing State, Regional and Municipal Emergency Management Plans](#).

1.3. Plan Assurance and Approval

A Statement of Assurance (including a checklist and certificate) has been prepared and submitted to the REMPC pursuant to the Act 2013 (s60AG).

This MEMP is approved by the Barwon South West Regional Emergency Management Planning Committee (REMP)

This Plan comes into effect when it is published and remains in effect until superseded by an approved and published update.

1.4. Plan Review

To ensure the plan provides for an effective current integrated, coordinated and comprehensive approach to emergency management and is effective, it is to be reviewed at least every three years or following an emergency with changes to the plan.

Urgent update of this Plan is permitted if there is significant risk that life or property will be endangered if the plan is not updated in accordance with section 60AM of the Act 2013. Urgent updates come into effect when published on the municipal council website and remain in force for a maximum period of three months.

This Plan will be reviewed not later than May 2028. This Plan is current at the time of publication and remains in effect until modified, superseded or withdrawn.

1.5. Planning Context

The MEMP provides for an integrated, coordinated, and comprehensive approach to emergency management at the municipal level. The Act 2013 requires the MEMP to contain provisions providing for the mitigation of, response to relief and recovery from emergencies (before, during and after), and to specify the roles and responsibilities of agencies in relation to emergency management.

It is recommended that the MEMP be read in conjunction with the Regional Emergency Management Plan and [Victorian State Emergency Management Plan \(SEMP\)](#) and sub plans.

The SEMP roles and responsibilities are available online at:
[Roles and Responsibilities | Emergency Management Victoria](#)

1.6. Aim

The aim of the MEMPlan is to document agreed emergency management arrangements for the prevention of, preparedness for, response, relief and recovery from emergencies that could impact on the municipality and its communities.

The MEMP is consistent with the following that have been consulted and engaged:

- sectors of the community the MEMPC considers appropriate
- relevant Community Emergency Management Plans
- departments or other agency the MEMPC considers appropriate

The MEMP is consistent with the principles underlying the preparation of emergency management plans. Principles require that the plan is:

- prepared in a collaborative manner,
- prepared efficiently and effectively,
- prepared in a manner that acknowledges and reflects the importance of community emergency management planning.

1.7 Objectives

The broad objectives of the MEMP are to:

- Identify hazards and evaluate potential risks that may impact upon the municipality;
- Implement measures to prevent or reduce the likelihood or consequences of emergencies;
- In collaboration emergency services agencies will manage arrangements for the utilisation and implementation of resources available for use in prevention, preparedness, response and recovery to emergencies;
- Manage support that may be provided to or from adjoining municipalities;

- Provide assistance to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency;
- Assist communities affected by emergencies to recover following an emergency; and
- Complement other local, regional and state planning emergency arrangements.

1.8 Testing, exercising and evaluation of the MEMP

The arrangements in the SEMP require the MEMP to be exercised at least once a year. However, this is not required if the MEMP has been activated due to an emergency in the previous 18 months, unless there is a requirement or direction to exercise for a specific purpose (e.g. exercising changes to the MEMP due to a recent emergency). Exercises are intended to test the arrangement set out in the MEMP to see whether the arrangements are practical and appropriate in emergency situations.

The MEMP Committee plans and implements the annual testing exercises. Any procedural anomalies or shortfalls encountered during these exercises are addressed and rectified at the earliest opportunity. Exercises are structured to provide the following benefits:

- Provide the opportunity for organisations and personnel to test their procedures and skills in simulated emergency situations;
- Provide an opportunity for the local emergency management community to work together,
- Get to know each other and gain confidence in each other's skills; and
- Provide education about the MEMP and other programs to the community.

Emergency exercises may be conducted in a variety of formats and may test various parts of the arrangements at different levels of response, relief and recovery management. There should also be testing of the links between the levels of recovery management.

In previous years there has been a variety exercises formats that have been carried out either at desktop or at the Incent Control Centre, Agencies work locations or a community hall. These exercises have included response to relief and recovery.

Date	Type	Attendees
December 2021	Emergency Relief Centre Exercise Casterton	Relief and Recovery Agencies & Council staff
December 2022	Emergency Relief Centre & ICC desktop exercise - Heywood	MEMO, MRM, Relief & Recovery Agencies & Council staff
December 2023	Emergency Relief Centre Exercise Portland	Relief and Recovery Agencies
November 2025	Emergency Relief Centre Exercise Portland	Relief and Recovery Agencies MRM, MEMO & ERC Staff

2. Municipal District Characteristics

Glenelg Shire is located in south-western Victoria, about 360 kilometres from the Melbourne CBD.

Glenelg Shire embraces an area of approximately 621,200 ha. The northern border is with West Wimmera Shire, just south of the Dergholm Township. The districts of Tyrendarra, Condah, Wallacedale, Tahara and Paschendale form the eastern boundary with the shires of Southern Grampians and Moyne. From there the Shire stretches west to the South Australian border and south to the coast, having boundaries with the District Council of Grant and City of Mount Gambier.

There are diverse natural attributes of the area, with 134.2 km of coastline, inland lakes, rivers and agricultural land. A moderate climate and a reliable rainfall area given the municipality has a sound base for rural / agricultural activity. Approximately one third of the municipality is used for plantation forestry, one third of public land and the final third for agriculture.

The municipality contains an extensive network of roads. The Princes, Glenelg and Henty highways form the major transport links and a grid of “main road” arterials join the significant regional townships and provide important freight routes. There are also approximately 5,000 km of sealed and gravelled local roads.

The geographic size of the municipality, with relatively long distances between population's centres, poses challenges involving public transport, road works and communication.

The Glenelg Shire estimated resident population is 19,621, with a population density of 3.16 persons per square kilometres. This information has been taken from the [Profile ID](#) website.

2.1 Topography

There are diverse natural attributes of the area, with 134.2 km of coastline, inland lakes, rivers and agricultural land. A moderate climate and a reliable rainfall area given the municipality a sound base for rural / agricultural activity. Approximately one third of the municipality is used for plantation forestry, one third of public land and the final third for agriculture.

Designated Crown land accounts for about 150,000 ha with about 76,000 ha being devoted to National parks.

The geographic size of the municipality, with relatively long distances between population's centres, poses challenges involving public transport, road works and communication.

Major features of the Shire include Discovery Bay Coastal Park, Cobboboonee National Park, Lower Glenelg National Park, Mount Richmond National Park, Dergholm State Park, Cape Nelson State Park, Budj Bim Cultural Landscape world heritage listed Tae Rak (Lake Condah) Kurtonitj and the Tyrendarra Indigenous Protected Area, the Great South West Walk, Portland Maritime Discovery Centre, Portland Botanical Gardens, Princess Margaret Rose Caves, the Glenelg River, South West TAFE (Portland Campus), Portland Aluminium Smelter and Port of Portland.

Rivers

- Fitzroy River;
- Wannon River;
- Glenelg River; and
- Surrey River

Land Use

Glenelg Shire is a predominantly rural area, with significant residential areas in the townships of Casterton, Dartmoor, Heywood, Nelson and Portland, and the villages of Digby, Merino and Narrawong. The major town is Portland. The Shire encompasses a total land area of 6,215 square kilometres, including national parks, pine plantations and coastline. Much of the rural area is used for timber-getting, farming, grazing and dairying.

2.2 Indigenous Background

Gunditjmara people are the traditional owners in the far southwest of Victoria and also care for Buanditj country. The Buanditj traditional lands are to the west of the Glenelg River. Another tribe, the Jardwadjali, inhabited land to the north of the Glenelg River, and along the upper Glenelg River spoke a southern dialect Nundadjali. Dhauwurd Wurrung is the preferred name for the language spoken in the Lake Condah Region⁸⁴.

The Gunditjmara's native title rights were recognised by the Federal Court of Australia in the Gunditjmara Native Title Consent Determination in March 2007. The consent determination covers around 133,000 ha of Crown land (including National Parks). The area is bounded on the west by the Glenelg River, to the north the Wannon River and extends to the east as far as the Shaw River. It includes Lady Julia Percy Island and coastal foreshore between the South Australian border and the township of Tyrendarra.

Gunditjmara people continue to care for the country through organisations including the Gunditj Mirring Traditional Owners Aboriginal Corporation and the Winda Mara Aboriginal Corporation. Heywood is the base for both these organisations and has the second largest Indigenous population in Victoria. The local Indigenous community has a strong connection to country and are the key drivers of these organisations.

2.3 Climate

Average winter temperature is 8 – 15 degrees Celsius

Average summer temperature 13 – 22 degrees Celsius

Average rainfall 857mm

2.4 Major Infrastructure Assets

Located within the Glenelg Shire are the following major non-Council assets:

Hospitals and Aged Care Facilities

Hospital	Address
Casterton Memorial Hospital	63-69 Russell St, Casterton Vic 3311
Heywood Rural Health	21-23 Barclay St, Heywood Vic 3304
Portland District Health	141-151 Bentinck St, Portland Vic 3305
Dartmoor Bush Nursing Centre	28 Ascot St, Dartmoor Vic 3304
Edgarley Home for the Aged	85 Jackson St, Casterton Vic 3311
Seaview House	2 Otway Crt, Portland Vic 3305
Respect Aged Care – Bayview Haven	83 Wellington Rd, Portland Vic 3305

Table 1: Major Hospitals and Aged Care Facilities Infrastructure Assets

Portland District Health (PDH) is the largest health service in the shire and provides an integrated health service which comprises acute, primary health and aged residential care service. PDH health service also provides 24-hour, 7 days a week Urgent Care Centre (Emergency Department) with 69 registered inpatient beds.

The Council provides an extensive range of Environmental Health Services such as food hygiene, immunisation, hygiene standards, education and promotion and pest control.

A complete list of health and vulnerable persons facilities is maintained by the Councils Emergency Management Coordinator.

2.5 Commerce

Industrial Business

Industry Name
Port of Portland
Portland Aluminium Smelter
Pacific Hydro (known as Tango Energy wind farm)

Table 2: Major Industrial Business

Industry in the municipality is related to agricultural production (including plantation forestry), commercial fisheries, mineral resources and energy industries derived from the rich hinterland (and beyond) and the Port of Portland.

The timber industry is widely established on both Crown and private land. Farming and grazing are ongoing historical land uses and the fishing industry has now developed along with modern technology and sustainable yield management policies. Farming production includes wool, beef, prime lambs, dairying, oil seed and cereal crops, viticulture, potatoes, stone fruits and floriculture.

Portland has attracted port-related industries such as aluminium processing, fertiliser production, wool stores and timber processing as well as developing a major dry bulk export port for the products of the region and hinterland. The Shire has also benefited from the introduction of wind energy.

Airports

Portland Airport is located approximately 15 kilometres west of Portland. It is serviced by Air Ambulance; fixed wing aircraft, firebombing aircraft, Defence and Charter Operations, Police Airwing and General Aviation.

Casterton Airfield is located 4 kilometres south west of the Casterton township. It is used primarily for aircraft landing, take-off, and emergency services. It has no facilities for commercial passengers.

Prior permission is required before using the airstrip and is daytime operations only.

Railway Lines

The Portland-Maroon railway line (Wimmera Mallee) standard gauge railway line provides an important transport link with mineral sands.

The fishing industry in Portland contributes 30-40% of the wet fish market in Melbourne Victoria.

Shopping Precincts

Portland – The commercial centre is based around Percy Street with a number of retail outlets and eateries spilling over into Bentinck Street which overlooks a grassy foreshore, the town's marina and boating facilities, and expansive sands of Nunn's beach.

Heywood – Heywood Central Business District runs from Edgar Street (Princes Hwy), including the service roads, between Lindsay Street and Cameron Street Heywood.

Casterton – Casterton Central Business District runs along Henty Street (Glenelg Hwy) between Hutton Street and Clarke Street Casterton.

Major Events

Events are popular in Glenelg Shire with summer events attracting large crowds.

Key annual events include:

Summer	South Coast Race Way (drags) Christmas Eve New Year Eve Celebrations Hooked on Portland Festival Wood, Wine & Roses Heywood Tyrendarra Agricultural Show Cruise Ships Twilight Cinemas Portland Classic Club Show N Shine
Autumn	Casterton Cup
Winter	Casterton Kelpie Festival Tour of the Great South Coast Cycling
Spring	Portland Three Bays Marathon Casterton P&A Show Portland Upwelling Festival Great Victorian Bike Ride (every 3-4 years)

Education

The municipality has:

- 1 Technical & Further Education (TAFE)
- 4 childcare centres,
- 6 kindergartens and pre-schools,
- 10 Government and 3 Independent primary schools,
- 3 Government and 1 Independent secondary schools
- 1 All Abilities school and
- 1 occasional care services.

<http://www.education.vic.gov.au>

A complete list of the childcare centres, kindergartens and schools is available by contacting the MEMO for further information.

In the 2009 Victorian Bushfires Royal Commission's Interim Report, the Department of Education and Early Childhood Development conducted a review of all schools (government and non-government), kindergartens and childcare facilities determined by the Department to be at high-risk of fire danger. These facilities have been placed on a Bushfire At-Risk Register and will be pre-emptively closed on days when a Catastrophic fire danger warning is issued.

The following schools are designated as Bushfire at Risk Schools:

School
Bolwarra Primary School
Wesley College - Lochend Camp
Casterton Primary School
Casterton Secondary College
Kathleen Millikan Centre (Casterton)
Sacred Heart Primary School (Casterton)
Dartmoor Children's Centre
Dartmoor Primary School
Merino Consolidated School
Heywood Consolidated School
Heywood Early Learning Centre
Heywood District Secondary College
Heywood Kindergarten

Table 3: Designated Bushfire at Risk Schools

Transport Connections

Road Travel

The major transport routes in the Glenelg Shire are the Princes, Glenelg and Henty Highways and Portland Nelson Road. These are major freight routes along with approximate 2,500 km of local roads that join significant regional townships.

Public Transport Victoria (PTV) provide a local bus service throughout the municipality.

Public Transport Victoria provides passenger coach and rail services from Portland to Melbourne, Ballarat and Geelong. Click on the [V Line website](#)

Rail Travel

The Portland-Hamilton standard gauge railway line also provides an important transport link.

Flying

The Glenelg Shire Council has two airports within its boundaries, Portland Airport and Casterton Airfield.

The Portland airport is 15km from the township of Portland. The airport is home to the Portland Aero Club. As of 2021 there was no commercial aircraft using Portland airport.

SeaFaring

The Port of Portland is a privately owned deep-water bulk port strategically located between the ports of Melbourne and Adelaide. It is the international gateway for the Green Triangle Region, an area blessed with an abundance of natural resources.

The Port specialises in bulk commodities, particularly agricultural, forestry and mining products as well as aluminium and fertiliser. It has approximately six million tonnes in annual throughput.

The export trade includes grain, woodchips, logs, aluminium ingots and livestock, while import commodities are alumina, liquid pitch and fertiliser products.

The Port's close proximity to shipping lanes and deep-water approaches provides unimpeded access right to the entrance of the harbour basin.

The Port is served by both road and rail systems, which bypass the City of Portland to allow 24-hour access. It delivers \$2.5 billion into the region and the nation each year - a figure that will continue to grow.

Cruise Ships

Cruise ships dock at the Port of Portland during the months from December to March. Ship guest capacity varies however there could be over 680 guests disembarking at the Port of Portland at any one time.

This is a growing industry for the Port of Portland.

The Port of Portland has an approved Maritime Security Plan as required under the Maritime Transport Security Act 2003.

The Local Port of Portland Bay

The Local Port is operated by Council as Local Port Manager and Waterway Manager on behalf of the State Government. All facilities, navigation and waters inside the boundary (see map below) are managed by Local Port Officers.

Local Port Officers operate an on-call roster for duty outside of business hours and also are on-call weekends and all public holidays. Initial contact should be the Local Port Manager or as directed by phone message. Alternatively, contact any Port Officer in an emergency. New recreational boat arrivals should be directed to the Portland Bay Marina (Berths A7 or J1) and advised to contact the Local Port ASAP. Berth fees apply. For plans of the Portland Bay Marina with depths, go to the [Local Port of Portland](#) website.

New commercial fishing boats or commercial workboats (tugs, tenders, survey boats etc.) arriving should be directed to the Trawler Wharf and advised to contact the Local Port ASAP.



Map: 1 Local Port of Portland Bay

The Australian Volunteer Coast Guard launches their boats from the Port of Portland.

Services Infrastructure

The following facilities and service infrastructure exist within the municipality:

- Mt Clay Transmission Towers;
- Above ground electrical transmission cables;
- Interstate terminal Mt Clay;
- Electrical terminal stations;
- Water treatment and storage infrastructure;
- Water reclamation infrastructure and sewer pumping stations
- Gas pipeline; and
- Wind turbines.

2.6 Telecommunications

In Glenelg Shire there is many households that have internet connections. However quality mobile phone coverage remains an issue in the Shire. There are multiple communications towers scattered across the Shire with many people connected to the National Broadband Network (NBN).

2.7 Demography

The Glenelg Shire is nestled in Victoria's South West corner. Located around a deep-water port, Portland is the major centre in the shire and home of the only aluminium smelter in Victoria.

Natural attractions include, Glenelg River, the surrounding national parks and Lake Condah Indigenous Protected Area.

The shire's economy is based around service industries, timber production, grazing and manufacturing.

The main industries include basic non-ferrous metal manufacturing, agriculture and marine fishing.

Glenelg Shire includes the townships and rural localities of:

Allestree, Bahgallah, Bessiebelle (part), Bolwarra, Branxholme (part), Breakaway Creek (part), Brimboal, Cape Bridgewater, Carapook (part), Cashmore, Casterton, Chetwynd (part), Clover Flat (part), Condah, Corndale, Dartmoor, Dergholm (part), Digby, Drik Drik, Drumborg, Dunrobin, Gorae, Gorae West, Grassdale, Greenwald, Heathmere, Henty, Heywood, Homerton, Hotspur, Killara, Lake Condah (part), Lake Mundi, Lindsay, Lyons, Merino, Milltown, Mount Richmond, Mumbannar, Muntham (part), Myamyn, Nangeela, Nareen (part), Narrawong, Nelson, Paschendale, Portland, Portland North, Portland West, Sandford, Strathdownie, Tahara (part), Tahara Bridge, Tahara West, Tyrendarra (part), Wallacedale (part), Wando Bridge, Wando Vale (part), Warrock and Winnap.

Population

In 2024, the estimated resident population of Glenelg Shire is 20,007.

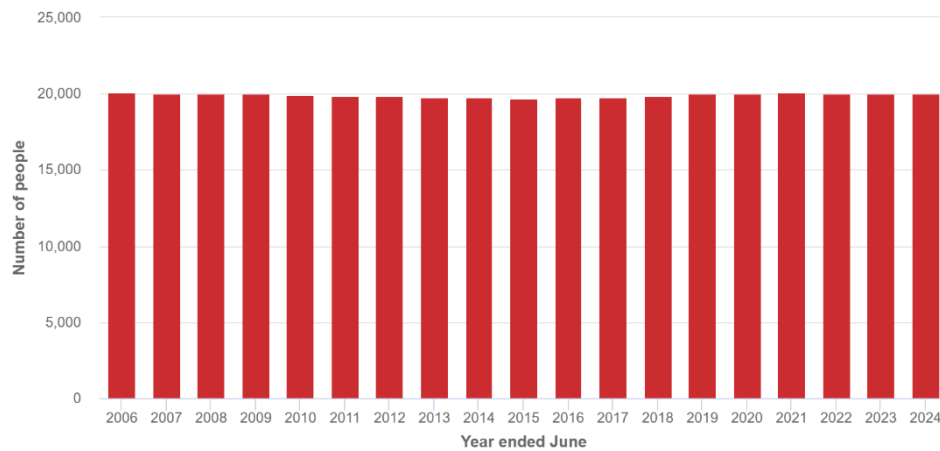
In the 2021 Census there were the following population in the major townships of Glenelg Shire;

- Casterton – 1,662
- Heywood – 1,789
- Portland City – 9,945

<https://profile.id.com.au/glenelg/population?WebID=160>

Estimated Resident Population (ERP)

Glenelg Shire



Source: Australian Bureau of Statistics, Region Population Growth. Compiled and presented by .id (informed decisions)

.id informed decisions

Figure 1 - Estimated Resident Population

Age Profile

Analysis of the service age groups of Glenelg Shire indicates the Shire had a lower proportion of people in the younger age groups (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).

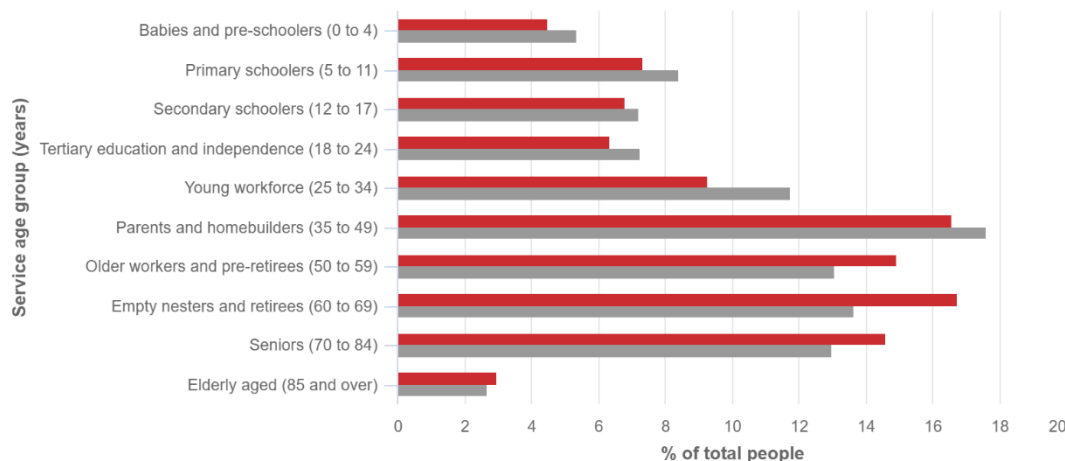
The major differences between the age structure of Glenelg Shire and Victoria were:

- A larger percentage of 'Older workers and pre-retirees' (14.9% compared to 13.1%);
- A larger percentage of 'empty nesters and retirees' (16.7% compared to 13.6%);
- A larger percentage of 'Seniors' (14.6% compared to 13%)
- A smaller percentage of 'Young workforce' (9.3% compared to 11.7%)

Age structure - service age groups, 2021

Total persons

■ Glenelg Shire ■ Regional VIC



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

.id informed decisions

Figure 2 - Age Structure – service age groups 2021

Cultural Diversity

Analysis of the ancestry responses of the population in Glenelg Shire in 2021 shows that the top five ancestries nominated were:

- Australian (8,503 people or 42.4%);
- English (8,587 people or 42.6%);
- Scottish (2,481 people or 12.3%);
- Irish (2,233 people or 11.1%);and
- German (1,031 people or 5.1%).

Employment

8,835 people living in Glenelg Shire in 2021 were employed, of which 55% worked full-time and 36% part-time.

Level of Education

3,228 people in Glenelg Shire had a tertiary qualification in 2021. Analysis of the qualifications of the population in Glenelg Shire in 2021 compared to Regional Victoria shows that there was a higher proportion of people holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or Vocational qualifications), and a lower proportion of people with no formal qualifications.

Overall, 43.4% of the population aged 15 and over held educational qualifications, and 46.0% had no qualifications, compared with 49.9% and 40.4% respectively for Regional Victoria.

Need for Assistance

1,566 people or 7.8% of the population in Glenelg Shire in 2021, reported needing help in their day-to-day lives due to disability.

Analysis of the need for assistance of people in Glenelg Shire compared to Regional Victoria shows that there was a higher proportion of people who reported needing assistance with core activities.

Overall, 7.8% of the population reported needing assistance with core activities, compared with 6.9% for Regional VIC.

Access to information via the internet

In 2016 69.4% of the Shire had internet connections compared to 73.5% respectively in Regional VIC.

Household type

Analysis of the household/family types in Glenelg Shire in 2021 compared to Regional Victoria shows that there was a lower proportion of couple families with child(ren) as well as a lower proportion of one-parent families. Overall, 20.9% of total families were couple families with child(ren), and 9.1% were one-parent families, compared with 24.6% and 10.1% respectively for Regional VIC.

There were a higher proportion of lone person households and a higher proportion of couples without children. Overall, the proportion of lone person households was 29.6% compared to 27.5% in Regional VIC while the proportion of couples without children was 30.7% compared to 28.0% in Regional VIC.

Dwelling type

In 2021, there were 9,250 separate houses in the area, 722 medium density dwellings, and 9 high density dwellings.

Analysis of the types of dwellings in Glenelg Shire in 2021 shows that 91.3% of all dwellings were separate houses; 7.1% were medium density dwellings, and 0.1% were in high density dwellings, compared with 88.9%, 9.4%, and 0.3% in the Regional VIC respectively.

In 2021, a total of 86.2% of the dwellings in Glenelg Shire were occupied on Census night, compared to 86.5% in Regional VIC. The proportion of unoccupied dwellings was 13.5%, which is larger compared to that found in Regional VIC (13.2%).

Socio-Economic Profile

The Socio-Economic Indexes for Areas (SEIFA) Index of Relative Socio-economic Disadvantage (IRSD) ranks areas according to their relative socio-economic disadvantage.

The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. When targeting services to disadvantaged communities, it is important to also look at these underlying characteristics as they can differ markedly between areas with similar SEIFA scores and shed light on the type of disadvantage being experienced.

The average score for areas across Australia is 1,000 and areas with a score below 1,000 are more disadvantaged than the national average. Those areas with a score above 1,000 are less disadvantaged.

In 2021, Glenelg Shire scored 1,019.7 on the SEIFA index of disadvantage

2.8 Natural Environment

Glenelg Shire acknowledges its unique geographical location and the regional strengths. Its rich natural resources are the basis of these regional strengths which include a natural deep seaport and links with road and rail networks, prosperous fishing and primary production industries in a high rainfall zone with fertile soils.

Natural wonders and unique biodiversity abound. A standout natural feature in the Shire is the Glenelg River and estuary, which together with its tributaries, flows through the Shire

from the Grampians, carving deep gorges in the Dundas Tablelands and Glenelg Plain before reaching the Southern Ocean at Nelson.

The spectacular landscape of Discovery Bay and three prominent headlands and bays of Cape Bridgewater, Cape Sir William Grant and Cape Nelson; the Budj Bim Cultural Landscape Tae Rak (Lake Condah), Kurtonitj and Tyrendarra lava flow at the eastern boundary are World Heritage Listed landscape, as rich in Indigenous cultural heritage as they are in biodiversity. Kanawinka Geopark, the first UNESCO Geopark of its kind in Australia, extends from Mortlake in the east to Mt. Gambier in South Australia, and encompasses most of Glenelg Shire.

National Parks and Reserves

- Lower Glenelg National Park;
- Cobboboonee National Park;
- Narrawong Flora Reserve
- Tyrendarra Nature Conservation Reserve
- Crawford River Regional Park
- Wilkin Flora & Fauna Reserve
- Bolwarra Bushland Reserves
- Budj Bim (Lake Condah, & Mount Eccles) National Park;
- Mount Richmond National Park;
- Cape Nelson State Park; and
- Dergholm State Park

Refer to [Parks Vic](#) website for further information

Budj Bim Cultural Landscape World Heritage

In July 2019, the Budj Bim Cultural Landscape was inscribed on the UNESCO world heritage list, which recognises the international significance of the landscape and the aquaculture systems.

Set amid rugged stone country, woodlands, wetlands and lakes, Budj Bim Cultural Landscape is the first place in Australia to receive international recognition solely for its Aboriginal cultural values.

Located in the heart of Gunditjmara Country in south-western Victoria, the Budj Bim Cultural Landscape contains one of the world's most extensive and oldest aquaculture systems. At least 6,600 years ago Gunditjmara first constructed these extensive, sophisticated aquaculture systems along the Budj Bim lava flow, and many of these systems are still in use today. Gunditjmara knowledge and practices have endured and continue to be passed down through their Elders and are recognisable across the wetlands of the Budj Bim Cultural Landscape.

The Budj Bim Cultural Landscape consists of three locations; Tae Rak (Lake Condah), Kurtonitj and the Tyrendarra, all of which are declared Indigenous Protected Areas (IPAs). The new listing includes most of Budj Bim National Park.

For more information go to the Parks Victoria [website](#)

Coastline

Discovery Bay Marine National Park

Discovery Bay is Victoria's marine gateway to the Great Australian Bight and the immense expanse of the Southern Ocean. Situated 20km west of Portland and covering 2,770 ha, this park protects part of the largest coastal basalt formation in western Victoria. These basalt rocks were formed from lava which cooled and hardened over the last million years. The Park is framed by the cliffs of Cape Bridgewater to the east and the white sand dunes of Discovery Bay to the north.

The dynamic history of the coast is also depicted underwater. In deep water (30-60m) there are low reefs forms from ancient shorelines or dunes when the sea-levels were much lower than today. Between these reefs, there are plains of sand winnowed into symmetrical ridges by the endless movement of the water.

There is a rich diversity of fascinating marine life within this park due to the cold, nutrient rich waters of the area. The deep calcarenite reefs support technicoloured sponge gardens whilst the shallower reefs are covered in a brown alga, *Ecklonia radiata*. One can find majestic fish and a diverse array of invertebrates including Southern Rock Lobster, Black-lip Abalone and gorgonians. The waters also support Great White Sharks and during the summer breeding season, Blue Whales.

2.9 Areas of Cultural and Heritage Sensitivity

Glenelg LGA has 1,155 registered cultural heritage places including Aboriginal historical places, burials, artefact scatters, earth features, low density artefact distributions, object collections, quarry, scarred trees, shell middens and stone features. Publicly known cultural heritage places include Budj Bim National Heritage Landscape (including Mt Eccles, Lake Condah Fish Trap Complex, Tyrendarra and Kurtonitj Indigenous Protected Area); Lake Condah Mission and Cemetery, Convincing Ground Massacre Site, Cape Duquesne, Cape Bridgewater and Discovery Bay Shell Middens.

Aboriginal Organisations:

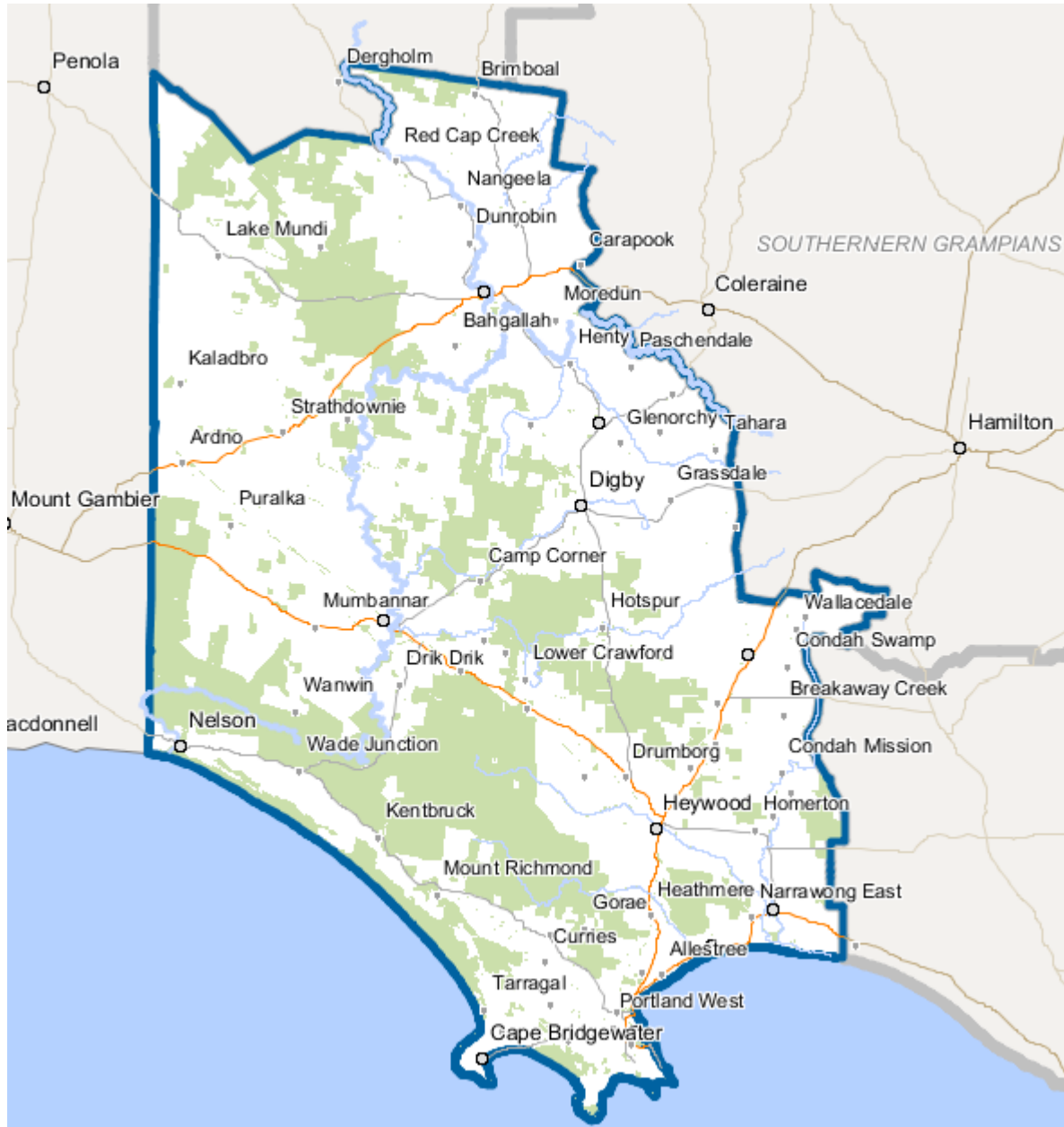
Key community organisations
Dhauwurd-Wurrung Elderly and Community Health Service
Winda-Mara Aboriginal Corporation
Known Traditional Owners
Eastern Maar Aboriginal Corporation
Gunditj Mirring Traditional Owners Aboriginal Corporation
Key community groups
Barwon South West Indigenous Family Violence Regional Action Group
Barwon South West Regional Aboriginal Justice Advisory Committee
Barwon South Western Closing the Health Gap Advisory Committee
Barwon South West Aboriginal Justice Action Committee
Heywood Local Aboriginal Network
Indigenous Consultative Group

Table: 4 Aboriginal Organisations

Refer to [Appendix 12: Map of Cultural Heritage Areas](#) within Glenelg Shire

2.10 Municipal Location Map

Glenelg Shire has an online mapping tool that provides users with the options of selecting different layers to view bus routes, bus stops, transport, waterways, bushfire prone areas and planning information. Link is Glenelg Shire Council [website](#).



Map 2: Map of Glenelg Shire

2.11 History of Emergencies

The table below provides details of the emergencies that have occurred within Glenelg Shire:

	Incident	Outcome
1851 - February	Fire – Portland	("Black Thursday") when a total of 5 million hectares or ¼ of Victoria burnt including a large area around Portland.
1893-94	Flood - Casterton	Highest flood recorded since the founding of the township in 1846.
1900	Fire – Carapook	Damage to property and fodder supplies.
1901	Fire - Casterton	Severe damage to a number of large stations.
1906	Flood - Casterton	Significant stock losses and damage to properties in the low part of town near the Glenelg River.
1919	Fire – Carapook	Damage to property and fodder supplies.
1939 - January	Fire – Lake Mundi	Black Friday Fires. Three people died as a result of burns.
1946	Flood – Casterton	628 points of rain fell in four days. Glenelg River rose at a rate of one foot per hour. Major Mitchell monument on the Sandford Rd was almost covered. Six Casterton men were awarded Silver bravery medals.
1955	Fire – Langkoop & Poolaijelo	Black Sunday – One woman died, six houses were lost as well as 19, 000 sheep, 230 cattle, 8 woolsheds and 6 motor vehicles.
1956	Flood – Casterton	Evacuation of a number of residents.
1976 - January	Fire - Cobboboonee State Forest	Much of the Cobboboonee State Forest west of Heywood was burnt following a series of lightning strikes.
1979 - February	Fire	Fires swept into the Nelson area from Caroline in South Australia after travelling 27 km. The fire burnt 7,700 ha, including 3,300 ha of pine plantation and 4,200 ha of Lower Glenelg National Park.
1982	Plane crash - Portland	One death.
1983	Flood – Casterton	Evacuation of a number of residents.

1988	Oil spill – Portland	Livestock carrier Al Qurain struck a wharf releasing 184 tonnes of fuel oil into Portland Harbour. A fish contamination alert was issued to local fishermen.
1989	Oil spill – Portland	Death of a 40 % of a small colony of penguins (n:100) that breed in Portland Harbour.
1991	Flood – Casterton	Major flooding and evacuation of a number of residents.
1993	Fire – Gorae	A fire burnt 13,000 ha at Cobboboonee.
1998	Siege – Portland	Evacuation of a number of residents in South Portland.
2002 - December	Infectious disease – Portland	Cases of Meningococcal Disease in Portland. Public health officials immunised 2,400 (2,200 people, aged from 15 to 30, and a further 200 children up to the age of five years). A Portland woman died, had no direct contact with three other patients.
2007 - April	Hazmat incident – Heywood	Chlorine spill at Heywood Swimming Pool. CFA established an exclusion zone in a 6-block radius. All local Heywood school children who usually walk through the affected area on their way home were to be kept at school. Children travelling on buses or who are picked up were allowed to continue home with parents. School children returning to Heywood from other regional schools in the surrounding district were to be taken to the Heywood.
2009	MCI – Heathmere	Bus crash with 13 people on board after a VLine bus slid across the wet highway and stuck an embankment. Three people died.
2010-2011	Flooding – Casterton	Minor flooding on the Glenelg River with public meetings held at Casterton (Casterton bridge water level 4.8m).
2012	Hazmat incident – Portland	Koppers Liquid Pitch spill resulted in disruption to services and air monitoring.
2012	Fire – Casterton – November	Fires in and around the Casterton district.
2012 Nov-Dec	Telecommunications outage – Shire wide	Telstra outage. Telstra exchange fire in Warrnambool lead to widespread disruption to phone services in the Glenelg Shire.

2013 January	Fire – Kentbruck	Fire affected the towns of Nelson, Dartmoor, Greenwald, Lyons and Gorae West.
2013 March	Fire – Cashmore & Portland West	A fire started in the Cashmore area and spread quickly across grassland posing a threat to properties in Portland's West burning approximately 144 ha in area.
2014	Fire – Narrawong	A fire that affected Mt Clay area.
2015 November	Port of Portland Ship Fire	The Awassi Express was berthed at the Port of Portland to load 17,000 livestock when a fire broke out after the loading of fodder. The incident was a complex incident, run under CFA control over 11 days.
2015 December	Fire – Ardno/Kaladbro Peat	Emergency services attended the peat fire at Ardno/Kaladbro.
2016 September	Floods – Casterton	Major flooding on the Glenelg River with public meetings held at Casterton (Casterton bridge water level 6.1m). Major flooding at Sandford. Evacuation of a number of residents in both towns. Major damage done to Island Park Sporting complex. 2 Houses inundated with water. Damage to Council & Regional Roads Victoria.
2016 December	Power outage - Portland Aluminium Smelter	Power outage to the Portland Aluminium Smelter for 6 hours causing a loss of the Smelter's aluminium production.
2018 January	Fire – Mumbannar	Building fire started spreading to adjoining properties burning approx. 55 ha.
December 2019-January 2020	Fires – Casterton north; Hotspur, Wade Junction; Lake Condah/Budj Bim National Parks; Cobboboonee	Over a course of two weeks 25 fires across the Shire started from lightning strikes. There were 20 fires on public land (12,000 ha burnt) and five on private land (3,000 ha burnt). Of the 3,000 ha burnt 1,000 ha was plantation and 2,000 ha was agriculture. Eleven private properties were impacted but with no loss of live or buildings. Lake Condah and Budj Bim National Park fires burnt approx. 7,000 ha. Communities impacted Digby and Homerton.

February 2020 – December 2021	Pandemic (COVID-19)	World and Statewide impact saw COVID-19 restrictions on all communities effecting economic, tourism, health, education services.
January 2022	Flood, Hailstorms – Portland Township	Severe weather event occurred on 6 January at approx. 6.30pm. Flash flooding, & damaging hailstorm. VICSES attended 100+ emergency call outs. 70mm rainfall was recorded in approx. 30mins.
February 2022	Tahara grass fire	Grass fire on private property at Tahara burnt 113 ha agricultural land in Glenelg Shire and 218 ha in Southern Grampians. No loss of buildings, animals but loss of fencing.
September 2023	Sever Weather Event across Shire	Severe weather event occurred on 8 September with 90kms winds causing many trees to fall. VICSES had 60+ call outs, land slip on Dutton Way caused by fallen Cypress tree.
January, Sept, Oct, 2024	Severe weather events -	<p>Heywood central business district flash flooding between Cameron & Lindsey St.,</p> <p>Severe storm event across southern end of Shire. Many fallen trees.</p> <p>Casterton hailstorm occurred on the 16 October causing damaged to hundreds of properties in the Casterton Township and surrounds.</p>
March 2025	Bushfires	Early March 2025 saw multiple fires start across the footprint from lightning strikes. Thunderstorms and lightning (3 separate events over 4 days saw the ignition of 30+ fires. Budj Bim National Park had a 2,199 ha fire that was contained primarily to the national park with 56 ha of private land impacted. Tooloy – Lake Mundi had and 89 ha fire in the Tooloy – Lake Mundi Wildlife Reserve.

Table 5: History of Emergencies

This table will be further developed by the Municipal Emergency Management Planning Committee as information becomes available.

3. Planning & Mitigation Arrangements

3.1 Victoria's emergency management planning framework

The MEMP supports holistic and coordinated emergency management arrangements within the Barwon South-West Region. It is consistent with and contextualises the SEMP and BSW Regional Emergency Management Plan (REMP). 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.

The Victoria Preparedness Framework outlines the framework for Emergency Management Planning

This Plan should be read in conjunction with the [SEMP](#) and the [BSW REMP](#).

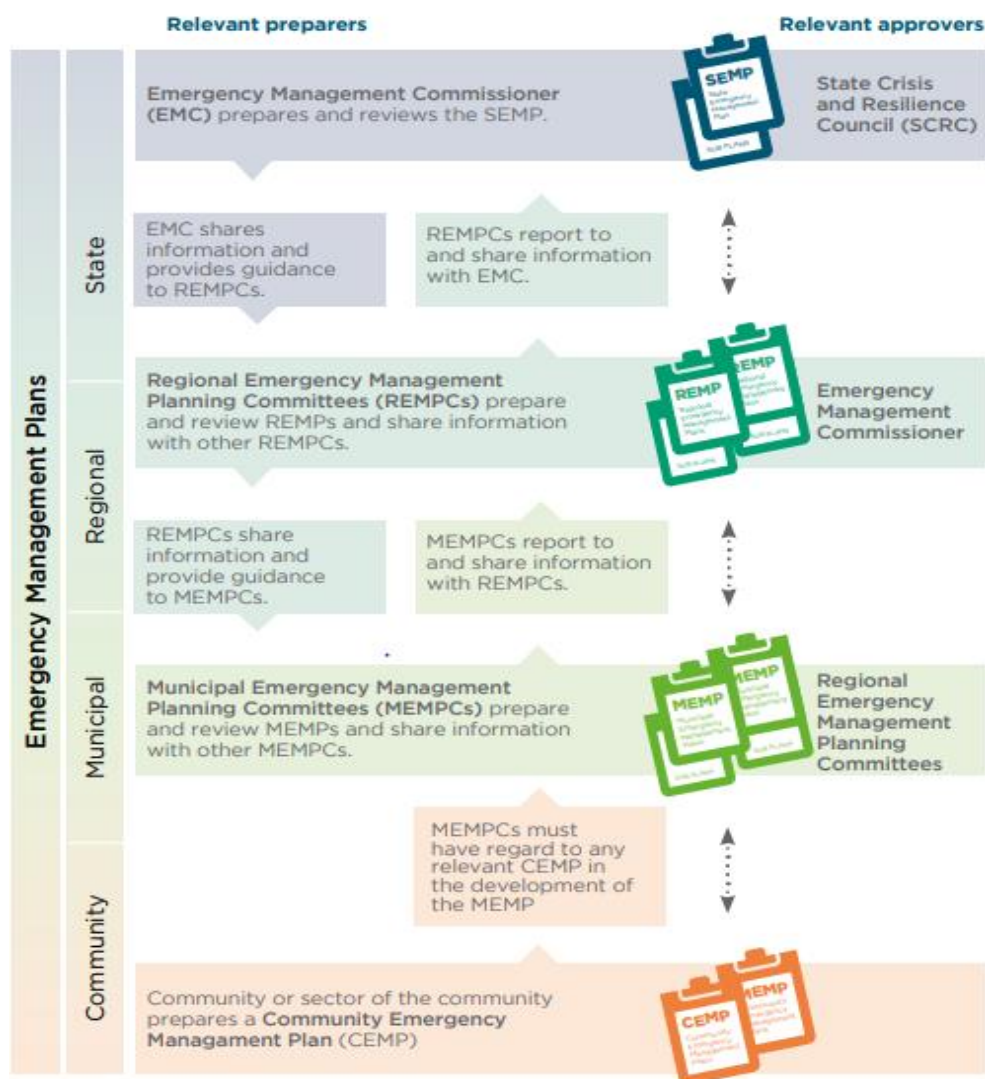


Figure 3 – Framework for emergency management planning: State Emergency Management Plan

3.2 Municipal Emergency Management Planning Committee (MEMPC)

The Glenelg Shire Municipal Emergency Management Planning Committee (MEMPC) has been established under the Emergency Management Legislation Reform 2018 (EMLR Act 2018) and the [Emergency Management Act 2013](#) (the Act 2013) section 59D(b).

The MEMPC is one component of a broader structure that enables appropriate planning, response and recovery activities and arrangements at local and regional levels. Sub-committees and Working Groups are appointed to take on the responsibility of planning for emergencies including the provision of relief and recovery.

The MEMPC is a multi-agency collaboration group whose members bring organisation, industry or personal expertise to the task of developing a comprehensive emergency management plan for the municipality.

The role of the Committee is to:

- Develop and maintain the MEMP;
- Assist in analysing and evaluating emergency related risks;
- Determine the need for municipal sub committees and working groups and sub-plans i.e., Municipal Fire Management Planning Sub Committee (MFMP) and Municipal Fire Management Plan (MFMP) in accordance with the Act 2013;
- Help produce risk treatment strategies; and
- Prepare risk specific response and recovery sub plans for the municipal district.

It is not the MEMPC's role to manage emergencies. This is the responsibility of the agencies and personnel identified under the response and recovery arrangements in the SEMP. The MEMPC is required to facilitate the preparation of the Municipal Emergency Management Plan, to document operational response and recovery arrangements, and to ensure all subjects listed in the Plan's outline are investigated and adequately provided for.

Refer to [Appendix 2 MEMPC Terms of Refence](#).

Glenelg MEMPC structure.

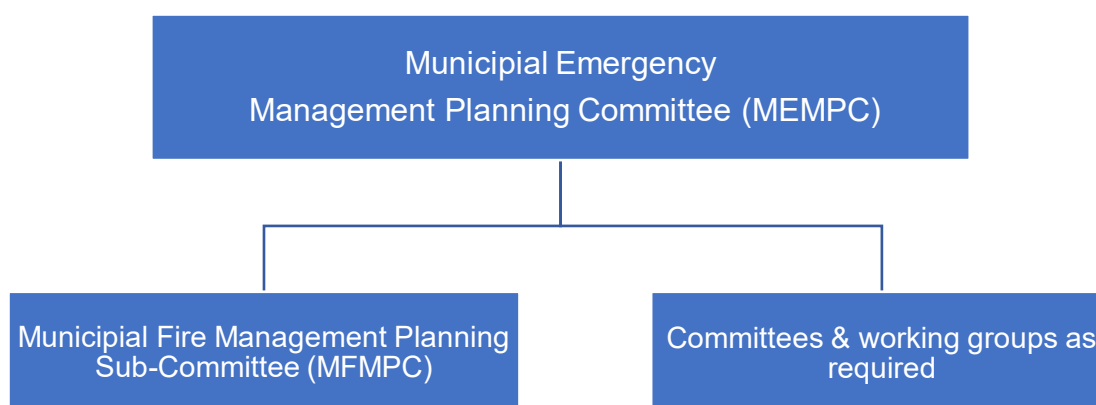


Figure 4 - MEMPC Structure and sub committees

3.3 The MEMPC, Sub-Committees and Working Groups

The MEMPC will determine if a sub-committee and or working groups are required for more specific or complex arrangements that either enhance or contextualise this Plan.

The MEMPC considered the need for a Municipal Fire Management Planning Sub Committee (MFMPC) at the MEMPC meeting in February 2021. There was a unanimous vote for the MFMPC to be established.

3.4 Sub Plans and Complementary Plans

Sub Plans

The MEMPC 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 specific where the consequences are likely to be significant, for example the Glenelg Municipal Fire Management Sub Plan.

All sub plans to this Plan are subject to the same preparation, consultation, assurance, approval and publication requirements as this Plan, as outlined in the [Act](#) 2013 Part 6A

Agencies with roles or responsibilities in a sub-plan must act in accordance with the plan [Act](#) s60AK.

The following plans are sub plans of the MEMPlan

- [Glenelg Municipal Flood Emergency Plan](#);
- [Municipal Fire Management Plan](#)

Complementary Plans

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

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

The following complementary plans that are listed have significance to the comprehensive, coordinated and integrated emergency management arrangements in the municipal district:

- [Human Influenza Pandemic Plan](#);
- [Extreme Heat Sub Plan](#)
- [Bushfire Place of Last Resort – \(Neighbourhood Safer Place\) Plans](#);
- Glenelg Shire Emergency Relief/Recovery Centre Standard Operational Guidelines
- Glenelg Shire Emergency Animal Welfare Plan
- Glenelg Shire Portland Aerodrome Emergency Response Plan

Refer to the list of [Plans and Sub Plans in Appendix 8](#).

3.5 Monitoring and review

As is the case for the MEMP, Sub Plans are required to be reviewed and exercised within three years or sooner as required

3.6 Mitigation

The prevention 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.

3.7 Mitigation Strategies

The ability of a community to respond to an emergency situation and in turn recover from the effects of an emergency will depend on the attitude and the resilience of affected communities. A key role of the MEMPC is to help create more resilient communities as resilient communities are informed communities. The MEMPC promote the following prevention and awareness programs within the municipality.

- Planning Scheme (Planning and Environment Act 1987 & the Building Act 1993 Building Regulations 2018)
- The Planning Scheme contributes to mitigation through the creation of:
 - Zones;
 - Overlays;
 - Guidelines which prescribe the consideration of the degree of hazard; and
 - Referral of planning applications to agencies expert in mitigation.

Other forms of mitigation include:

- Traffic and road management;
- Health inspections and surveillance;
- Immunization programs (Public Health and Wellbeing Act 2008);
- Warning systems for particular emergencies;
- Community development activities.
- Provision of information and promotion of practices that support resilience and preparedness in the community; including how to prepare psychologically before a disaster, and how to cope emotionally during and after a disaster
- Programs and strategies that build community resilience and social connectedness through engagement and emergency planning activities to empower communities to develop initiatives through local volunteer networks and connections
- Crime and injury prevention programs and strategies;
- Flood and drainage management systems; and

Community awareness programs for specific risks:

- Maintenance of fire access roads;
- Identification and planning for individuals with special needs during emergencies;
- Identification of municipality risks (using the CERA process);

- Fire plug maintenance (Water Act 1989); and
- Maintaining vegetation and clearance space around power lines (the Electricity Safety Act 1998).

3.8 Municipal Emergency Risk Assessment process and results

The Community Emergency Risk Assessment (CERA) process was utilised in the preparation of the MEMP by the MEMPC. It provides a framework for considering and improving the safety and resilience of the community from hazards and emergencies using the AS/NZ ISO 31000:2018 Risk Management Standard and facilitated by VICSES.

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

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

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

CERA Risk Assessment Results

During the preparation of this Plan, a risk analysis was carried out to identify potential natural, biological or infrastructure related hazards within the municipality. The history of their occurrence and the nature of each hazard, especially community vulnerability, has been considered during the analysis process. Due to ongoing changes of seasonal conditions, community development and public attitudes, the rating of the identified threats may vary over a period of time.

The process is subject to ongoing review and will undergo a major review at least once every three years, between MEMP audits.

CERA has been updated to the new CERA-On line, The MEMPC is continuing to update these Hazards.

The table below outlines the 13 hazards and risk ratings that have been identified as part of the CERA process:

Figure: 5 - CERA Risk Assessment September 2024

Glenelg Shire

Current Risks

[Add new risk assessment](#)
[Raise an issue](#)



Hazard	* Date last updated	* Risk rating	* Mitigation action status	* Due date	* Options
Hazardous Materials Release - marine 	2025-03-04 10:30:27	Medium	draft	2024-06-04	View Edit Delete
Extreme Temperatures (heat and cold)	2025-01-08 10:38:01	High	accepted	2027-11-21	View Edit Delete
Human disease (pandemic) 	2025-01-08 10:37:52	Medium	accepted	2027-11-21	View Edit Delete
Emergency Animal Disease	2024-09-12 16:33:07	High	accepted	2027-08-06	View Edit Delete
Hazardous Materials Release - land	2024-09-12 16:32:44	Medium	accepted	2027-06-04	View Edit Delete
Essential Services Disruption	2024-09-12 16:32:03	Medium	accepted	2027-08-06	View Edit Delete
Storm	2024-09-11 10:40:02	Medium	accepted	2027-03-05	View Edit Delete
Flood	2024-09-11 10:39:11	High	accepted	2027-03-05	View Edit Delete
Landslide	2024-09-11 10:39:00	Medium	accepted	2027-04-09	View Edit Delete
Storm	2024-09-11 10:38:51	High	accepted	2027-04-09	View Edit Delete
Bushfire/ Grassfire	2024-09-11 10:38:24	High	accepted	2027-05-07	View Edit Delete
Fire- Commercial/ Industrial/ High-rise (commercial)	2024-09-11 10:38:07	High	accepted	2027-05-07	View Edit Delete

Figure: 6 - CERA Count of category

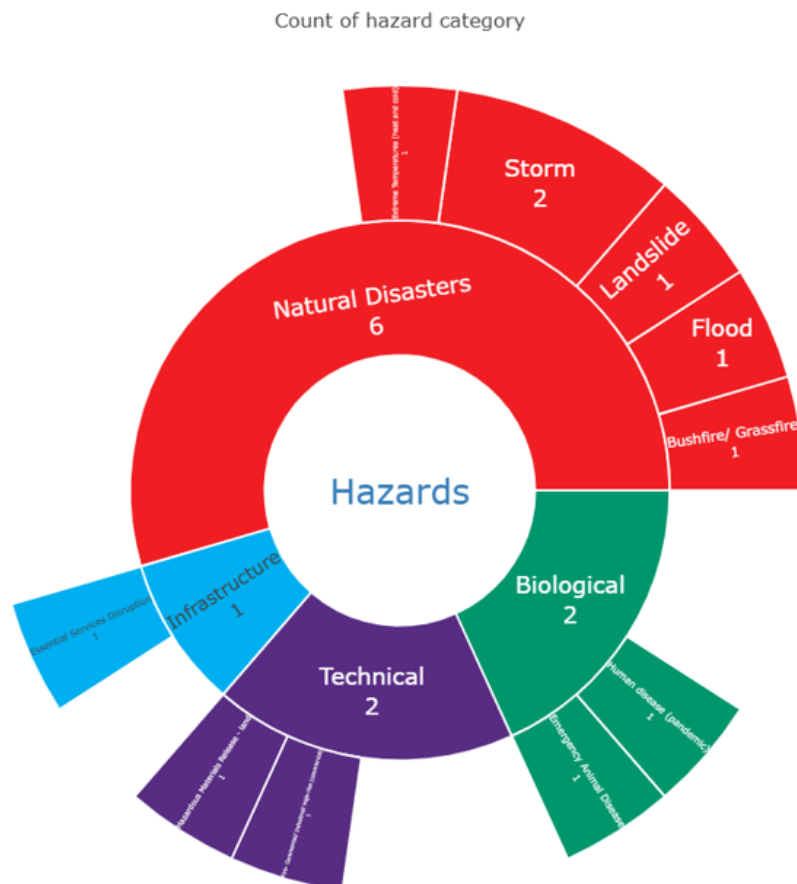


Figure 7 - CERA Count of category



Victorian Fire Risk Register

The MFMP uses the Victorian Fire Risk Register – Bushfire (VFRR-B) to identify asset classes at risk from bushfire.

These are the asset classes within VFRR-B:

Asset Class	Asset Subclass
Human Settlement	Residential Special Fire Protection - schools, hospitals Other
Economic	Agriculture Commercial Infrastructure Tourist & Recreational Mines Commercial Forests Drinking Water Catchments
Cultural Heritage	Aboriginal Significance Non-Indigenous Other

Table: 6 - VFRR Asset Classes

Formulas and data used within the tool determine a risk rating. The contents of this register inform the Municipal Fire Management Plan which is a sub-plan of the MEMPlan.

Treatment Plans and Works Conducted

Agencies of the MEMPC and other key agencies develop and implement a range of plans and initiatives that ensure they, and the community are appropriately prepared for emergencies. The following plans have been developed and implemented:

- Emergency Exercises; (MEMPC)
- [Bushfire Place of Last Resort – Neighbourhood Safer Places](#) (Council)
- Emergency Markers along Fawthrop Lagoon, Port of Portland, and Great South West Walk;
- Joint Fuel Management Plant (JFMP) (DEECA/CFA);
- Evacuation Plans (Victoria Police);
- [Municipal Public Health & Wellbeing Plan](#) (Council);
- School Emergency Management Plans (held by state and private schools);
- Hospital Emergency Management Plans (held by the various hospitals);
- [Port of Portland Maritime Security Plan](#);
- [Local Port of Portland Bay Emergency Management Plan](#) (held by Council);
- [Local Port of Portland Bay Safety & Environment Management Plan](#);
- Municipal Fire Plug Inspections and Maintenance MOU, and
- State Maritime Emergencies (non-search and rescue) Sub Plan.

Glenelg Planning Scheme includes flood study information on Glenelg River; Wattle Hill Creek; and Surry River. GHCMa also has flood study information on Fitzroy River and Darlots Creek.

Regional Partnerships

- Barwon South West Regional Emergency Recovery Plan;
- Barwon South West Regional Emergency Management Planning Committee;
- Barwon South West Regional Sub-Committees – Fire; Risk, Consequence and Assurance; Relief & Recovery;
- Barwon South West Relief and Recovery Committee; and
- Barwon South West Municipal Emergency Management Enhancement Group.

Community Information Guides (formally known as Township Protection Plans)

Community Information Guides (CIG) were developed in response to the 2009 Fires Victorian Bushfire Royal Commission, as a tool to support councils with local bushfire planning for communities at risk. In the years since, there have been major developments in how community's access information.

The modernised CFA public facing website has allowed this transition to occur. The new product is now part of CFA Local. The new product does not include the full extent of the information included in a CIG, but it is now located together with or with links to this information.

Community members, site visitors will be able to easily access geographically relevant information, by a prompt to provide their location.

The change to the online version will ensure the information provided is current. The new online format allows for quicker updates, improved version control and provides an easy to understand visual of bushfire risk information, that can be printed if desired.

Link to CFA Local - [Local information | CFA \(Country Fire Authority\)](#)

Fire Refuges

A Community Fire Refuge is an enclosed building built or modified specifically to withstand fire. It is a designated building that can provide short-term shelter from the immediate life-threatening effects of a bushfire.

A Community Fire Refuge must meet the performance requirements of the Victorian Building Regulations (2006) and the Building Code of Australia. A refuge must also be designated in accordance with the Country Fire Authority Act (1958). Refuges do not guarantee safety from a bushfire and seeking shelter in a refuge should not be considered as a primary plan of action.

There are no fire refuges in Glenelg Shire.

3.9 Bushfire Place of Last Resort - Neighbourhood Safer Places

Bushfire Place of Last Resort - Neighbourhood Safer Places (BPLR-NSP) are municipal council designated buildings or spaces within the community that may afford some protection from radiant heat, the biggest killer during bushfire.

They are a place of last resort in bushfire emergencies only. They are a last resort shelter that may assist people when there is imminent threat of bushfire and they have no plan, or their planned options are not possible.

They are not locations to relocate to when leaving early. On days when there is advice to leave early people should relocate well away to an area of lower risk either the night before or early in the morning.

The degree of safety afforded by Bushfire Place of Last Resort - Neighbourhood Safer Places will depend on a number of factors, including the intensity of the bushfire.

There are six BPLR-NSP that have been assessed by CFA and designated by the Council within the Glenelg Shire municipality. **Maps of the BPLR - NSP's** can be found on the [Glenelg Shire](#) website and [CFA website](#).

	Location	Address
Casterton	Casterton Central Business District (MAP link)	Henty Street (Glenelg Highway) between Hutton Street and Clarke Street Casterton 3311.
Dartmoor	Dartmoor Recreation Reserve (MAP link)	Corner Ascot Street and Egan Street. Entry from Ascot Street (opposite Wood Street) or Egan Street (opposite Glenelg Terrace) Dartmoor 3304.
Heywood	Heywood Central Business District (MAP link)	Edgar Street (Princes Highway), including Service Roads, between Lindsay Street and Cameron Street Heywood 3304.
Merino	High Street Service Road Between Fire Station and Public Hall (MAP Link)	High Street (Portland-Casterton Road) Service Road between house number 6 and 10 Merino 3310.
Nelson	Grassed area (River Bank) adjacent to Visitor Information Centre from Bridge in the north to Kiosk in the south (MAP link)	Leake Street (between Kellett Street and Portland-Nelson Road) Nelson 3292.
Portland	Civic Hall Car Park (MAP link)	30 Bentinck Street (between Glenelg Street and Gawler Street) Portland 3305.

Table: 7 - BFPLR-NSP locations

3.10 Emergency Markers

As location information is particularly difficult for spaces with no addresses, emergency markers have been installed around the Fawthrop Lagoon Portland, Port of Portland and along the Great South West Walk of 250 kilometres. Emergency markers look like street signs with white text on a green background. Each has a unique alphanumeric code made up of three letters and three numbers. This code is linked to the Emergency Services

Telecommunications Authority (ESTA). ESTA receives all the triple zero calls in Victoria and dispatches emergency services.



Figure 8 - Sample of Emergency Marker.

A complete list of the ESTA emergency markers is available at: <https://qr2id.com/emergency-markers/>

The Great South West Walk is bushwalking trail suitable for most ages and abilities comprising short 2-hour loop walks, full day walks, or for the intrepid, the whole 250km loop that begins and ends at the Maritime Discovery and Visitor Information Centre in Portland. Click here for [Great South West Walk website](#)

Refer to [Appendix 11 Great South West Walk map](#).

3.11 Community Education

Community education is a vital component of prevention and preparedness. The development of relevant and appropriate community education resources and activities empower the community and enhance their resilience through being well informed and therefore equipped emotionally and physically for an emergency. Resilient communities are well prepared, better able to respond to an emergency, and therefore better able to recover from the impacts of an emergency.

The MEMPC members and other emergency management services/agencies collaborate together actively engage the community through a range of mechanisms including community programs and projects, emergency expo, media releases, social media, advertisements, website and newsletters.

3.12 Community Information

Information on what to do in an emergency can be found on the following web sites:

- [Ambulance Victoria](#)
- [Australian Red Cross Victoria](#)
- [Country Fire Authority](#)
- [Department of Transport and Planning](#)
- [Department of Health](#)
- [Emergency Management Victoria](#)
- [Fire Rescue Victoria](#)
- [Forrest Fire Management Victoria](#)
- [Glenelg Shire Council](#)
- [Victoria Police](#)
- [Victoria Council of Churches Emergency Ministry](#)
- [Victoria State Emergency Services](#)

4. Emergency Response (including Relief)

4.1 Introduction

The SEMP defines Emergency Response as the action taken immediately before, during and in the first period after an emergency to reduce the effects and consequences of the emergency on people, their livelihoods, wellbeing, property, environment; and to meet basic human needs.

Emergency response is based on a set of arrangements which are always in effect, which means there is no need for activation of response. Agencies or strategies may be activated when needed. Emergency response arrangements operate for any emergency, no matter how small, in which more than one organisation is involved in emergency response.

This section details arrangements within Glenelg Shire municipality for response to an emergency which is consistent with the SEMP.

Emergency response management is based on the functions of coordination, control, command, consequence management and communications. Broadly:

- Control is the overall direction of response activities in an emergency, operating horizontally across agencies.
- Command is the internal direction of personnel and resources, operating vertically within an agency.
- Coordination is the bringing together of agencies and resources to ensure effective response to and recovery from emergencies.

Additionally, in order to meet the objectives of emergency management in Victoria, those performing the control, command and coordination functions need to ensure:

- the consequences of the emergency are managed; and
- there is communication that meets the information needs of communities, stakeholders and government.

4.2 Emergency Management Commissioner (EMC)

The EMC leads the response to major emergencies in Victoria, ensuring that the control, command, coordination, consequence management, communication and community recovery functions are integrated and effective. The EMC functions include accountability for ensuring the response to emergencies in Victoria is systematic and coordinated.

Section 32 of the *EM Act 2013* lists the primary functions of the Emergency Management Commissioner (EMC).

MEMPC supports the set of State Emergency Management priorities that underpin and guide all decisions made during emergencies in Victoria. The priorities focus on the primacy of life and the issuing of community warnings and information, in order to assist people to make informed decisions about their safety.

The priorities are:

- Protection and preservation of life is paramount. This includes:
 - Safety of emergency response personnel;
 - Safety of community members including vulnerable community members and visitors/tourists; and
- Issuing 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; and
- Protection of environmental and conservation assets that considers the cultural, biodiversity, and social values of the environment.

These priorities apply to the response to an emergency, regardless of the size of the emergency, regardless of how many agencies are involved in the response.

4.3 Response Management Arrangements

Emergency response provides the mechanism for the build-up of appropriate resources to manage emergencies throughout the State.

It also provides requests for assistance from the Commonwealth when State resources have been exhausted.

Emergency events are categorised using three parameters:

- Operational Tier
- Class of Emergency
- Classification

Operational tier

Victorian emergency response management operates at three tiers:

- incident
- regional
- state

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

Response arrangements are largely hazard-based, and Control Agencies are responsible for developing and maintaining hazard-specific response plans, as sub plans to the [SEMP](#). Sub plans include arrangements for readiness, the establishment of control, incident management systems, relief, escalation and de-escalation.

They also include arrangements for communications, coordination, consequence management and community connections.

4.4 Classes of emergency and escalation

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

Level of emergency	Definitions and explanations
Class 1 Emergency	<p>(a) a major fire or (b) any other major emergency for which the Fire Rescue Victoria, the Country Fire Authority or the Victoria State Emergency Service Authority is the control agency under the State Emergency Management Plan</p> <p><i>EM Act 2013 s 3</i></p> <p>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</p> <p><i>EM Act 2013 s 3</i></p>
Class 2 emergency	<p>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. <i>EM Act 2013 s 3</i></p>
Class 3 emergency	<p>For the purpose of this plan, a Class 3 emergency means a warlike act or terrorist act, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth, or a hijack, siege or riot. Class 3 emergencies may also be referred to as security emergencies.</p> <p><i>Class 3 Emergencies sub-plan</i></p> <p>The definition of a Class 3 emergency has been included in the SEMP for the sole purpose of simplifying the way it can identify and/or refer to the emergencies specified under the definition. This definition is derived from the Victoria Police Class 3 Emergencies sub-plan and is not defined in the <i>EM Act 2013</i></p>

Table: 8 - Classes of emergencies

4.5 Non-Major Emergency

A non-major (single incident) emergency is defined as an event that has occurred on a small scale, where individuals or families may have had their home or possessions severely damaged or destroyed, through an incident such as a house fire, localised flood, storm, burst pipes or vandalism.

Non-major emergencies are managed by community members or through the normal or business continuity arrangements of industry, agencies or government and the roles and responsibilities listed above do not apply. These are emergencies that can be resolved using local resources and significant consequences to the community are not anticipated.

Within these classes of emergencies, emergency services teams and supporting agencies work together at the state, regional and incident tiers to ensure collaboration and coordinated whole of government approach to the management of emergencies. Note not all tiers are active for all emergencies.

4.6 Scalability of emergency coordination

The following levels of emergency coordination illustrate the components that might be activated in the varying scale of emergencies; they also aim to create a more appropriate response determined by the scale. The activation of each level is dependent upon the scale of the emergency and is determined by the MERC.

4.7 Classifications of Emergencies

Level One Emergency (less than 24-hour impact)

A level one incident is considered a small-scale emergency that can be resolved through the use of local or initial response resources. The response is in the incident area only and there is little to no potential for escalation. The MERC and MEMO will remain in close communications at all times.

Consequently, the MERC and MEMO will undertake the planning and logistics functions concurrently and may use Crisisworks to capture data related to the emergency. They will also monitor the emergency and its impact on the area, the community and other elements/variables that may require a higher level of activation.

Level Two Emergency (more than 24 hours)

Medium Scale Emergency (more than 24 hours) - A level two incident is more complex in size, resources or risk than Level One. There are multiple hazards involved and there is potential for escalation to an emergency. It is characterised by the need for:

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

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

Crisisworks will be used to record all actions and responses and a CEOC may be activated. The emergency may potentially require forward planning to address response issues, and for recovery during the response phase.

Level Three Emergency (High complexity - multiple days impacted)

A level three incident is considered a large-scale emergency and is characterised by the levels of complexity that require the activation and establishment of ICC functions plus CEOC and emergency relief centres. There are multiple incident areas and the incident is likely to become state or emergency or lead to the declaration of a state disaster. This level of emergency will require forward planning as the emergency continues and will specifically require recovery planning during the early stages of the response phase of the emergency. Crisisworks will be used to record all actions and responses if required.

4.8 Control

Control is the direction of response activities in an emergency, operating horizontally across agencies. Authority for control is established in legislation or in an emergency response plan and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies.

In Victoria the three tiers of incident control are:

- State Controller;
- Regional and/or Area-of-Operations Controller; and
- Incident Controller.

The following details are sourced from the SEMP. For detailed information in relation to the roles and responsibilities for each of these controllers, refer to the [EMV website](#).

Incident Controller

The Incident Controller is appointed and deployed through definite arrangements for a Class 1 and Class 2 Emergencies. They have overall responsibility for incident response operations even when some of their responsibilities have been delegated.

The Incident Controller's responsibilities are to:

- carry out the directions of the regional controller, where appointed, or the State Response Controller or Class 2 state controller, where appointed;
- take charge and provide leadership for the resolution of the incident, including tasking support agency commanders;
- establish a control structure to suit the circumstances and monitor its performance;
- ensure the timely issue of warnings and information to the community or refer these to the regional controller, where appointed, or where the regional controller has not been appointed, the State Response Controller or Class 2 State Controller;

- identify current and emerging risks, or threats in relation to the incident and implement proactive response strategies;
- activate relief arrangements through the Municipal Recovery Manager.
- lead multi agency planning and develop and implement an incident action plan (including the Incident Controller gains support from the incident).

Incident Management Team (IMT) which they will establish where required. This could include planning, intelligence, public information, operations, investigation, logistics and finance functions. objectives and strategies to manage the incident);

- establish and manage the IMT, if required;
- oversee the operational functioning of the incident control centre, if operating;
- ensure the timely flow of information to the;
 - regional controller (if appointed) or the State Response Controller or Class 2 state controller;
 - control and support agencies;
 - MERC;
 - IEMT;
 - Municipal Recovery Manager/Regional Recovery Coordinator;
 - other stakeholder agencies.
- continually assess the performance of the emergency response against the incident action plan;
- request appropriate resources for subordinates to achieve tasks, or adapt tasks according to available resources;
- initiate initial impact assessment where necessary;
- apply the Emergency Management Commissioner operational standards and incident management procedures, where appropriate.

Incident Management Team (IMT)

The IMT supports an incident controller to perform their control function. The incident controller will establish an IMT where they require assistance to perform their control function. The IMT is usually part of an overall incident management system adopted by the agency for the specific class of emergency and which should be based on:

- flexibility
- management by objectives
- functional management
- unity of effort
- span of control

Members of the control and support agencies providing the incident controller with support in functions that could include:

- planning
- intelligence
- public information
- operations
- investigation
- logistics
- finance

More information on the roles and responsibilities of the IMT is contained in the [SEMP](#).

Incident Emergency Management Team (IEMT)

The IEMT supports the Incident Controller in determining and implementing appropriate incident management strategies for the emergency. Their focus is on managing the effect and consequences of the emergency. If an emergency requires a response by more than one agency, the Incident Controller is responsible for forming the IEMT.

If the emergency is large enough to require an Incident Control Centre (ICC), the IEMT would exist as an Emergency Management Team (EMT) with the same purpose.

The IEMT consists of:

- Incident Controller or Deputy
- MERC or IERC
- Agency Commanders
- Health Commander (functional commander of supporting health agencies)
- Municipal (or regional) Recovery Manager
- MEMO Council representation for the municipal council(s) affected by the emergency
- Agency/community/business representatives as appropriate for specific emergencies
- Support and Recovery functional agency commanders (or their representatives)
- Other specialist persons as required

More information on the roles and responsibilities of the IEMT is on the Emergency Management Victoria [website](#) contained in the Emergency Management Team Arrangements.

Control and support agencies

A Control Agency is assigned to control the response activities for a specified type of emergency.

A Support Agency is defined as a government or non - government agency that provides essential services, personnel, or material to support or assist a Control Agency or another Support Agency.

The SEMP contains a list of Control and Support agencies for various emergencies.

In emergencies, response agencies will need to provide their personnel with support, such as food and water.

Response agencies are encouraged to use their own resources and procurement processes to meet these needs rather than drawing on the relief system. In these situations, the response agencies will seek to build supplier relationships with commercial caterers and providers prior to the emergency event.

4.9 Command

Command is the internal direction of personnel and resources of an agency, operating vertically within the agency. Command refers to the direction of personnel and resources of an agency in the performance of that Organisation's role and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency.

The term 'chain of command' refers to the organisational hierarchy of an agency. It is the identifiable line up and down the hierarchy from any individual to and from their supervisor and subordinates. The chain of command identifies personnel or positions with accountability.

4.10 Coordination

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

The main functions of coordination are:

- the systematic acquisition and allocation of resources in accordance with the requirements imposed by emergencies; and
- in relation to response, ensuring that effective control has been established

4.11 Consequence Management

The objective of consequence management is to minimise the adverse consequences to users of services or infrastructure caused by the interruption to those services or infrastructure as a result of a major emergency.

Consequence in the emergency management context, is the "change in circumstances, planned or otherwise, experienced by a community or its members as a result of an event and its subsequent management". The management of the individual hazard may differ, however the consequence for the community requires a coordinated response across agencies.

A consequence approach moves the focus from a specific hazard, such as fire or flood, to broader consequences which may affect a community, regardless of hazard source. For example, a shortage of liquid fuels resulting from a supply chain disruption may be caused by flood, windstorm, pandemic or fire. While the management of the individual hazard may differ, the consequence for the community requires a coordinated response across agencies to re-establish fuel supplies, regardless of the event causing the disruption.

The safety of community members is the primary consideration in consequence management. Although consequence management is a key consideration for all emergencies, it should not interfere with the control of an emergency. The Emergency Management Commissioner is responsible for consequence management for major emergencies.

4.12 Local response arrangements and responsible agencies

Activation

The operational phase of an incident where agencies are committed to contain or control the emergency. Early notification of any emergency situation to either the IMT or IEMT emergency agencies is essential to enable them to implement their own emergency response arrangements, this is especially important when there is a likelihood that the event could escalate or be protracted.

The emergency services will be activated in four phases:

- Alert / Notification;
- Standby;
- Activation; and
- Stand down.

Initial information will generally come from the control agency to the MERC who advises the MEMO and the level of response will depend on the nature and extent of the emergency.

Alert / Notification

Control agency notifies IEMT that an emergency may require resources and keeps them informed about the situational awareness and conditions of the incident.

Some of the activities that will be considered are:

- **‘High’, ‘Extreme’ (FDI 50-74)** fire danger or weather day warnings;
 - The Control Agency (CA) to notify IEMT that an emergency may require personnel to attend the Incident Control Centre (ICC);
 - CA to keep emergency agencies informed and maintain situational awareness of conditions and events and
 - Establish flow of information internal and external.

Standby

As the threat becomes imminent, members of the relevant agencies are placed on standby so they can act immediately if required.

Emergency management agencies will be placed on standby or activated in the event of:

- **‘Extreme 75-99’, ‘Catastrophic ’** fire danger warning;
- Warning from the control agency e.g., flooding or severe storm warning;

- Report of a bushfire with potential to spread; and
- Direction will be given from either CA, IC, MERC and/or MERO.

Activation of ICC during bushfire period

The operational phase of an incident where agencies are committed to contain or control the emergency.

Depending on the emergency there may be no time to place agencies on standby and they may be activated immediately to perform their emergency management roles either in the ICC or remotely.

Hot Start

A hot start is when resources are activated prior to an emergency.

Fire Danger Ratings for activation –

*Fire Danger Rating	Fire Behaviour Index	Phase of Activation	Functions
Catastrophic	100+	Action/Standby	MEMO, MRM, MEM, ERC Staff, Outdoor Operations Staff, Admin Staff is in readiness for activation. MEMO & MRM on duty and operating. Deputy MEMO and MRM on standby for ICC. CEOC to be set up in 1hr.
Extreme	75 - 99	Standby	MEMO, MRM, MEM, ERC Staff, Outdoor Operations Staff, Admin Staff is in readiness for activation. MEMO & MRM on duty and operating. Deputy MEMO on standby available for ICC. CEOC to be set up in 1hr.
	50-74	Alert	MEMO on duty to be available to be called to ICC when event occurs or fire weather increases. MEM & MRM to be notified if situation occurs.
High	24 - 49 (Heywood ICC trigger activation is FBI 35)	Business As Usual (BAU)	MEMO and MRM (Maybe requested by ICC to be in attendance or on Standby).
Moderate	12 - 23	BAU	MEMO and MRM.
No Rating	0 - 11		

Table 9: - Fire Danger Ratings for activation

Stand Down

After consultation with the Control Agency, other relevant agency, and the MERC is satisfied that the response to the emergency has been completed, agencies will be advised to 'Stand Down'.

Triggers to recognise the escalation from local level

MEMPC has identified the following triggers when capability and capacity are exhausted from local to regional response:

- Forward shifts cannot be filled;
- Basic water and electricity will not be restored for an extended period of time;
- Road and transport networks will remain adversely affected for an extended period of time;
- Consequences of the emergency are complex and/or have state wide impacts;
- Unable to address a complex need in the community; i.e., cultural needs, vulnerable people, demand for temporary accommodation;
- Number of people presenting to an emergency relief centre is exceeding capacity; and
- Impacted community is dispersed across multiple councils.

Escalation to other municipalities or Regional or State

When the triggers are reached, the MEMO will request the MERC to request additional resources from neighbouring municipalities. If they are unable to provide the requested resources, the MERC will escalate the request to the RERC who then may escalate to State.

Great South West Relief and Recovery Collaboration Committee

Glenelg Shire, Moyne Shire, Southern Grampians Shire and Warrnambool City Council have joined together to form the Great South West Relief and Recovery Collaboration Committee (GSWRRC). The aim is to ensure the provision of effective emergency relief and recovery services across the four municipalities.

There is a Memorandum of Understanding (MOU) between the four councils, and the primary purpose is to enhance the capability and capacity of the Councils to request extra resources for the provision of emergency relief and recovery services to the maximum extent practicable, in the event of an emergency.

If the emergency event increases in complexity; exceeds the capacity and/or capability of Glenelg Shire Council the decision to escalate will be undertaken in consultation with the MERC, and/or Regional Emergency Response Coordinator (RERC), MEMO, MRM in the activation of the MOU.

If emergency relief resources cannot be met from MOU, the MAV Resource Sharing Protocol will be utilised by a CEO to CEO request.

Interstate cross-border arrangements with South Australia

The Southern Border Fire Coordination Association Committee is a body formed by representatives of organisations with fire suppression responsibilities and capabilities, and organisations with statutory responsibilities either side of the South Australia and Victoria border.

Representatives are from South Australia and Victoria firefighting agencies, police, local government, Forestry Owners conference, SES, and Emergency Recovery Victoria.

The association is responsible for the Southern Border Fire Coordination Association Guidelines.

The guidelines provide guidance to response agencies in a mutual response zone of 15km either side of the SA/VIC border in relation to:

- Reporting of Fires
- Initial Attack
- Incident Management
- Aircraft Communications

4.13 Communications

Communications relates to communicating to the public, reporting to Government and communicating with stakeholder agencies during emergencies.

It is important to ensure that warnings and public information are maintained at an optimum level for specific circumstances where community action is necessary, primarily to protect lives, and also for the protection of property and the environment.

The Control Agency has the responsibility to issue warnings to potentially affected communities and other agencies. Warnings and the release of other public information should be authorised by the Incident Controller prior to dissemination. Where an extreme and imminent threat to life exists and authorisation from the Incident Controller is not practicable in the circumstances, warnings may be issued by any response agency personnel.

Although the Incident Controller is required to authorise all information and warning notifications, the Regional / Area Operations Controller / Commander / Duty Officer and / or State Controller / Commander / Duty Officer may authorise warnings on behalf of the control agency if the Incident Controller is unable to do so in a timely manner as described above. All agencies having a role in these arrangements are responsible for the provision of their own communications systems during emergencies. Any agency requiring communications will put their request to the MERC.

Further information on communicating to the public and warning arrangements can be found in the SEMP.

4.14 Warning systems

Emergency warning systems aim to warn individuals and communities in the event of a major emergency. However, individuals and communities need to be mindful that they should still prepare themselves in case of an emergency.

Once a decision has been made to issue a warning, the emergency services organisations will determine which method to use (i.e. television, radio or internet) and determine whether a telephone alert needs to be issued.

Emergency alert

Emergency Alert is the national telephone warning system. It is one of a number of alternative methods emergency service organisations such as police, fire and state emergency services, can use to warn a community of likely or actual emergencies.

Emergency Alert is not used in all circumstances. Whether an emergency services organisation decides to issue telephone warnings through Emergency Alert will depend on the nature of the incident. The warning system sends voice messages to landline telephones and text messages to mobile telephones within a specific area defined by the emergency service organisation issuing the warning message, about likely or actual emergencies such as fire, flood, or extreme weather events.

Agencies have been instructed in the use of Emergency Alert and the Incident Controller has access to the website to enable the distribution of warnings.

Standard emergency warning signal

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

- Alert listeners/viewers of radio/television that an official emergency announcement is about to be made concerning an actual or potential emergency which has the potential to affect them and
- Alert the community at large, via a public address system, that an important official emergency announcement is about to be broadcast

The use of SEWS must be authorised by the Incident Controller. The guidelines for the use of the Standard Emergency Warning Signal are found on the Emergency Management Victoria [website](#).

If necessary, emergency warnings will interrupt normal programming on the radio and television station.

Emergency broadcasters include ABC Local Radio and commercial radio stations across Victoria and Sky News television.

The key radio stations for Glenelg include:

- Heywood - ABC Local 94.1FM, 96.9 FM and 774 AM;
- Portland - ABC Local 96.9 FM;

- Portland - Mix 93.7 FM;
- Casterton - ABC Local 94.1 FM;
- Western Victoria - ABC Local 594 AM ;
- Western Victoria - ABC Local 94.1 FM; and
- Hamilton - ABC Local 94.1 FM, 107.9 FM, 594 AM and 774 AM, 88.9 FM.

Official Emergency Services Websites

The official emergency services web site for Victoria is www.emergency.vic.gov.au. It is a single all-emergencies website for Victorians. It is Victoria's primary website for incident information and warnings.

It provides a single source of information and advice to help people prepare for, respond to and recover from emergencies.

Vic Emergency has a real-time Google Map display with incidents across Victoria including fires, floods, storms, power outages, hazardous material incidents and traffic incidents.

Road Services Warnings

Department of Transport and Planning provides traffic information to help people manage their journeys and connections. On the Vic Traffic [website](#) it is the official VicRoads live feed of Travel Times, Road Closures, Traffic Alerts Roadworks.

Social Media

Emergency Social Media Feeds

- Ambulance Victoria <https://twitter.com/AmbulanceVic>
- CFA updates https://twitter.com/CFA_Updates
- CFA page facebook.com/cfavvic
- EMV <https://www.facebook.com/vicemergency/>
- Victoria Police <https://twitter.com/VictoriaPolice>
- Victoria Police page facebook.com/victoriapolice
- VICSES news <https://twitter.com/vicsesnews>
- VICSES page facebook.com/vicses
- Glenelg Shire Council <https://www.facebook.com/glenelgshirecouncil/>

Emergency Management Information made available on Glenelg Shire website <https://www.glenelg.vic.gov.au/Our-Council/Emergency-Information>

Immediate phone interpreting (24 hours, every day of the year) Phone: 131 450.

ATIS Voice phone interpreting (24 hours, every day of the year) Phone 1800 131 450.

Community alert

Sirens to alert communities to all hazard emergencies are part of the future of Victoria's emergency warning system. There are no identified sirens operating within the Glenelg Shire Municipality.

The guidelines for the use of community alert sirens are detailed in the EMV document [Community Alert Sirens](#).

Warning levels

There are different levels of warnings that may be issued for an emergency.

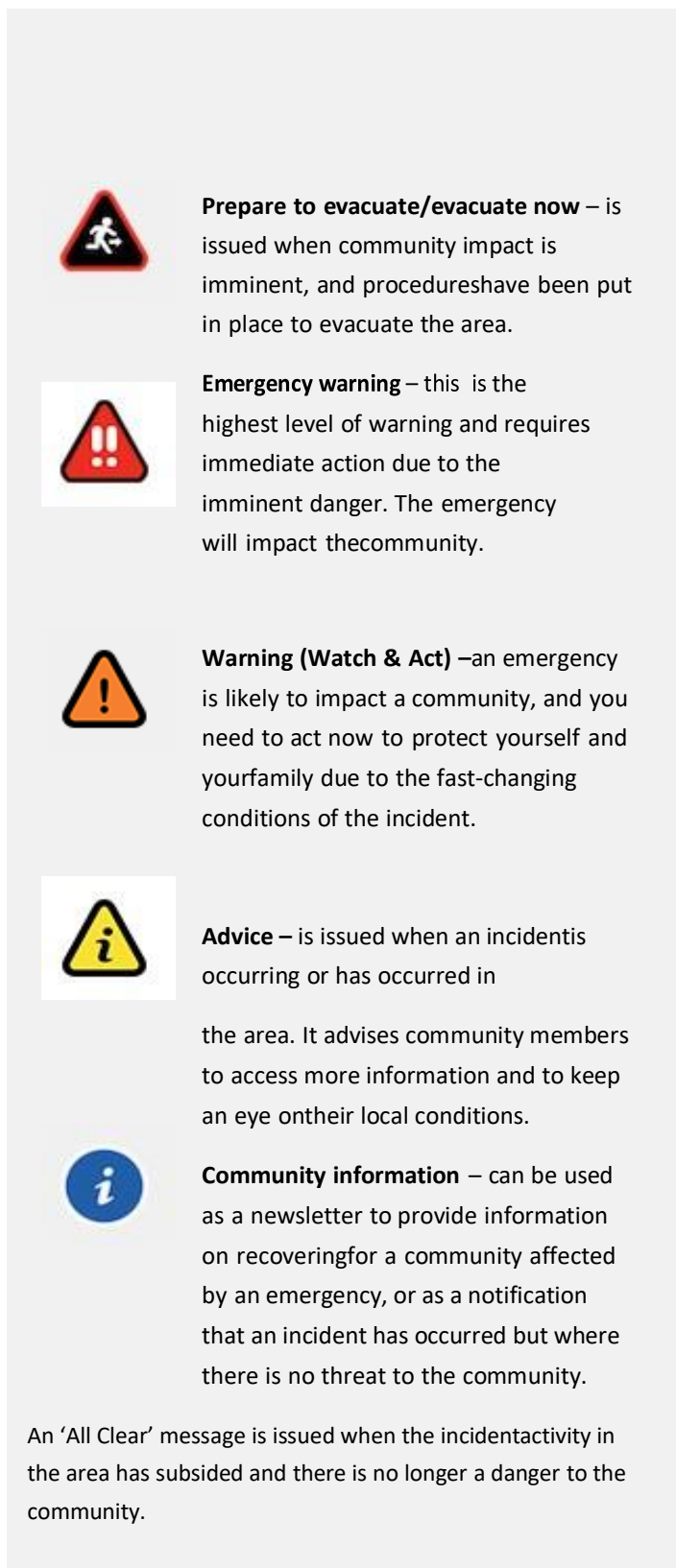


Figure 9 - Levels of Warnings

4.15 Evacuation

Victoria Police is responsible for managing evacuation in Victoria. Evacuation is a risk management strategy that involves the movement of people to a safer location and return of them at an appropriate time. As with emergency response activities, the main priority when deciding to undertake evacuation is the protection of life. There are five stages in the evacuation process:

1. Decision;
2. Warning;
3. Withdrawal;
4. Shelter; and
5. Return.

Evacuation is a scalable activity that may be applied to individuals, a house, a street, a large facility (e.g. School or hospital), a suburb/town or a large area of the State.

Primary responsibilities for evacuation are held by the control agency and Victoria Police (Evacuation Manager).

In Victoria, evacuation is largely voluntary. The controller makes a recommendation to evacuate and it is the choice of individuals as to how they respond to the recommendation. However, in particular circumstances, legislation provides some emergency service personnel with authority to remove people from areas or prohibit their entry.

Special consideration must be given to the evacuation of vulnerable people in the community.

Vulnerable people and those who may care for them, including facilities such as hospitals, aged care facilities, educational facilities and prisons, are likely to need more time, resources, support and assistance to evacuate safely. Further information on evacuation can be found at Joint Standard Operating Procedure (JSOP) – Evacuation for Major Emergencies (JO3.12) available from EMCOP - [Planned Evacuation for Major Emergencies](#).

A list of vulnerable people in facilities refer to [Appendix 3 Vulnerable Person Register](#) is also maintained and available by request from the MEMO but is not for public distribution.

Traffic management

Emergencies can be chaotic scenes and movement of people, vehicles and equipment in and around the emergency area may need to be restricted to protect both the public and the scene of the emergency.

The Incident Controller is responsible for developing, implementing and monitoring a traffic management plan, which may include establishing traffic management points to restrict access. Victoria Police coordinate the implementation of the traffic management plan or traffic management points.

Further information on traffic management can be found in Joint Standard Operating Procedure – Traffic Management (JO3.10) [Traffic Management at Major Emergencies](#)

Vulnerable Persons

During an emergency special consideration must be given to evacuation of vulnerable people in the community. There are many people in our community who would be considered vulnerable depending on the emergency event, these may include the elderly, young people and people with disability. This is distinct from people who have been individually assessed and recorded in the Vulnerable Persons Register.

Vulnerable Person Register

The Department of Family, Fairness Housing (DFFH) Vulnerable People in Emergencies Policy provides further guidance on planning for the needs of vulnerable people. Individuals on the register are socially isolated and without any other supports and who are defined as:

- Frail, and/or physically or cognitively impaired; and
- Unable to understand or act on a warning, direction and/or respond in an emergency; and
- Has no personal or community support; and
- Would be reliant on assistance from emergency service organisations in an emergency.

In accordance with the DFFH Vulnerable People in Emergencies Policy, fund agencies (health care services) have a responsibility to encourage and, where necessary, support clients (who meet the definition of a vulnerable person) to undertake personal emergency planning.

These agencies know, assess and provide assistance and care to vulnerable people through their services and can have an important role in helping support emergency preparation and resilience, including facilitating people to identify and develop their own personal and community support networks.

The funded agencies, including local government, are not expected to be a part of client's plan for emergency response or evacuation – where this is outside of current agency practices. Management of evacuation is the responsibility of Victoria Police.

The DFFH Vulnerable Person Register is coordinated by Council. A database of these individuals is maintained through the municipal council administered by Crisisworks emergency management system. The Vulnerable Persons Registers is accessible to authorised Victoria Police representatives, for consideration in evacuation planning and management of emergencies.

Vulnerable Facilities Register

Local Councils identify and document facilities where vulnerable people are likely to be situated these may include:

- Maternal and Child Health centres
- Child Care centres

- Primary and Secondary Schools
- Camp facilities
- Mental health and drug treatment facilities
- Caravan parks
- Aged care facilities

This list is updated annually by Glenelg Shire Council and is available on Crisiworks.

Community Fire Refuges

A Community Fire Refuge is an enclosed building built or modified specifically to withstand fire. It is a designated building that can provide short-term shelter from the immediate life-threatening effects of a bushfire.

A Community Fire Refuge must meet the performance requirements of the Victorian Building Regulations (2006) and the Building Code of Australia. A refuge must also be designated in accordance with the Country Fire Authority Act (1958). Refuges do not guarantee safety from a bushfire and seeking shelter in a refuge should not be considered as a primary plan of action.

There are no designated community fire refuges in the footprint of Glenelg Shire Municipality.

Informal gathering places

Informal gathering places are private places of shelter are arranged by individuals as part of their household planning and not by State or Local Government.

A privately arranged place of shelter may include a private dwelling on private land, for example, a well-prepared neighbour's house or other building that is in a lower risk area. Advice should highlight that such places may not be safe in all circumstances and that individuals who decide to use private places of shelter are responsible for assessing their suitability, including whether the property can and will be defended if required.

4.16 Staging areas

A staging area is a location where people, vehicles, equipment and material are assembled and readied for operations. They are often transient in nature and located on sporting fields or large open areas.

Staging areas for Response activities have been considered by the CFA and are noted in the 'Local Response Plans'. VICSES are noted in the Municipal Flood Emergency Plan.

In some cases, a Council Emergency Operation Coordination Centre (CEOCC), may be activated by the MEMO or MRM if the scale, type of duration requires a separate coordination centre.

The primary use of the CEOCC is to coordinate the provision of Council's human and material resources used during an emergency.

The CEOCC will be staffed by Council's administration staff the MERO, Media Communications Officer, MRM, MEM, CEOCC Manager and Crisisworks support staff.

In the event that the scale of an emergency requires the CEOCC to be open for a protracted period of time, staff from other municipalities may be utilised via the MAV's Inter Council Resource Sharing Protocols and agreements with neighboring and other municipalities if required.

The location of the CEOCCs for the Glenelg Shire Council is:

Primary CEOCC – Glenelg Shire Council Reception Room,
71 Cliff St Portland.

Alternative could be – Casterton Customer Service Centre, 67 Henty St, Casterton.
Heywood Customer Service Centre, 77 Edgar St, Heywood.

Crisisworks

Council uses the cloud-based program called Crisisworks to assist in the management of emergency response. Crisisworks is used to track requests and activities relating to the incident, as well as recording and tracking impact assessment data to assist in the recovery phase of the incident.

4.17 Financial considerations

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

State and Local Governments are responsible for funding their emergency operational expenditures from their general revenues. However, specific financial support arrangements are in place.

The emergency management arrangements are predicated on the assumption that agencies agree to meet reasonable costs associated with the provision of services. The general principal is that costs that are within the "reasonable means" of an agency or organisation are met by that agency or organisation.

The following applies to requests for resources:

- Any requests for resources by the control agencies will be at the cost of the control agency
- If the resource is requested by agencies working within the ICC it will be considered that the ICC has requested that resource and the control agency has approved the purchase.
- Requests made from any agency must be accompanied by a purchase order or supporting information confirming financial responsibility

Reimbursement for costs associated with an event may be available through the State Government's Natural Disaster Financial Assistance (NDFA) Scheme. Before an affected municipality can seek reimbursement from the Scheme for an emergency, the emergency must first be 'Declared' by the State and an Australian Government Registration Number (AGRN) applied for via the National Emergency Management Agency (NEMA).

Municipal councils are responsible for the cost of emergency relief measures provided to an impacted community and can claim expenditure through the Disaster Recovery Funding Arrangements (DRFA). The Victorian Department of Treasury and Finance provides Natural Disaster Financial Assistance (NDFA) for local councils to assist in the recovery process. Assistance is available for approved emergency protection works and the approved restoration of municipal and other essential public assets in most emergency events.

Joint arrangements between the Australian and Victoria governments provide funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) to help pay for natural disaster relief and recovery costs. Based on the type of emergency, municipal councils, agencies and departments may be eligible for reimbursement through the NDRRA.

The MRM is responsible for implementing processes to assist with the monitoring of costs associated with the recovery process.

For further information refer to [Natural Disaster Relief and Recovery Arrangements](#)

The figure below outlines eligible and ineligible events under NDFA/NDRRA:

Eligible events	Ineligible events
<ul style="list-style-type: none"> ♦ Bushfire ♦ Earthquake ♦ Flood ♦ Storm (including hail) ♦ Cyclone ♦ Storm surge ♦ Landslide ♦ Tsunami ♦ Meteorite strike ♦ Tornado ♦ Terrorism 	<ul style="list-style-type: none"> ♦ Drought ♦ Frost ♦ Heatwave ♦ Epidemic ♦ Events where human activity is a significant contributing cause (for example poor environmental planning, commercial development, personal intervention [other than arson], or accident)

Figure 10 - Eligible and ineligible emergency relief expenditure

Sourcing Supplementary Emergency Resources

The Municipal Association of Victoria sets out the agreed position between councils regarding the provisions or resources to assist other municipalities and response and recovery tasks during and after emergencies. It also sets out the supplementary supply at the municipal level occurs when control agencies have exhausted their own avenues of supply, and there is a requirement for continued supply.

Control agencies supplying a service, and requiring additional resources, will put their request to the MERC. The MERC will then request to the MEMO who will endeavour to obtain those resources through existing municipal arrangements. If unsuccessful, the

request will be passed back through the MERC to the RERC. Control and Support Agencies will make their request through the MERC.

If the request requires a resource out of normal hours, a contractor or consultant will be charged to the requesting organisation. As above, any requests for resources by agencies in support of the emergency will be at the cost of the control agency and must be accompanied by a purchase order or supporting information confirming financial responsibility.

EMV has developed a comprehensive Practice Note – Sourcing Supplementary Emergency Response Resources from municipal councils to guide both agencies and Council.

4.18 Planning for cross boundary events

The Glenelg Shire Council is a participant in the Municipal Association Victoria (MAV) 'Protocol for Inter-Council Emergency Management Resource Sharing' with a copy of the signed agreement available from council.

It is acknowledged that Glenelg Shire Council have existing emergency planning relationships across the following boundaries and Shires:

- Moyne Shire
- Southern Grampians Shire
- Warrnambool Shire

4.19 Resource sharing protocols

MAV Inter-Council Emergency Management Resources Sharing Protocol

Glenelg Shire Council is a signatory to the Municipal Association Victoria Protocol for Inter-Council Emergency Management Resource Sharing Protocol.

This protocol sets out an agreed position between councils regarding the provision of resources to assist other municipalities with response and recovery tasks during and after emergencies. The protocol is intended to clarify operational, insurance and reimbursement issues that may arise through municipal resource sharing arrangements. The Glenelg Shire Council and stakeholder agencies also have existing planning relationships with neighbouring municipalities.

This protocol applies to requests for human resources, equipment and/or facilities in relation to response or recovery activities associated with an emergency. Duties undertaken by council's staff seconded to another council for assisting with response and recovery operations should be within the scope of councils' emergency management responsibilities as set out in SEMP.

Resources can be requested at any time during an emergency including the recovery stages. Requests for assistance may be initiated by the Chief Executive Officer (CEO) (or person acting in this role) or by any person nominated by the CEO at the receiving council.

Requests should be directed to the CEO, or any person nominated by the CEO, at the assisting council. It is noted that in many cases the person nominated by the CEO will be

the MEMO at both the assisting and receiving council. Such requests may be verbal or in writing, however verbal requests must be confirmed in writing as soon as is practical and in most cases will be received and logged by Council MEMO (or the CEOCC).

Requests for assistance should include the following information:

- A description of the emergency for which assistance is needed
- The number and type of personnel, equipment and/or facilities (resources) required
- An estimate of time as to how long the resources will be required
- The location and time for the staging of the resources and a point of contact at that location
- The Municipal Emergency Response Coordinator (MERC) or Regional Emergency Response Coordinator (RERC) should be contacted before the resources are moved. It is anticipated that a requesting council will initially seek assistance from surrounding councils. This will reduce travel times and expenses for assisting councils to respond and return.

The protocol can be found at the Municipal Association Victoria [website](#). A copy of Glenelg Shire Council agreement letter can be obtained from the MEMO by request.

5. Emergency Relief

Emergency relief is the provision of essential needs to individuals, families and communities during and in the immediate aftermath of an emergency.

Agencies with relief responsibilities incorporate the principles of relief as outlined in the [SEMP](#) and [National Strategy for Disaster Resilience](#). Relief is focused on consequence management and should consider the principles of relief. Relief encompasses a range of services such as, but not limited to community information, emergency shelter and provision of immediate needs, psychosocial support, material aid, first aid, financial assistance, animal welfare and legal support. It is important that assessment of needs is undertaken for each incident to determine needs.

Relief is considered part of response and must be integrated into the response arrangements; however, it is important to note that relief is interconnected with recovery and must be seamlessly integrated with all other early recovery activities and considered in the response phase.

Relief Management and Governance

The Municipal emergency recovery arrangements have been developed in accordance with the Emergency Management Act 1986, Emergency Management Act 2103 and align to the [SEMP](#), Regional Emergency Management Plan (REMP) and the Regional Relief and Recovery Sub-plan. These arrangements apply to all emergencies that have an impact on the community.

The Incident Controller is responsible for relief activation in collaboration with the MERC, Glenelg Shire Council MEMO and MRM.

Glenelg Shire Council is responsible for relief coordination at the municipal level including establishing and coordinating Emergency Relief Centres, assisted by other organisations services.

Relief services may include:

- Reconnecting family and friends Register.Find.Reunite.
- Food, water and immediate material aid (non-food items)
- Drinking water for households
- Emergency shelter arrangements
- Emergency financial assistance
- Psychological support (personnel support/ counselling)
- Animal Welfare – Livestock - Ag Vic, Wildlife - DECCA, Domestic Animal
- First aid
- Community information

Emergency Recovery Victoria (ERV) are responsible for relief coordination at Region and State level.

Roles and responsibilities for other support agencies are outlined in the [State Emergency Management Plan](#). Where required, an incident specific Relief and Recovery Sub-Committee of the MEMPC may be activated to support the governance of relief.

Non-Major Emergency (Single Incident)

Relief services may also be provided as a result of a non-major emergency such as a house fire, over floor flooding or storm damage where there is an immediate need for emergency relief to mitigate hardship.

Reports of a non-major emergency may be initiated from a range of sources (e.g. control agency, Victoria Police, MEMO, affected individuals, hospitals and health care centres, ESTA). The agency will notify the MEMO to ensure coordination of relief services at the local level.

Register.Find.Reunite

A critical component of relief is connecting affected persons during and following an emergency. Victoria Police are responsible for the activation of [Register.Find.Reunite](#) and will activate Australian Red Cross to manage this service on their behalf. Register.Find.Reunite provides intel for agencies such as Victoria Police to assist with any evacuation planning.

Emergency Relief Centre Activation

An Emergency Relief Centre (ERC) is a building or a place that has been activated for the provision of life support and essential personal needs for people affected by, or responding to an emergency, and is usually established on a temporary basis to cope with the immediate needs of those affected during the initial response to the emergency.

The decision to activate an ERC is that of either the Incident Controller or the Glenelg Shire MERC in consultation with the MEMO and MRM.

Glenelg Shire Council has designated appropriately assessed buildings as Emergency Relief Centres. The locations are listed in the Glenelg Shire Emergency Relief and Recovery Centre Standard Operational Guidelines. An emergency relief centre will be opened in a location that best suits the community that has been affected by an emergency.

Arrangements to activate an Emergency Relief Support Agencies such as DFFH, Australian Red Cross (ARC) and Victorian Council of Churches Emergency Ministry (VCCEM) should be in consultation with the MERC, MEMO and MRM.

Glenelg Shire Council has a comprehensive relief program to support affected communities. This includes the development of the Glenelg Shire Emergency Relief/Recovery Standard Operational Guidelines (Complementary Plan) and annual emergency relief training and exercises.

Animal management in emergencies

Councils are the lead for housing displaced companion animals and lost/stray domestic animals, and this includes supporting domestic animals and their owners within an emergency relief centre.

Department of Energy Environment and Climate Action (DEECA) has the primary responsibility for animal welfare during an emergency event.

The [Victorian Emergency Animal Welfare Plan](#) defines animal welfare support services in relief. This includes management of displaced animals including livestock, companion animals and wildlife, animal welfare assessment, provision of emergency pet food, fodder and water and planning for longer term recovery.

Further information relating to domestic animals in emergencies is available through the Glenelg Shire Council Local Laws unit.

5.1 Impact assessment

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

Impact assessment must be community focused to ensure the data/information will assist decision making on how to best support impacted communities. It is a three-stage process to gather and analyse information following an emergency event.

It is a three-stage process to gather and analyse information following an emergency event. The three types of impact assessment are:

Assessment Stage	Remarks
Initial Impact Assessment (IIA)	<ul style="list-style-type: none"> Initiated in the first 48 hours of an emergency to determine the nature and scale of the impact on people, critical infrastructure, community infrastructure, economy, natural, built and agricultural environments. Assessments usually initiated by the Incident Controller.
Secondary Impact Assessment (SIA)	<ul style="list-style-type: none"> This phase considers resources available within an affected community and identifies those needs and priorities that can only be met with outside assistance. Assessment is coordinated by Recovery Coordinator.
Post Emergency Needs Assessment	<ul style="list-style-type: none"> Post Emergency Needs Assessment estimates the cost of destroyed assets across the five recovery 'environments'. Assessment is coordinated by Recovery Coordinator.

EMV's [Impact Assessment Guidelines](#) cover the three stages of the process.

Initial impact assessment (IIA)

An Initial Impact Assessment (IIA) is preliminary an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency. This assessment is initiated and managed by the control agency and can be supported by other agencies and the municipal council, depending upon the type and scale of the emergency. IIA provides early information to assist in the prioritisation of meeting the immediate needs of individuals and the community. It also indicates if further assessment and assistance is required.

Secondary impact assessment (SIA)

Secondary Impact Assessment (SIA) determines the long term needs of the community. It is informed by the Initial Impact Assessment. Secondary Impact Assessment can take many forms depending on the type of event, extent of damage and needs of affected individuals and communities. This could include but not limited to, appraisal of extent of damage and disruption and outreach support. Local Government coordinates secondary impact assessment at the local level.

Coordination of SIA is the responsibility of the MRM and all departments and agencies involved in the collection of SIA should liaise with the MRM to ensure information is coordinated and shared.

To facilitate this process the Glenelg Shire Council shall as early as practicable perform the following tasks:

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

The Council may co-opt persons within the community with the appropriate expertise to assist with the above tasks. Should the emergency extend beyond the boundaries of the Glenelg Shire the post impact assessment may be merged with that of the other affected municipality(s).

The Municipal Association of Victoria has two publications on SIAs, [Guidelines](#) and [Role Statements](#).

Post emergency needs assessment (PENA)

PENA estimates 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.

Such assessments inform the medium to longer-term recovery process and build the knowledge base of the total cost of emergencies that informs risk assessment and management.

5.2 Transition to Recovery

It is essential to ensure a smooth transition from the response phase to the recovery phase of an emergency at the municipal level. The early notification of recovery agencies involved in the emergency will ensure a smooth transition of ongoing activities from response to recovery.

This will occur when the Incident Controller in conjunction with the MERC, MRM and MEMO, will call together relevant relief and recovery agencies, to consult with, and agree upon the timing and process of the response 'Stand Down'.

When response activities are nearing completion, the MERC, in conjunction with the Control Agency, MEMO and MRM; will consider transition to recovery which will include:

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

If agreement is reached at that meeting to terminate response activities, the IC in consultation with the MERC will advise all agencies of the time at which response

terminates and arrangements will be made to maintain Municipal emergency coordination functionality for an agreed period.

If the emergency is of significant size the Regional Recovery Coordinator will lead the transition from response and relief to recovery. Further details around the arrangements for the transition from can be found in the [SEMP](#) on the Emergency Management Victoria [website](#)

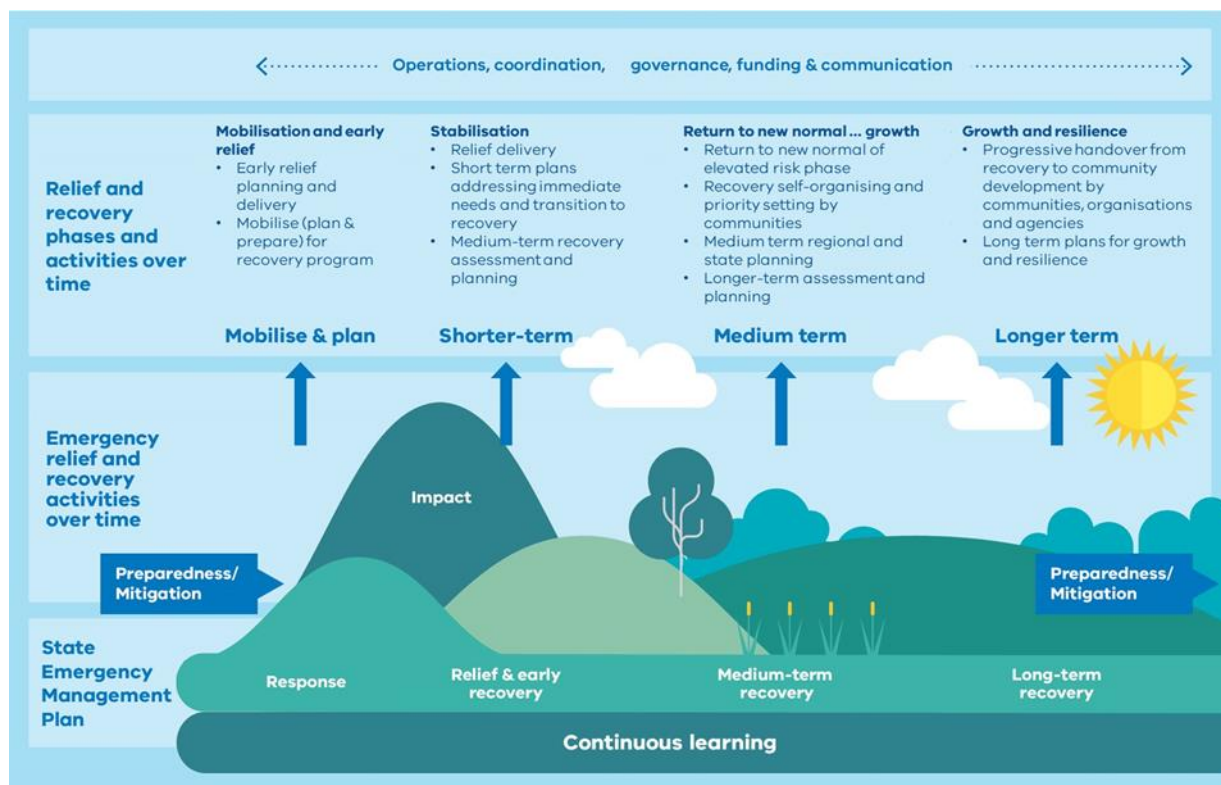
5.3 Post Emergency Debriefing Arrangements

As soon as possible following an incident, agencies (including Councils) should arrange a (cold) debrief that addresses the agency's response and asset recovery operations.

Agency and Council debriefs are to take place prior to a multi-agency debrief to ensure that an accurate picture can be portrayed. Through the MERC they are to ensure the Control Agency organises an operational debrief with support agencies as soon as practicable after response activities finish.

Any learnings or enhancements are to be recorded and recommended and address in the MEMPlan if required. Meetings to assess the adequacy of the MEMPlan should be chaired by the MEMPC Chairperson or delegate.

An additional debrief may be conducted for the Recovery Team to cover specific relief and recovery issues. This will be convened by the MRM and will be in addition to debriefs conducted by the MERC and MEMPC.



6. Emergency Recovery

The Municipal Emergency Recovery Arrangements have been developed in accordance with the SEMP and Regional Emergency Management Plan (REMP) and the Regional Relief and Recovery Sub-plan. These Arrangements apply to all emergencies that have an impact on the community.

The [SEMP](#) states that recovery is “the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning.”

Effective recovery from emergencies involves the coordination of a range of services provided by government, non-government organisations, community organisations and the commercial sector. It should be focussed on community needs and enable individuals, families and the community to actively participate in their own recovery. Community recovery planning should be guided by community priorities, local knowledge and existing community strengths and resilience.

Emergency recovery activities integrate with emergency response and relief activities and commence as soon as possible following the emergency. Recovery planning and identification of need should commence at the start of the event.

The [National Principles for Disaster Recovery](#) outlines the following Principles of Recovery.

6.1 Objectives of Recovery

Recovery is the coordinated process of supporting emergency affected individuals and communities to reconnect and re-establish a level of functioning, coordination and access to services.

To achieve this objective, the cooperation and coordination of services between all levels of government, non-government organisations, community agencies and the private sector is critical to the process. Key considerations of the recovery arrangements include:

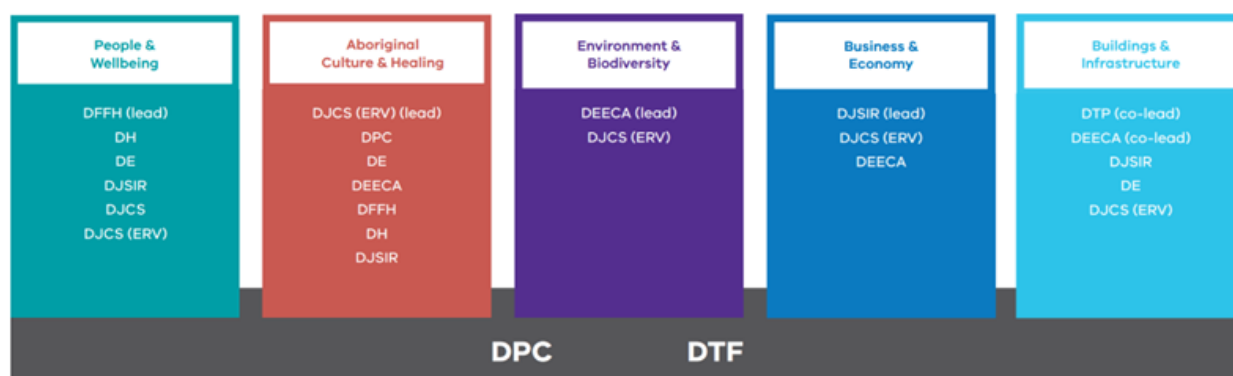
- General Principles of Recovery
- Recovery Planning and Preparedness
- Clarity of roles and responsibilities for lead and support agencies
- Developed Recovery Action plans
- Consideration for long term recovery

Recovery considerations typically fall under four environments that require coordination as part of the recovery process;

- Social,
- Economic,
- Built and
- Natural.

Consideration will also be given to adapt the recovery framework as necessary to align with Emergency Recovery Victoria's Recovery Framework - Five Lines of Recovery:

- People and Wellbeing
- Aboriginal Culture and Healing (included in line with ERV Recovery Framework)
- Environment and Biodiversity
- Business and Economy
- Building and Infrastructure



More information can be found in [ERV's Recovery Framework 2023](#).

The four environments and their functional areas as described in the [SEMP](#) can be adapted to meet the needs of people and communities affected. Recovery planning should consider ERV's fifth line of recovery, Aboriginal Culture and Healing. More information can be found in the [Strategy for Aboriginal Community-led Recovery](#).

6.2 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.

6.3 Recovery Arrangements

In reading these arrangements, it is essential to have an appreciation of the assumptions and accepted understandings that underpin them. These assumptions and accepted understandings are:

Resilience of Individuals and Communities is Respected

Recovery services and programs must acknowledge the inherent resilience that affected individuals and communities display.

Individuals, when possessing information about the situation and available services, can make informed choices about their recovery. Communities, when supported with relevant information and adequate resources, can support and manage their own recovery.

Resilient Recovery

[Victoria's Resilient Recovery Strategy](#) aims to support community resilience, streamline recovery services and allow individuals and communities to lead and act to shape their future after an emergency. The strategy includes actions to:

- deliver people and community-centered recovery, so governments and recovery agencies partner with communities and allow people to play a greater role in their recovery

- bring communities into the planning process before, during and after an emergency and enable community involvement, so recovery activities better reflect community strengths, needs and values
- improve operating processes and provide more-timely resourcing for recovery, so recovery services and supports are more-coordinated and effective
- support the recovery workforce by better connecting and enhancing existing support and wellbeing programs across the Emergency Management sector.

Levels of recovery operations

To ensure the success of the arrangements, it is vital that all agencies and organisations involved in management, coordination or service delivery undertake these activities in a cooperative and collaborative manner, within the agreed framework. Coordination and communication both at and between the various levels of operation will assist in ensuring the success of recovery activities for the affected community.

Roles and Responsibilities of Organisations and Agencies

Recovery is not the exclusive domain of any single agency. All agencies and organisations willing to participate have an important role to play. This recognises that recovery must be a whole-of- government and a whole-of-community process.

The agreed roles and responsibilities of agencies under these arrangements is contained in the SEMP Roles Responsibilities document available on the EMV [website](#).

Glenelg Shire is responsible for the coordination and management of relief and recovery at municipal level.

Emergency Recovery Victoria (ERV), established in 2022, and has responsibility for State and Regional Recovery Coordination after a major emergency event.

There are also existing plans, guidelines and frameworks developed by agencies which will assist with the issues that can arise in communities following emergencies.

The four recovery environments and lead agencies in the [SEMP](#) are:

- Social – Dept. Families Fairness and Housing & Dept. of Health
- Economic – Dept. Jobs Skills Industry and Regions
- Built – Dept. Energy Environment and Climate Action & Dept. Transport and Planning
- Natural – Dept. Energy Environment and Climate Action (including Agriculture Victoria)

ERV's is the lead for its additional fifth pillar – Aboriginal Culture and Healing.

Affected community involvement

Recovery requires the active involvement of the affected community. It is an accepted principle of recovery that the active involvement of the affected community is essential for its success. All recovery agencies should seek to engage with the affected community during the development of plans and must involve the community in the development of recovery activities following an emergency.

Transition Arrangements

Recovery should begin as soon as possible when an emergency occurs. It is therefore essential to ensure high levels of understanding and cooperation between response coordinators and recovery coordinators at each of the levels of operation. In most instances there will be a transition of coordination responsibility from the response coordinator to the recovery coordinator.

Appropriate arrangements must be negotiated and documented between coordinators at the levels of operations to ensure this occurs.

It must also be recognised that recovery activities often occur naturally within the affected community.

The emergency recovery planning and coordination activities undertaken at state, regional and municipal level are intended to provide structure for what would otherwise be ad hoc assistance to people affected by emergencies.

Escalation

Glenelg Shire Council is responsible for the coordination and management of recovery at municipal level until capacity of Council resources is exceeded by the scale of the event. ERV is responsible for recovery coordination at the regional and state level.

Recovery coordination may escalate from Council coordinated recovery to regional recovery rapidly or over time depending on the emergency context, capacity, recovery environment and community requirements. The following factors may indicate the need for escalation of recovery and formalised regional coordination arrangements:

- The emergency is expected to exceed Local Government Authority capacity to manage recovery coordination.
- The recovery agencies intend to draw on regional or state-tier resources for the foreseeable future in relation to the emergency.
- An increasing scale or changing nature of the actual or expected recovery effort.
- Significant consequences.
- Escalating recovery costs and funding opportunities.

Additional considerations to activate regional recovery coordination in the Barwon South-West Region include:

- State border closure with South Australia.
- Initial impact assessments indicate that the damage to private property exceeds the annual rates base of the municipality.
- High numbers of non-resident landowners impacted by the event.
- International tourists affected by the emergency, and diplomatic assistance is required.

Recovery escalation is undertaken in consultation with the MRM, MEMO, MERC and Emergency Recovery Victoria

The figure below shows the Recovery escalation levels.

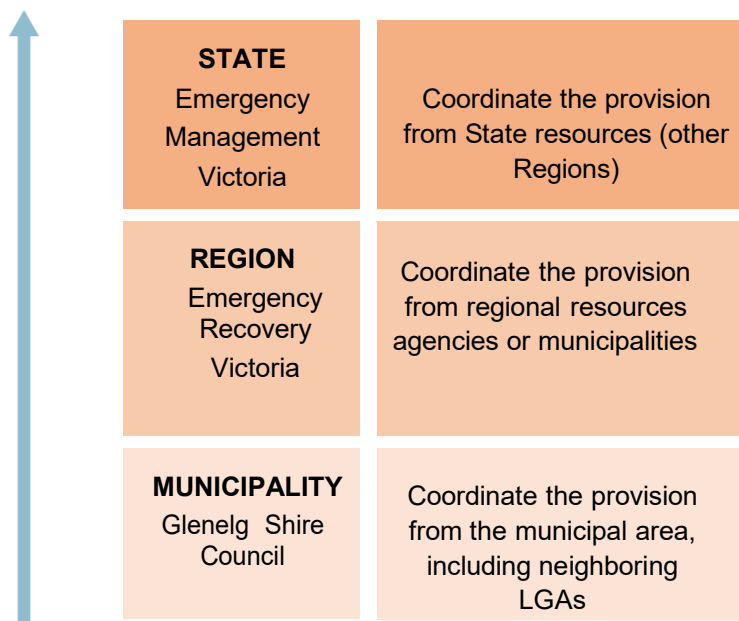


Figure: 11 - Recovery responsibilities and escalation process

Management Structure

Where the need for formal recovery is identified, the Glenelg Shire MEMPC may establish an incident specific, time limited, recovery committee. The initial responsibilities of the incident specific recovery committee is to formalise the governance structure, oversee the transition from response to recovery, establish working groups and develop an Incident Specific Recovery Plan.

It is also the responsibility of this Committee to ensure that affected communities are represented in the recovery arrangements which may be through Community Recovery Groups

6.4 Activation of Municipal Recovery Coordination Arrangements

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

The responsibility for co-ordination of recovery at municipal level is the MRM. Depending on the event recovery arrangements can be initiated in the following ways:

- The MRM, is contacted directly or indirectly (through the MEMO) by the Incident Controller, Regional Controller or Regional Recovery Coordinator.
- In a large scale protracted emergencies, the MRM in consultation with the MEMO, senior Council Officers and Regional Recovery Coordinator, is responsible for forming the Municipal Recovery Coordination Group.

Communicating with the affected community

The release of information during the **response** phase is the responsibility of the Control Agency in conjunction with the MERC. There are a range of mechanisms for providing information to the public.

During the **recovery** phase, councils are responsible for coordinating communications with the affected community. Existing communication channels used in the response phase may evolve to support recovery messages and communications. However, it is important to review existing communications channels to ensure accurate and complete information is received by affected people to enable the re-establishment of connections, networks, health and social services.

Early establishment of effective recovery communications plans is a key factor in facilitating community involvement and underpin the delivery of community-based recovery services.

These channels and mechanisms may include but are not limited to the following examples:

- Dedicated phone lines or call centre
- Advertisements within local newspapers
- Newsletters
- Media releases
- Community briefings – May be conducted by response agencies as part of their role in keeping communities aware of the current emergency, before, during, and after incidents. Municipal recovery team members including a trained personal support practitioner should be part of the briefing team.
- Community information sessions – As soon as practicable after an emergency, the MRM should arrange community information sessions. The development of these sessions is the first practical step in the process of ensuring a community is actively involved in the recovery management process. These sessions can also be used to support the development of community recovery committees.

The role of community briefings in the recovery context is to:

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

Where the emergency has a criminal component, the municipality will need to consult with the investigating authority on any necessity to restrict the content of the briefings. Local agreements with response agencies that have responsibility for community briefings will be developed as part of the MEMP.

Communications Delivery Methods

Communication from Glenelg Shire Council will be delivered to the community via the following methods:

- Media outlets including all local Papers;
- Council website: www.glenelg.vic.gov.au
- Council Facebook: <https://www.facebook.com/glenelgshire/>

The delivery methods will be proposed by the Media and Communications Officer and approved by the Chief Executive Officer.

Visits to the affected areas

Media, politicians and executive management from a range of agencies are likely to request visits to the affected areas. The MRM will need to consider the following issues in conjunction with the Control Agency and the MERC:

- Provision of effective briefings to include accurate and up to date information about estimated losses, assistance programs and financial assistance packages;
- Pre-visit briefing to ensure visitors are well informed of the necessary information prior to their arrival, including details about current state of the community, including the various emotions and existing sensitivities;
- Visitors need to have a clear understanding of emergency management arrangements and protocols;
- Visitors should also be clearly briefed on the potential impact of their visit and their subsequent role in the recovery process. The effects of inaccurate information or ill-founded information may reinforce the impact of the event on an emergency affected community; and
- Where an emergency affects more than one community or geographic area, care should be taken to ensure communities are treated equitably and visits are arranged accordingly.

6.5 Agency role statements and services for relief and recovery

For a list of relief and recovery support agencies, role statements and types of assistance, refer to the [SEMP](#).

For a local list of relief and recovery agencies that are not listed in the SEMP refer to [Appendix 7 Roles and Responsibilities](#).

7. APPENDICES

Appendix 1 – Distribution List

The MEMPlan is distributed to the following members:

Organisation	Name	Format
Municipalities	Moyne, Southern Grampians ,West Wimmera	Electronic
Ambulance Victoria	Portland, Geelong	Electronic
Country Fire Authority	District 4 Region	Electronic
Department of Energy, Environment and Climate Action	District Manager Far South West Barwon	Electronic
Department Family, Fairness & Housing	Barwon South West Region;	Electronic
Department of Health	BSW representative	Electronic
Department Jobs Precincts & Regions	Hamilton Office	Electronic
Emergency Management Victoria	Document Library	Electronic
Emergency Recovery Victoria	BSW Regional Recovery Director	Electronic
Fire Rescue Victoria	Functional Commander FS70/71 - Portland Fire Station	Electronic
Forestry Owners Group	MFMPCC Representative	Electronic
Glenelg Shire Council	Chief Executive Officer, Municipal Emergency Manager Municipal Emergency Management Officer Municipal Fire Prevention Officer Municipal Recovery Manager Glenelg Shire website and document storage system.	Electronic
Parks Victoria	Area Chief Ranger - Glenelg	Electronic
Port of Portland	Portland Office	
Local Port Operations - GSC	Local Port Operations Manager Portland	
Hospitals	Portland, Heywood & Casterton	Electronic
Australian Red Cross	Emergency Services Victoria Divisional Operations Officer - Outer Barwon	Electronic
Victoria State Emergency Service	South West Unit Support Team	Electronic
Victorian Council of Churches Emergencies Ministry	Warrnambool, Geelong	Electronic
Department of Transport and Planning	Emergency Manager Coordinator	Electronic
Victoria Police	MERC Portland	Electronic

Volunteer Coast Guard Portland	Coast Guard	Electronic
Wannon Water Authority	Risk & Emergency Manager Officer	Electronic

Appendix 2 – Glenelg Shire Municipal Emergency Management Planning Committee Terms of Reference

Available by request form the MEMO.

Appendix 3 – Vulnerable Persons Facilities Register (not for public distribution)

List of Vulnerable Facilities is held by Glenelg Shire Council. Please contact the MEMO.

Appendix 4 – Barwon South West Contact Directory (not for public distribution)

This Contact Directory is updated regularly, and the latest version can be found on [EMCOP](#) a secured address and you will be asked to sign in to access the Contact Directory as per original.

Appendix 5 - Roles and responsibilities

Introduction

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

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 (the Act s60AK).

The roles and responsibilities outlined in this MEMP are specific to the region and are in addition to, or variations on, what is outlined in the SEMP and REMP. This MEMP 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.

The following lists agencies with responsibilities under the MEMP that are not included in the SEMP or REMP.

Activity	Critical task alignment / activity source
Mitigation & Planning	
Portland District Health Services	Planning and preparedness activities for emergency
Heywood Rural Health Services	
Casterton Memorial Hospital	
Port of Portland	Marine support
Response (including Relief)	
Portland Volunteer Coast Guard	Coastal Rescue
Salvation Army Portland	Relief Support
Powercor	Manage electricity supply
Gas supply	Manage gas supply
NBNC	Radio telecommunications
Recovery	
Salvation Army Portland	Personal needs/food relief
Centrelink	Financial support
Rural Finance Corporation Victoria	Financial support
Blaze Aid	Agriculture needs

Appendix 6 – Municipal Emergency Plans and Sub Plans

Plans	Year Published	Description /Location
Glenelg Shire Municipal Emergency Management Plan 2025-2028	2025	Held with Glenelg Shire Council and available on Council Website
Sub Plans		
Glenelg Shire Municipal Fire Management Sub Plan 2025 -2028	2025	<p>The Municipal Fire Management Sub Plan identifies priority risks across the entire Glenelg Municipality and integrates a wide range of programs to address these risks.</p> <p>The Plan addresses a range of risk environments, including fires in residential, commercial, industrial and marine environments, bushfires & hazardous material environments</p> <p>The Plan is held with Glenelg Shire Council and available on Council Website</p>
Glenelg Municipal Flood Emergency Plan	2019	<p>Developed with VICSES</p> <p>Held by VICSES and available on VICSES and Glenelg Shire Council Website</p>
Complementary Plans		
Glenelg Shire Emergency Relief/Recovery Centre Standard Operational Guidelines	2025	<p>These Guidelines identify the roles and responsibilities of emergency agencies for relief and recovery, the community needs and recovery activities during and after an emergency.</p> <p>The Guidelines will be held with the Glenelg Shire Council.</p>
Glenelg Shire Extreme Heat Sub Plan 2019-2022	2019	<p>This plan is to utilised by the Shire and the partners in planning for and responding to heatwaves conditions. In partnership with DH Council will advise and notify the community of how to reduce the impact from heatwaves.</p> <p>Held with Glenelg Shire Council and available on Council Website</p>
Glenelg Shire Portland Aerodrome Emergnecy Response Plan	2025	The Plan outlines the roles and responsibilities of emergency services for preparedness, response arrangements and recovery.

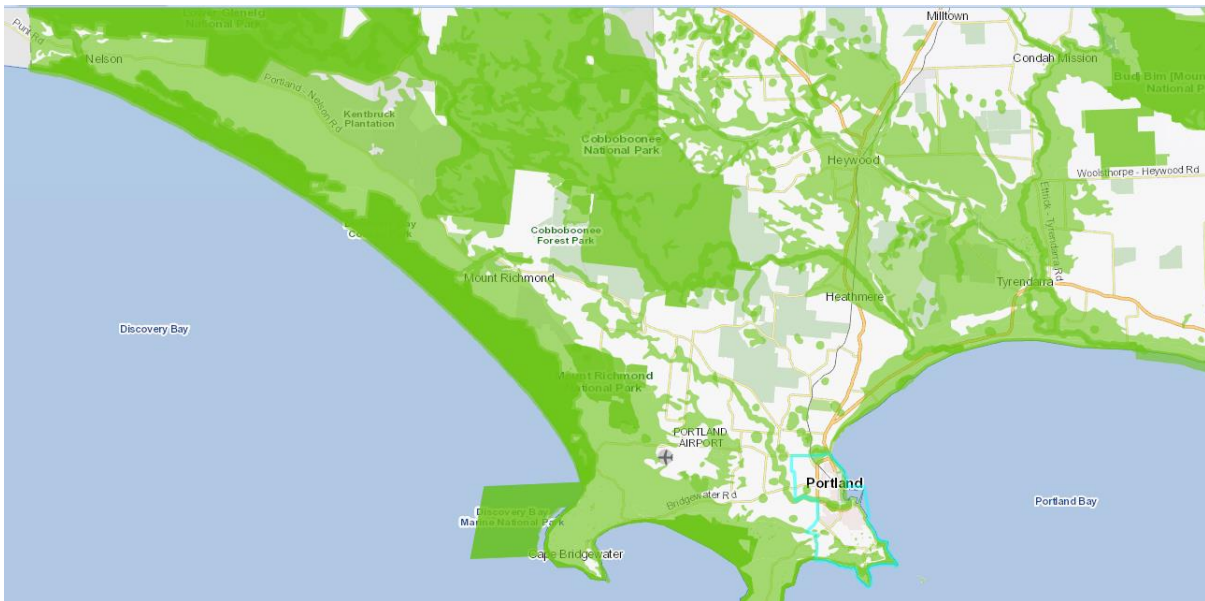
Plans	Year Published	Description /Location
Glenelg Shire Human Influenza Pandemic Sub Plan	2025	Under review. This subplan provides a framework and guidance for council and other pandemic influenza stakeholders in the municipality to properly plan for and effectively respond to pandemic influenza conditions. The plan is supported by other plans and documents such as the Council's Business Continuity Plans Held with Glenelg Shire Council and available on Council Website
Casterton Local Flood Guide	2025	Developed by VICSES Held by VICSES and available on VICSES & Council Websites
Glenelg Shire Emergency Animal Welfare Sub Plan	2022	It details the roles, responsibilities and operational procedures relating to animal welfare during the response, relief and recovery phases of an emergency Held by Glenelg Shire Council.
Great South West Walk Emergency Management Plan	2025	The Plan outlines the roles and responsibilities of emergency services for the rescue operations of emergency incidents along the 250km bush walk track. Held by Parks Vic.
Glenelg Shire Bushfire Place of Last Resort – (Neighbourhood Safer Place Plans)	2024	This Plan is a Bushfire Places of Last Resort plan for the purposes of the legislation, and contains guidelines which have been developed by the Municipal Association of Victoria ('MAV') to assist the Council in: <ul style="list-style-type: none"> • identifying; • designating; • establishing; • maintaining; and • decommissioning places as Bushfire Places of Last Resort (BPLR) within its municipality Held with Glenelg Shire Council and available on Glenelg Shire Council Website

Appendix 7: Great South West Walk Map



Appendix 8: Map of cultural heritage areas within Glenelg Shire

The areas highlighted green in the map below are areas of heritage sensitivity.



Map of cultural heritage areas within Glenelg Shire

<https://achris.vic.gov.au/#/onlinemap>