



In preparation for audit by VICSES on 9 March 2016, this Plan has been reviewed and endorsed by the MEMPC on 4 December 2015 and adopted by Council on 27 January 2016.

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1. Introduction

The way we manage emergencies in Victoria has changed significantly since the 2009 Victorian bushfires. This pivotal period has heralded a new overarching agency to establish reform across the emergency management sector. Emergency Management Victoria now set the standard for how agencies work together before, during and after emergencies. The shared goal for emergency management in Victoria is for a sustainable and efficient emergency management system that reduces the likelihood, effect and consequences of emergencies.

Across the Knox municipal area our focus is consistent with State and regional objectives. We work collaboratively with agencies, departments, industry, business and all levels of government to ensure that outcomes are meaningful and community-focused.

1.1 Authorisation

This plan has been produced by and with the authority of the Knox City Council pursuant to Section 20(1) of the *Emergency Management Act 1986*¹.

The Knox City Council understands and accepts its roles and responsibilities as described in Part 4 of the *Emergency Management Act 1986*.

This Plan addresses the prevention of, response to and recovery from emergencies within Knox. It is the result of the cooperative efforts of the Municipal Emergency Management Planning Committee and incorporated audit advice from Victoria State Emergency Service, Central Region Headquarters. It recognises the previous planning activities of the municipal area.

This Plan was endorsed by the Municipal Emergency Management Planning Committee on 4 December 2015 and was presented to Council for adoption at their meeting of 27 January 2016.

Signed: _____ Date: _____

Steven Dickson

Chair, Knox Municipal Emergency Management Planning Committee

Signed: _____ Date: _____

Graeme Emonson

Chief Executive Officer, Knox City Council

Signed: _____ Date: _____

Cr Tony Holland

Mayor, Knox City Council

¹ Both the *Emergency Management Act 1986* and the *Emergency Management Act 2013* are to be read and construed as one Act, until such time as the *1986 Act* is repealed.

1.2 Audit report

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1.3 Acronyms

BoM	Bureau of Meteorology
CEO	Chief Executive Officer
CERA	Community Emergency Risk Assessment
CFA	Country Fire Authority
DHHS	Department of Health and Human Services
EMC EMP	Eastern Metropolitan Councils Emergency Management Partnership
EMMV	Emergency Management Manual Victoria
EMV	Emergency Management Victoria
EPA	Environment Protection Authority
ERC	Emergency Relief Centre
HAZMAT	Hazardous Materials
ICC	Incident Control Centre
MECC	Municipal Emergency Coordination Centre
MEM	Municipal Emergency Manager
MEMP	Municipal Emergency Management Plan
MEMPC	Municipal Emergency Management Planning Committee
MERC	Municipal Emergency Response Coordinator (Victoria Police)
MERO	Municipal Emergency Resource Officer
MFB	Metropolitan Fire Brigade
MIA	Municipal Impact Assessment
MFMP	Municipal Fire Management Plan
MFMPC	Municipal Fire Management Planning Committee
MFPO	Municipal Fire Prevention Officer
MRM	Municipal Recovery Manager
REMT	Regional Emergency Management Team
RERC	Regional Emergency Response Coordinator
RPSC	Recovery Planning Sub Committee
SOP	Standard Operating Procedure
VICSES	Victoria State Emergency Service
VicPol	Victoria Police
VFRR	Victorian Fire Risk Register
VPR	Vulnerable Persons Register

1.4 Aim

This Plan aims to ensure an effective and coordinated response to Part 4 of the *Emergency Management Act, 1986* and Part 6 of the *Emergency Management Manual Victoria* in the provision of the agreed arrangements for the prevention of, response to, and recovery from emergencies that may occur in the municipality, as identified in

1.5 Objectives

The Knox Municipal Emergency Management Plan (MEMP) provides clear guidance on the:

- identification of hazards and risks;
- implementation measures to prevent or reduce the causes and/or effects of emergencies;
- management arrangements for the co-operative and coordinated use of municipal resources in response to emergencies;
- co-ordination of support that may be provided to or from adjoining municipalities;
- implementation strategies to assist affected communities to recover following an emergency;
- provision of support for local, regional and state planning emergency arrangements; and
- consistency with the State Strategic Control priorities.

2. Background

2.1 Context

This Plan, prepared by the Knox Municipal Emergency Management Planning Committee (MEMPC), reflects the shared responsibilities of government, emergency management agencies and communities for the actions they will take to prepare for, respond to and recover from emergencies. It is important for community resilience that community, emergency services and relief and recovery agencies work together. The contents of this plan represent an integrated approach to managing all types of emergencies in Knox.

What is this plan about?

This Plan is the overarching document for the management of emergencies in the Knox municipal area. It is supported by a range of hazard plans as determined by a risk identification process and a number of response based plans to ensure smooth coordination of service delivery in emergencies.

Emergency management agencies, departments, industries, businesses, schools, groups, families and individuals should have their own plans, procedures and guidelines that support their planning and decision making processes before during and after emergencies.

This Plan is supported by a variety of information, including:

- Management arrangements that contain general information about emergency planning, response and recovery arrangements, and roles and responsibilities of people and organisations involved in emergency management.
- Sub Plans, including hazard specific Sub Plans and Standard Operating Procedures which are to be used during actual emergency events and are designed to be used as standalone operational documents.
- Appendices that contain ancillary information including a contact directory that lists contact details for all persons and organisations that have a role in this plan, administration details and a glossary.

2.2 Area characteristics

The Knox municipal area is located 25 kilometres east of the Melbourne Central Business District. The district boasts a green, leafy image extending to the foothills of the picturesque Dandenong Ranges. The Knox municipal area is one of the most populous and diverse municipalities in Victoria.

2.2.1 Topography

The Knox municipal area is located at the foothills of the Dandenong Ranges on the urban rural fringe and includes the geographic area known as the City of Knox. This area is 114 square kilometres and includes predominant land tenures of Parks Victoria, Knox City Council and private land holders. Surrounded by major parks, with five creeks running through the Knox municipal area, Knox celebrates, and protects, its' environment. It has a strong and growing business, educational, medical and industrial life, and is located close to growing markets and transport hubs.

The Knox municipal area is a major hub of cultural, commercial, business, medical and innovative activity in the eastern suburbs of Victoria's capital city.

2.2.2 Demography

The population of the Knox municipal area is approximately 154,000 spread over 114 square kilometres and 11 suburbs. Suburbs include Bayswater, Boronia, Ferntree Gully, Knoxfield, Lysterfield, Rowville, Scoresby, The Basin, Upper Ferntree Gully, Wantirna and Wantirna South.

Age structure

The City of Knox population from the 2011 census data, and shows the highest age group of people living within the city's boundaries at 2011 was the 45 to 54 year age group.

In summary between the 2006 and 2011 census the largest changes in age structure for Knox were:

- An increase in the age group 55 to 64;
- An increase in the age group 65 to 74;
- A decrease in the age group 35 to 44, and
- A decrease in the age group 5 to 14.

Culturally and Linguistically Diverse Communities (CALD)

The Knox municipal area has a diverse population with 41,500 residents born overseas (28% of the total population) and 17% of residents from non-English speaking backgrounds. The top ten listed countries of birth other than Australia includes United Kingdom, India, China, Malaysia, Italy, Germany, Hong Kong, Greece, Cambodia and Egypt.

With the exception of the United Kingdom, the remaining nine countries are quite evenly split, and provide the Knox municipal area with a diverse cultural landscape.

Find further Knox municipality data: <http://profile.id.com.au/knox>

2.2.3 Vulnerable Persons

Within the Knox municipal area there are several vulnerable groups:

- **Lower socio economic groups.**
- **Senior citizens and residential care facilities.** 13% of the population is aged 65 years and older. There are 25 residential aged care facilities and a further 4 supported residential service facilities within the Knox municipal area, 17 older person independent living complexes and retirement villages. An emerging trend is for older people to remain living in their own homes and have care services delivered at home.
- **Hospitals.** There are four hospitals within the Knox municipal area, two public (The Angliss and Wantirna Health) and two private (Knox Private and Melbourne Eastern Private Hospital).
- **Children and young people.** Nearly 30,000 children in the area are under 15. There are 45 schools in the Knox municipal area, both public and private, and one tertiary education institution.
- **Special assistance.** In the 2011 census 3.89% of the population were defined as people who need assistance in their day to day lives with any or all of the following activities; self-care, body movements or communication. Persons were only included if their stated reason for assistance was something other than old or young age. This question can assist us in our continued planning for supporting our vulnerable community during an emergency. Around 6,000 people who responded to the census stated they require assistance.

Vulnerable Persons Register

The Vulnerable Persons Register is managed by the Department of Health and Human Services and hosted on Council's emergency database Crisisworks.

During an emergency Victoria Police have access to the Register. Other relevant service agencies that believe they require this register are requested to contact the Municipal Emergency Resource Officer (MERO) on 9298 8000.

Victoria Police as the agency responsible for managing evacuations will be required to assist vulnerable persons in the community facilities that house vulnerable people.

Vulnerable Facilities List

The Vulnerable Facilities List is maintained by Knox City Council and lists all child care, aged care, mental health and specialist facilities.

2.2.4 Municipal location map



2.2.5 History of emergencies

The Knox municipal area has experienced many emergencies in recent times.

There have been a number of wind storms which caused wide spread damage. In 2002, Knox had a number of families who were affected by the Bali bombings and in 1996 a small number affected by the Port Arthur shootings.

2009 Black Saturday

At about 3:40 pm on the day of the 2009 Black Saturday fires, 7 February, a fire started in the area along the railway line in Upper Ferntree Gully. Local CFA units in the process of returning from an earlier call observed the column of smoke and immediately responded direct to the fire. To many this pre-emptive response was key to the fire being brought under control without any life loss or significant property loss. Also, the opportune arrival of a fire bombing helicopter that was able to access water from the lake at the residential development at the old Ferntree Gully Quarry site was a vital success factor in preventing a catastrophe.

A number of emergency alerts were issued to the community during this fire however there was no requirement for evacuation or relief. The Municipal Emergency Co-ordination Centre (MECC) was not activated however the duty Municipal Emergency Resources Officer (MERO) attended during the fire to provide assistance.

Nixon Road, Upwey Fire

On the afternoon of 23 February 2009 a bushfire occurred in the area of Nixon Road in Upwey. In line with arrangements previously put in place between Knox Council and Yarra Ranges Council, the Relief Centre at the Ferntree Gully Netball Centre was activated to accommodate people evacuating areas within Yarra Ranges. The centre operated for a period of 24 hours and assisted in excess of 250 people overnight.

While that fire was entirely within Yarra Ranges, it demonstrates the benefits of co-operative arrangements within emergency management.

2010 Hailstorm

In what many consider being an unprecedented event, in less than 20 minutes on the afternoon of Saturday 6 March 2010 a severe hail event impacted Victoria causing widespread damage to much of metropolitan Melbourne. Being the Labour Day long-weekend, a large number of people were not home at the time and returned to their properties to find them significantly damaged from not just the Hail Storm but also the significant rain event that followed the hail.

Thousands of residential properties and an unknown number of business properties were damaged – to the extent that some residential properties were required to be demolished.

Countless motor vehicles were damaged and, in some cases, people injured when hit by the hail. The response required the activation of the MECC which was operational for several days.

Many residents suffered trauma. During research conducted three years after the incident in 2013, many people described how their children were still suffering from the storm.

Rapid impact assessments were undertaken to identify displaced residents and to assist with prioritisation of calls to Victoria State Emergency Service (VICSES) for assistance. In addition to a multi-

agency response being activated from within Victoria, more than 300 personnel from interstate State Emergency Services were deployed to support Knox VICSES.

By the end of operations on 12 March, the VICSES had managed in excess of 3,000 requests for assistance. As part of the longer term recovery effort, more than 4,000 homes were visited by members of the Victorian Red Cross to ensure residents understood the assistance available from Council and the other recovery agencies.

Further reading is available on the Bureau of Meteorology (BoM) website http://reg.bom.gov.au/inside/services_policy/public/sevwx/vic/20100603_thunder.shtml

2011 Rain and Flooding Events

In its Annual Climate Summary for 2011, the BoM reports the first half of 2011 as heavily influenced by one of the strongest La Nina events on record and that 2011 was the “second-wettest year on record”. January was the wettest on record for Victoria and February the third wettest on record.

The reality of this severe weather was felt over a lot of the municipality with several significant rain events and localised flooding occurring in the January, February and March 2011 periods.

The Scoresby BoM station (located in Knoxfield), recorded its highest rainfall with a new record of 212.4mm in February 2011 exceeding the old record set in 2005. Significant rain days over this period (per Scoresby BoM station) occurred on:

- 14 January 2011 39.6mm
- 15 January 2011 33.0mm
- 05 February 2011 115.6mm
- 17 February 2011 53.8mm
- 10 March 2011 14.6mm
- 14 March 2011 18.6mm
- 25 March 2011 29.2mm

In reality, the above figures are only indicative as a number of rain events were very localised and may not be reflected in these readings.

Rain on 4-5 February had seen more than 100mm of rain fall in less than an hour period resulting in major damage to many properties including the Amaroo Gardens Nursing Home (then owned and operated by Council). Due to the flooding experienced at the Amaroo Gardens Nursing Home a number of residents had to be relocated from the facility and an Incident Control Centre (ICC) was established on-site to manage that situation.

The MECC was activated at 11:00 am the day after the storm in response to heavy flooding and Melbourne Water’s concerns that the Lewis Road Retarding Basin may fail. A small number of residents were displaced from their homes and were managed at a local level without a need to open the Relief Centres.

2014 Storm event

On 8 September 2014 a large storm hit the Knox area, bringing wind gusts up to 90km/h followed by flash flooding, thunder and large hail.

Some areas received up to 30mm of rain in 30 minutes and ‘marble-sized’ hail fell on several areas, including Rowville. The strong winds

and hail caused damage to both Council and private buildings, while fallen trees blocked a number of roads and footpaths. There were numerous reports of hail and debris blocking drains which led to flash flooding.

A total number of 110 requests for assistance was attended by the Knox SES Units. These calls related to building damage, trees down, flooding and one rescue. Knox City Council undertook approximately \$80,000 worth of recovery works in response to storm damage.

The Commonwealth and State Governments announced recovery assistance funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) in response to the storm.

Hazardous Material Incidents

At times, hazardous material incidents require involvement of local Council in support of the agency controlling the incident and activation of the emergency management arrangements.

This may not require activation of the MECC but may involve the MERO and Municipal Emergency Response Coordinator (MERC) attending the incident.

Examples of hazardous materials incidents that have involved either activation of the MECC or emergency management team attendance are:

- 1 December 2009 Panel Tech Industries,
Mountain Highway, Bayswater
Chemicals spilt during burglary of property
- 9 December 2010 Truck Rollover
Ferntree Gully Road, Scoresby
Soap materials spilt across major intersection
- 7 October 2011 Cadbury Red Tulip factory
Koornang Road, Scoresby
Chemical reaction due to leaking vessel
- 26 January 2012 Knox Transfer Station
Large tip fire

On Australia Day 2012 there was a multi agency response to a hazardous tip fire at the Knox Transfer station involving over 80 Country Fire Authority (CFA) and emergency service personnel, with support from the MERO and MERC. Smoke was visible from surrounding suburbs and raised interest among the community and media agencies. Agencies involved in this incident were CFA, Metropolitan Fire Brigade (MFB), VICSES, Ambulance Victoria, Environment Protection Authority (EPA), Salvation Army and Council. Given there were a number of similar fires at this site in the months following, Knox participated in a joint agency meeting with CFA, Victoria Police and the management of the Transfer Station to develop procedures and strategies to minimise the potential for these fires in the future.

Typically, incidents of this nature have required Council to provide resources that are outside the capacity of the combating organisation.

In such a situation, by virtue of the *Emergency Management Act*, the MERO is required to assist the control agency with provision of requested resources. With an ever increasing demand by the community to be kept informed, it is likely that future events of this nature will require a greater level of involvement by the emergency management team at Council than has taken place in the past.

Incidents in the Built Environment

On occasions fires and other incidents of a single incident nature occur which require attendance at the scene by Council services such as Local Laws, Building Surveyor and/or Environmental Health. Incidents in major facilities, in recent times, have also seen the duty MERO attending the incident in direct support of the combating agency to assist the on-scene Emergency Management Team. This is likely to be more common in the future.

3. Planning arrangements

This section details the planning arrangements for the management of emergencies which affect the community of the Knox municipal area.

It identifies specific emergency management roles and responsibilities. All emergency positions and arrangements are put in place to meet the needs of an emergency affected community, with some of these positions required under the *Emergency Management Act 1986*.

3.1 Municipal Emergency Management Planning Committee (MEMPC)

The Committee, established under Section 21 (3) and (4) of the *Emergency Management Act 1986*, is responsible for formulating, maintaining and testing the Plan.

3.1.1 Terms of Reference

The Terms of Reference for the Planning Committee were endorsed by the MEMPC on 26 November 2015. The purpose of the committee is outlined under Section 3.1 of this Plan.

3.1.2 Membership of the Committee

The Committee consists of:

- Municipal Emergency Manager (Chairperson)
- Coordinator Emergency Management
- Municipal Emergency Response Coordinator (OIC Knox Police Station)
- Municipal Emergency Resource Officer(s)
- Municipal Recovery Manager(s)
- Municipal Fire Prevention Officer
- Regional and Local Response Agencies
- Regional and Local Recovery Agencies
- Other persons as required

Membership of the Committee can be reviewed at any MEMPC meeting. New members may be invited dependant on changes in legislation, changes of agency contact person, risk identification or interest from a new agency/ community group.

3.1.3 Meeting frequency and Plan maintenance

The Knox MEMPC holds a minimum of four meetings per year.

Should a significant incident occur within the municipality, the Committee will call an extraordinary meeting to discuss, review and evaluate the response to the event. A risk assessment will be undertaken to review key priorities of emergency management planning.

Legislative or policy changes impacting local governments' response to emergency management operations may also generate the need for an extraordinary meeting.

3.1.4 Special Sub Committees

The MEMPC may form, or contribute to, special sub committees to plan for the management of hazard specific, identified risks or functions which require an additional level of planning. Examples of these include: Municipal Fire Management, Municipal Recovery, Pandemic, and Heatwave.

3.1.5 Senior Emergency Management Group (SEMG)

The SEMG works within Knox City Council to continually develop and maintain a partnership approach to emergency management based on the relationships at all levels within the organisation, the community and external agencies. Membership of the SEMG includes the: Municipal Emergency Manager (MEM, Municipal Emergency Resource Officer (MERO) & deputies, Municipal Recovery Manager (MRM) & deputies, and the Municipal Emergency Response Coordinator (MERC). Other Council representatives may attend as required.

3.2 Operational management arrangements

3.2.1 Sub Plans & Standard Operating Procedures (SOPs)

A number of Sub Plans have been written to detail specific emergency arrangements. The Sub Plans are hazard based and have been developed based on the risk to the community. Sub Plans are available to the public via Council's website, where appropriate.

Sub Plans include:

- Knox Municipal Fire Management Plan
- Knox Storm and Flood Emergency Plan
- Knox Heatwave Plan
- Knox Pandemic/Influenza Plan
- Knox Municipal Recovery Plan
- Emergency Relief Centre Sub Plan (Eastern Region and Surrounds)

There are currently 12 Standard Operating Procedures (SOPs) that Knox City Council officers use to perform the activities associated with emergency management.

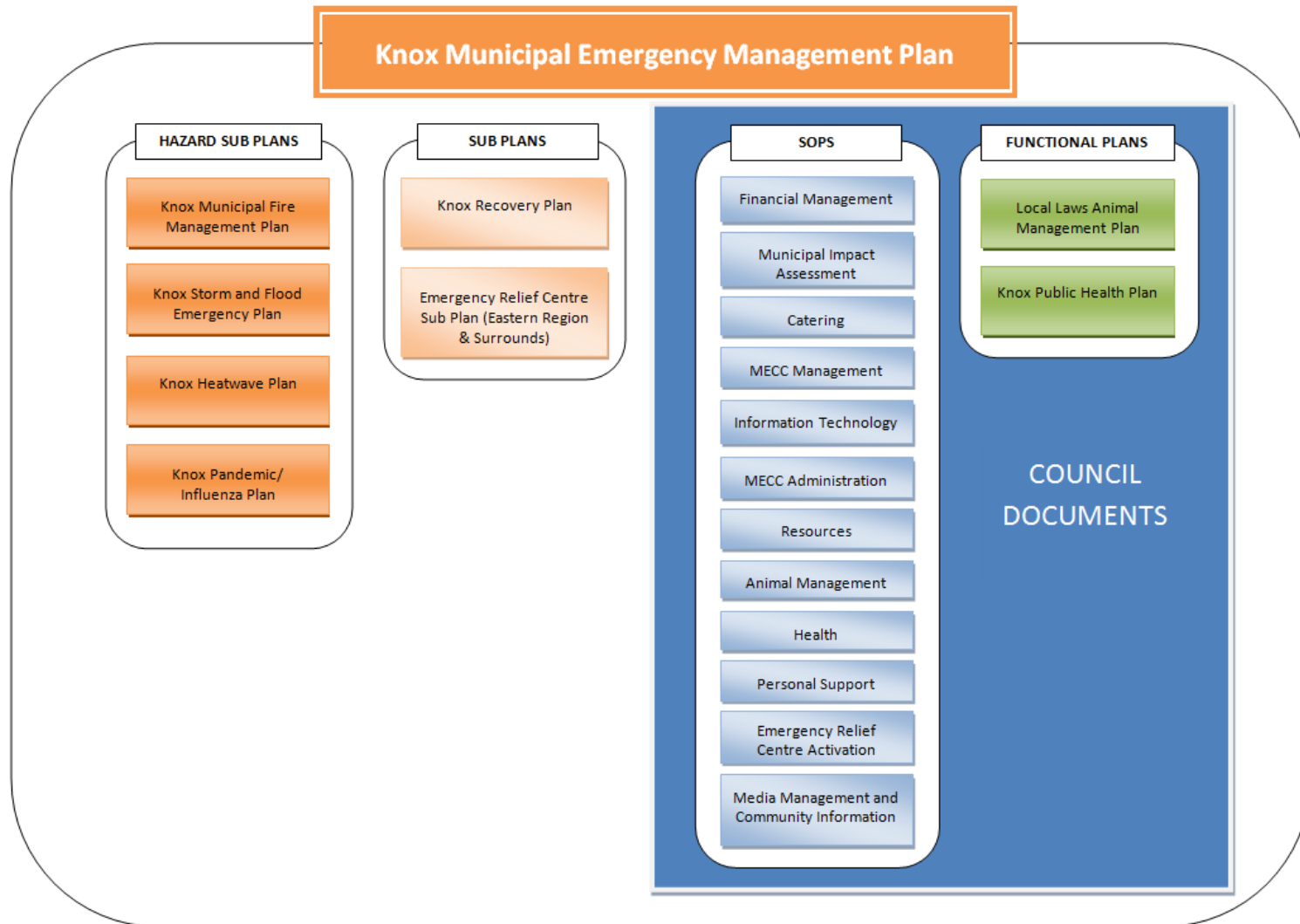
SOPs include:

- Financial Management
- Municipal Impact Assessment
- Catering
- MECC Management
- Information Technology
- MECC Administration
- Resources
- Animal Management
- Health
- Personal Support
- Emergency Relief Centre Activation
- Media Management and Community information

The maintenance of the Sub Plans and SOPs is the responsibility of the MEMPC and is administered by the Coordinator Emergency Management.

Figure 1 represents the structure of the Municipal Emergency Management Plan.

Figure 1. Knox Municipal Emergency Management Plan



3.2.2 Key functional roles

Knox City Council is responsible for the provision, management and coordination of municipal resources in support of the response to and recovery from emergencies. Municipal resources include those owned by Council and those under its control (including contracted resources).

Council builds community resilience by supporting the prevention/mitigation of emergencies as well as ensuring the Council and community are as well prepared for any emergency as possible.

Council is also responsible for the co ordination of community resources in recovery from emergencies.

To facilitate these management objectives, a number of key appointments have been made:

Municipal Emergency Resource Officer (MERO)

The MERO is a legislated position under the *Emergency Management Act 1986* and is responsible for the coordination of municipal resources used in emergency response and recovery. The MERO role is detailed in Part 6 of the *Emergency Management Manual Victoria*.

Knox City Council has appointed a MERO and two deputies.

Municipal Recovery Manager (MRM)

The MRM role is detailed in Part 6 of the *Emergency Management Manual Victoria* as having responsibility for coordinating relief and recovery with the community during and after an emergency.

The MRM works closely with the MERO and other agencies in an integrated approach to the resolution of an emergency and its effects on the community.

The Knox City Council has appointed a MRM with three deputies.

Municipal Emergency Manager (MEM)

Leading the Senior Emergency Management Group within Knox City Council, the MEM works to continually develop and maintain a partnership approach to emergency management based on the relationships at all levels within the organisation, the community and external agencies. The MEM is also responsible for communication with Council and the Chief Executive Officer with respect to emergency management activities.

Municipal Emergency Response Coordinator (MERC)

The MERC is a legislated position under the *Emergency Management Act 2013* and is responsible for the effective coordination of emergency response within the municipality. The role is detailed in Part 3 of the *Emergency Management Manual Victoria*. In Knox the appointed MERC is the Officer in Charge, Knox Police Station.

Municipal Fire Prevention Officer (MFPO)

Knox City Council under the *CFA Act 1958* is required to appoint a MFPO by Council to undertake and regularly review council's fire prevention planning and plans. The role will maintain, update and document Councils Fire Hazard Clearance Program and provide regular reporting to the Municipal Emergency Management Planning Committee (MEMPC). The MFPO role is currently held by the Coordinator Emergency Management and is supported by three Assistant MFPOs.

Emergency Management Liaison Officer (EMLO)

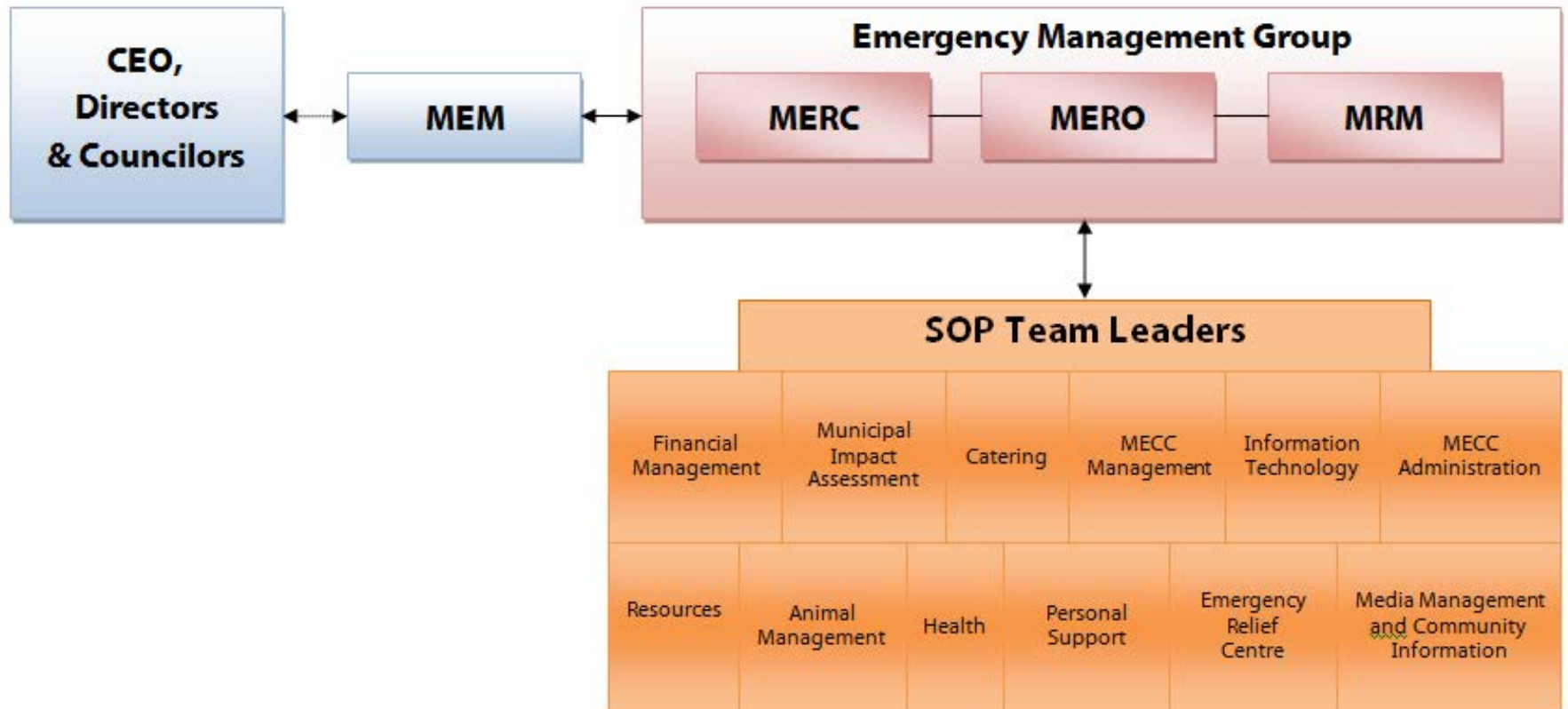
The primary role of the EMLO is to provide a communication link between key agencies and the Municipal Emergency Co-ordination Centre (MECC). Knox has identified a number of officers who are available for deployment during an emergency event.

Standard Operating Procedures (SOP) Team Leaders

This Plan has a number of SOP's. Each SOP has a Team Leader and one deputy. The Team Leader is responsible for the implementation of the SOP in support of the response/relief/recovery of emergency. The maintenance of these SOP's is the responsibility of the Co-ordinator Emergency Management in consultation with the Team Leader.

The chart at Figure 2 shows the operational management structure.

Figure 2. Operational Management Chart



3.3 Audit requirements and process

The ongoing administration and maintenance of the Municipal Emergency Management Plan (MEMP) is the responsibility of the Coordinator Emergency Management. Following the MEMPC adoption of any amendments the Coordinator Emergency Management will implement the changes in the master plan managed by the Emergency Management Team. Crisisworks² and internet copies will also be replaced and the amended version emailed to the MEMPC distribution list.

This plan is subject to audit every three years, or earlier, as determined by the Victoria State Emergency Service (VICSES). As per the arrangements detailed above, the Plan will be maintained on an ongoing basis and endorsed by the MEMPC, to ensure it remains current and reflective of legislative, operational and planning changes and/or amendments during the time between audits.

The following process is implemented at audit to address all specified requirements:

- The Plan is reviewed in line with the audit requirements outlined in Part 6, Appendix 2 of the Emergency Management Manual Victoria (EMMV) - or as otherwise determined by VICSES. This review is undertaken in collaboration with the assigned VICSES Regional Emergency Management Officer.
- All new updates and edits made to the pre-existing Plan will be presented to the MEMPC as per the process outlined above.
- Once endorsed by the MEMPC, the Plan will be presented to Council (via the adopted internal process at Knox):
 - Executive Management Team endorsement; and
 - Council endorsement/CEO endorsement.
- The Plan will then be lodged with the State Library on the 'public document register'
- Following MEMPC and Council endorsement and adoption of the Plan, VICSES will convene an Audit Committee Meeting, including representatives from Department of Health and Human Services (DHHS) and Victoria Police. The Plan will be audited and scored against specified criteria at this audit committee meeting.
- VICSES will formally notify Council in writing of the outcome of the audit and issue a Statement of Audit Certification for inclusion in the Plan.

² Crisisworks is software for emergency managers that provides enhanced coordination, communication, situational awareness and resilience across all phases including - Planning, Preparedness, Response and Recovery.

4. Prevention/mitigation arrangements

4.1 Background/Introduction

Knox City Council recognises its key role in prevention and mitigation activities. Council's policies relating to land management and building codes ensure that all measures are addressed to reduce the likelihood and impact of emergencies.

The Municipal Emergency Management Planning Committee (MEMPC) plays a key role in prevention via the identification of potential hazards and their associated risks and consequences. These identified risks and consequence are then considered and specifically planned for during the development and implementation of plans, policies and procedures.

The ability of a community to respond to an emergency situation and in turn recover from the effects of an emergency will depend greatly on the level of resilience the people affected inherently have. The municipality, through its MEMPC, and its sub-committees, will promote and support appropriate prevention and awareness programs.

Prevention is defined as the development and implementation of strategies and associated measures to reduce the occurrence of and mitigate the consequences of identified emergency risks on the community and environment.

Preparedness focuses on ensuring the risks and management strategies identified in prevention planning are utilised to assist and facilitate the local community to be aware of their risks and the potential consequences of a resulting emergency event, to inform and equip them with tools to implement resilience strategies for their own homes and families.

4.2 Risk assessment process

This Plan identifies and prioritises emergency risks that may potentially affect the Knox community and environment. The mitigation and awareness of these risks aims to minimise the effects and consequences of an emergency event on the community.

4.2.1 Community Emergency Risk Assessment (CERA)

The CERA process is designed to systematically identify hazards, determine risks and prioritise actions to reduce the likelihood and affects of an emergency.

A working group of the MEMPC including Council staff and key stakeholders from the major emergency service/support organisations have identified the top eleven risks in the municipal area.

The group considered emergency risk within the following context using the International Standard ISO 31000:

- Whole of community perspective;
- Responsibility for the whole municipality;
- Consideration of events which require multi agency responses;
- Consideration and acknowledgement of existing controls;
- Mitigation activities and their effectiveness, and
- Subsequent level of risk.

Risks were assessed and rated according to consequence and likelihood scales and risk matrices in the CERA tool kit.

The 11 highest risks in the municipality area:

1. Storm
2. Hazardous material release – in transport
3. Hazardous material release – from facility
4. Bushfire in neighbouring region

5. Bushfire large – regional
6. Extreme temperatures/heatwave
7. Human epidemic/pandemic
8. Fire residential
9. Flash Flooding
10. Transport accident
11. Bushfire small – isolated

To ensure appropriate planning and mitigation strategies are in place for the leading risks identified, hazard specific plans have been developed and adopted as Sub Plans of this Plan. Additional plans detailing relief and recovery considerations, arrangements and planning have also been developed as Sub Plans.

The CERA was conducted in a manner that did not intend to exclude any form of emergency, with the document adopting a flexible "all hazards approach".

The MEMPC is responsible for reviewing the CERA process at least once every three years prior to audit. The MEMPC has recently introduced the review of risks as a standing agenda item for its quarterly meetings.

4.2.2 Victorian Fire Risk Register – Bushfire (VFRR-B)

The VFRR-B was used to identify and address bushfire risks within the Knox municipal area. The VFRR-B is reviewed as required. Risk identification is ongoing as the municipality changes.

The VFRR-B is a systematic process that helps to identify assets at risk from bushfire, assesses the level of risk to these assets and highlights the treatments currently in place along with the responsible agencies for implementing these strategies. Outputs from the VFRR-B inform and support this plan. The assets of the VFRR-B are divided into four classes; human settlement, economic, environmental, and cultural heritage.

4.2.3 Victorian Built Environment Risk Assessment Process (V-BERAP)

The V-BERAP is used to improve the assessment of fire and hazardous material risks in the built environment. The 10 steps of the V-BERAP are the definitive risk management process for structure fire and hazardous materials (HAZMAT) incidents in the State of Victoria. The Metropolitan Fire Brigade (MFB) has developed this program in conjunction with other key stakeholders, including Country Fire Authority (CFA), the Victorian Building Authority and five pilot Councils. Knox has worked closely with MFB on the development of this process and on the technical working group for the guidelines.

The Knox pilot is due to commence in early 2016. As the V-BERAP will be the underpinning framework, the MFB will facilitate the process and discussion, along with other partners in fire management. CFA has agreed to provide MFB with Knox risk data sets, critical for decision making.

The V-BERAP will be supported by the Victorian Emergency Risk Management System (VERMS) which is the information technology based tool that collates the outcomes of V-BERAP. VERMS, which is currently under development, will be a comprehensive, simple-to-use web based risk management system that can accommodate multiple hazard contexts (all-hazards) to operate at any geographical area (all-levels).

4.3 Community awareness and resilience

One increasing challenge facing the emergency management sector is balancing community expectation while promoting and building community resilience when dealing with, or preparing for emergencies. Raising awareness within the community about emergency risks and their potential consequences is the responsibility of all agencies including Council. There are a number of strategies used in education, awareness and resilience building programs to ensure a broad spectrum of the community are engaged.

Strategies currently utilised include:

- Hosting information on public websites
- Social media
- Distribution of brochures/ print media
- Mail outs
- Displays at festivals, shopping centres and within the community.

4.4 Emergency support staff

In most emergencies, there will be a need to recruit personnel to support the activities of Council and other agencies. In the first instance appropriate staff will be sourced from within Council. Knox has a comprehensive list of trained staff who do not have a substantive position in emergency management, who have offered their skills to support Council in emergencies.

4.5 Emergency exercises

Knox identifies the need to be an active member in emergency management within the municipal, emergency management and local community environments. Knox is actively involved in a number of areas to test preparedness and to assist in creating community resilience to emergency situations.

Knox is an active member of the Eastern Metro Councils Emergency Management Partnership EMC EMP and has participated in the annual Regional ERC exercise – Exercise East. Knox hosted this event in 2013.

Knox participates in other multi-agency events and exercises including:

- Evacuation Management Training – VicPol October 2013
- Rowville Emergency Relief Centre ‘Staff Walkthrough’ – January 2014
- ‘Can you Help’ EM information session – February 2014
- ‘Shared Responsibilities’ – Stringybark Festival 2014
- MECC Exercise ‘Transition’ – November 2014
- Exercise Trilogy – Multi Council/Agency MECC Exercise - October 2015
- Exercise Rolling Stone – RCT/REMT Regional Strategic Plan –November 2015

5. Response Arrangements

5.1 Introduction

Emergency response focuses on the control of emergencies and the provision of rescue and immediate relief services for people affected by emergencies. This includes the provision for requests for physical assistance from regional, state and commonwealth levels of government when municipal resources are exhausted. Part 3 of the Emergency Management Manual Victoria (EMMV) outlines the State level arrangements for response in Victoria.

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

5.2 Command, control and coordination

Victoria bases its emergency response arrangement on the management functions of control, command and coordination, broadly described as follows:

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

Coordination of emergency events is undertaken in a collaborative manner between response agencies, municipalities, relief and recovery agencies and not-for-profit/volunteer organisations. Depending on the scale of the emergency, a Municipal Emergency Coordination Centre (MECC) and/or a Incident Control Centre (ICC) will be activated to coordinate the response, relief and early recovery requirements of an emergency event. Emergency events impacting on an area larger than the Eastern Region will also involve the activation of the State Control Centre (SCC) located at 8 Nicholson Street, East Melbourne. The EMMV Part 3 details the different tiers of emergency events and the associated activation levels required.

During an emergency activation, the Municipal Emergency Response Coordinator (MERC), Municipal Emergency Resource Officer (MERO) and Municipal Recovery Manager (MRM) perform a leadership role in the MECC. These positions additionally provide a link between the Incident Control Centre (ICC), Emergency Management Liaison Officers (EMLO's) and the Knox MECC/Emergency Relief Centre (ERC) support staff to ensure that requests for resources and any other related requirements can be addressed. These roles have the responsibility for the coordination of municipal resources during the response phase of an emergency.

5.3 Local response arrangements and responsible agencies

In an emergency, Council is responsible for supporting the response (control) agency via the provision and coordination of requests for municipal resources (equipment, personnel and services), coordinating and providing relief services to the affected community and planning for and early coordination of recovery for the affected community.

Council does not have an operational role in an emergency; this is the responsibility of the Control Agency and emergency services.

5.4 Municipal Emergency Coordination Centre(s) (MECC)

Knox City Council, through the MERO, is responsible for planning the establishment and operation of primary and alternative Municipal Emergency Coordination Centres.

The purpose for the establishment of the MECC is to provide a location for the coordination of Council and community resources in support of the response to emergencies. It is not the control centre for an emergency. An Incident Control Centre may be established by the Control agency if the emergency is significant enough to warrant it.

The MECC will be activated only to the level of activity necessary for the effective support to the emergency. In minor events this might involve only a few staff, through to a major emergency requiring significant resources over a long period.

Knox has two designated MECC's available which may be activated depending on the size of the emergency.

With the introduction of new mobile technology and Crisisworks the function of emergency coordination for municipal councils can be undertaken easily from a variety of locations which provides flexible options including operating on site or at ICC's if required.

5.5 Financial considerations

At the municipal level, resources owned or under the control of the Knox City Council are used to supplement those of the control and support agencies. As the effects of the emergency escalate, or the resource requirements exhaust local availability, Regional, State and Commonwealth resources may be requested.

A requesting agency will be responsible for all associated costs for the provision of resources to support the response to an emergency event. Council is able to keep track of resources distributed by recording their provision in Crisisworks.

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

Municipal councils are responsible for the cost of emergency relief services and provisions.

5.6 Neighbourhood Safer Places (places of last resort) and fire refuges

Neighbourhood safer places and community fire refuges can be provided for community as last resort survival options. They do not replace having a well thought out and practiced survival plan.

Based on the relatively low risk of bushfire Knox municipal area does not have any designated Neighbourhood Safer Places or fire refuges, but does have a number of accessible areas such as shopping centres, libraries and other community facilities available.

5.7 Planning for cross boundary events

Knox has participated in a number of cross council, multi agency training exercises to better prepare for emergencies which have the potential to affect numerous council boundaries, including the latest 'Exercise Trilogy' held on 30 November 2015.

Knox is a member of the Eastern Metropolitan Councils Emergency Management Partnership (EMC EMP) and is represented on a number of regional working groups helping to build regional relationships and support to strengthen council's ability to support each other in emergencies.

5.8 Resource sharing protocols

Knox City Council is a signatory to the 'Protocol for Inter-Council Emergency Management Resource Sharing' coordinated by the Municipal Association of Victoria (MAV). The Protocol provides an agreed position between councils for the provision of inter-council assistance for response and recovery activities during an emergency. A copy of the Protocol is located at www.mav.asn.au/policy-services/emergency-management/Pages/resource-sharing-protocol.aspx. This Protocol is most commonly enacted for emergency support staff requests to fulfil MECC and ERC shifts. Requests for resources from another Council should be made through the MERO.

5.9 Debriefing arrangements

For local level emergencies, the MERC is responsible for ensuring the control agency for the emergency organises an operational debrief with participating agencies as soon as practicable after the cessation of response activities.

The aim of the debrief is to assess the adequacy of the response activities and recommend any changes to relevant agency plan(s) and future operational response activities.

The Regional Emergency Response Coordinator (RERC) holds these responsibilities for regional level events, which must include local response agency participation.

Where a MECC has been activated during an emergency, all emergency support staff that undertook their allocated MECC role will be debriefed by the Coordinator Emergency Management and/or the MERO as soon as practicable following the cessation of MECC operations. This debrief will be delivered with an aim to assess the adequacy of the MECC operations and to identify and make recommendations for future planning and operations related to the MECC. Psychological debriefing will also be made available as required.

5.10 Response/recovery transition

Transition requirements to effectively transfer control and coordination responsibilities from response agencies to relief/recovery agencies is required for all major incidents (Class 1 and 2) and may also be required for local level incidents that have resulted in significant impacts on the local community requiring continued provision of relief and/or recovery services.

The MERO, MRM and MERC will start planning for the transition from response to relief / recovery, as soon as possible following the initial impact of an emergency.

Relief typically commences at the same time as response activities, and therefore formalised transition from the response (during) phase to relief and recovery (after) is deemed to be at the point when the control activities associated with the emergency have ceased and the provision for relief and/or early recovery services continue to be required by the affected community.

A number of considerations that informed the timing of transition of coordination from response (during) to relief and recovery (after) include:

- The scale, complexity and capacity and the level recovery requires coordination;
- The nature of the emergency and what specialist resources are required;
- Whether a recurring threat is likely to occur compounding the impact on the community;
- The extent of the impact on communities, as this may determine the length of the transition period;
- The level of loss/damage and the extent to which this has been validated (the stage of impact assessment reached e.g. if phasing into secondary/post impact stages may indicate transition requirements);
- The extent to which the community required emergency relief services;

- The resources required for the activation of recovery arrangements; and
- When requested, a transition agreement will be developed at the appropriate level between the response agency Incident Controller, MERC, MERO, MRM and the recovery agency coordinator (typically DHHS).

6. Relief and recovery arrangements

6.1 Introduction

Relief is the provision of essential needs to individuals, families and communities in the immediate aftermath of an emergency. Relief services could be provided at the site of an emergency, a dedicated relief centre, places of community gathering, isolated communities, transit sites or other safe locations as appropriate. Relief is the first stage of recovery and must be seamlessly integrated with all other early recovery activities.

Recovery is assisting individuals and communities affected by emergencies to achieve an effective level of functioning. Recovery planning must ensure that there is a clear understanding of the community context (prior to the emergency) and is based on continuing assessment of impacts and needs.

The provision of relief and early recovery services occurs at the same time as the response to an emergency event.

6.2 Municipal relief arrangements

Emergency relief is the provision of immediate shelter, life support, and personal needs of people affected by, or responding to an emergency. It includes the establishment, management and provision of services to emergency relief/recovery centres (Emergency Management Manual Victoria).

Council is responsible for the local relief arrangements such as the establishment and management of emergency relief centres.

6.2.1 Management structure

A request may come from an Incident Control Centre (ICC) to open an Emergency Relief Centre (ERC) to support an emergency, in consultation with the Incident Controller the selection of an ERC will be determined by the Municipal Emergency Resource Officer (MERO), in consultation with the Municipal Emergency Response Coordinator (MERC) and the Municipal Recovery Manager (MRM).

6.2.2 Summary of relief arrangements, roles and responsibilities

Council is responsible for the coordination and provision of relief services for affected community during times of emergency. Knox Council has developed a Standard Operating Procedure (SOP) which details the arrangements that are in place for the activation, management and deactivation of ERCs for municipal and regional scale events.

An ERC is a building or place established to provide (temporary) support and essential needs to persons affected by or involved in the management of an emergency. The Centre will provide for basic needs only including shelter, food and water. Emergency relief agencies may also set up at the centre to provide emergency affected people with grants, material aid, Register Find Reunite, first aid, accommodation, and psychosocial support. Further details on the roles and responsibilities of government and community organisations involved in the provision of relief services are detailed in the Emergency Relief Centre Sub Plan (Eastern Region & Surrounds).

The ERC is managed by a range of trained ERC staff and supported by Council's emergency support staff as required. Knox City Council is a member of the Eastern Metropolitan Councils Emergency Management Partnership (EMC EMP) and has arrangements in place for trained staff to support the operation of ERC services when local resources are overwhelmed. There may be occasions when Knox will set up a relief

centre, locally in support of an emergency in another Council, for example Yarra Ranges Council.

Knox City Council has three Regional ERC's, details of these Centre's including roles and responsibilities, standby arrangements, activation, set up and deactivation, copies of Facility Plans including traffic management plans are available in the Emergency Relief Centre Sub Plan.

6.2.3 Role of Department of Health and Human Services in relief/recovery

Emergency Management Victoria (EMV) is responsible for state-level relief and recovery coordination. Relief and recovery coordination arrangements at the regional levels are the responsibility of DHHS and municipal councils have the responsibility at the local level.

6.3 Recovery arrangements

Section 46 of the *Emergency Management Act 2013* appoints the Emergency Management Commissioner with the responsibility for the coordination of agencies in line with the State Emergency Recovery Plan. Municipal councils take the lead in delivering on the ground relief and recovery services, because they are closest to an affected community. The Victorian government supports municipalities to fulfil these local responsibilities.

Section 4.3 of the Emergency Management Manual Victoria (EMMV) outlines municipal responsibilities for relief and recovery. The requirements include:

- Development and implementation of the Municipal Emergency Management Plan (MEMP);
- Forming and convening of the Municipal Emergency Management Planning Committee (MEMPC);
- Appointment of a Municipal Recovery Manager (MRM);
- The aligned responsibilities of the Municipal Emergency Resource Officer (MERO) for notification to the RRM for relief and recovery needs during emergencies;
- Leading the provision of local public information to affected individuals in relief and recovery;
- Participation in local relief and recovery impact assessments – sharing any information gathered with Victorian Government agencies, as requested; and
- Development and maintenance of a Relief and Recovery Plan that is aligned with the requirements specified in Appendix 7, Part 4 of the EMMV.

In the Knox municipal area, planning and preparedness for recovery is undertaken by the Recovery Planning Sub-Committee (RPSC). This Committee reports to the Municipal Emergency Management Planning Committee (MEMPC).

Relief and recovery are responsibilities that require collaboration and coordination shared between individuals and communities, non-government organisations, businesses and government agencies.

A range of Council service units, external agencies and organisations form the RPSC, which is chaired by the Municipal Recovery Manager (MRM). The Deputy Chairs of this committee are the Deputy MRMs. Operational recovery at the municipal level is driven by the four environments of social, economic, built, and natural.

6.3.1 Objectives of recovery

Recovery at all levels of government is implemented in alignment with the nationally recognised disaster recovery principles, to ensure successful recovery is delivered to affected communities. These principles are:

- Understanding the context
- Focusing on the consequence of the emergency
- Recognising complexity
- Being community focussed
- Using community-led approaches
- Ensuring coordination of all activities
- Employing effective communication
- Acknowledging and building capacity

Recovery requires collaboration between individuals, communities, all levels of government, non-government organisations and businesses across four inter-related recovery environments:

1. **Social environment** – the emotional, social, spiritual, financial and physical wellbeing of affected individuals and communities;
2. **Built environment** – the restoration of essential and community infrastructure;
3. **Economic environment** - the revitalisation of the affected economy; and
4. **Natural environment** – the rehabilitation of the affected environment.

Recovery initiatives may address specific elements of one or multiple aspects of the above recovery environments.

The functional areas of recovery; social, built, economic and natural environments; will lead the recovery planning process at the municipal level. The implementation of recovery requirements in each of the functional environments will be coordinated by the MRM.

The primary responsibility for each of the relevant functional environments will be assigned to the relevant area(s) within Council and coordinated by the appointed team leader. Reporting will be provided by the team leader to the RPSC.

6.3.2 Recovery Centre activation

A Recovery Centre should be a one-stop-shop offering services appropriate to assist the community in recovery. The MRM together with the MERO will identify an appropriate venue for a Recovery Centre. Details of these arrangements are contained in the Recovery Sub Plan.

6.3.3 Government Funding

The Victorian Government provides funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) Fund to assist the Victorian community through natural disaster relief and recovery payments and infrastructure restoration. Details of these arrangements are contained in the Finance SOP.

APPENDIX A ADMINISTRATION

Amendment history

No.	Amendment date	Amendment details
1	30 September 2015	Major revision and formatting changes in readiness for 9 March 2016 audit by VICSES.
2	31 October 2015	Part 1 to 3 revision
3	23 November 2015	Part 4 to 6 revision.
4	1 December 2015	Further amendments and comments incorporated from MEMPC consultation.

Distribution list

This Plan is made available to the community at www.knox.vic.gov.au

Hardcopies have been provided to the members of the Municipal Emergency Management Planning Committee (MEMPC) as shown below.

Agency	Position	Position held by
Ambulance Victoria	Team Manager	Geoff Davis
Country Fire Authority	Operations Officer	Colin Brown
	Deputy Group Officer - Operations	Peter Shaw
Department of Environment, Land, Water and Planning	District Fire Planner	Aimee Haywood
Department of Health and Human Services	Manager Emergency Management, East Division	Peter Higgins
Department of Human Services (Centrelink)	Manager Boronia DHS Centrelink	Sophie Makrigiannis
EACH	Manager Business Operations	Ian Lardner
Knox City Council	Coordinator Emergency Management/MERO/MFPO	Andrew Williams
	Manager Corporate Communications	Paul Gallagher
	Municipal Emergency Manager	Steven Dickson
	Deputy MERO	John Salter
	Deputy MERO	Kim Hanisch
	Deputy MERO	Trevor Wicks
	Municipal Recovery Manager	Tony Justice
	Deputy MRM	Sam Salamone
	Deputy MRM	Fleur Cousins
	Deputy MRM	Kathy Parton
	Emergency Management Officer (Fire Prevention)	Kim Halse
Strategic Planner	Spiro Manolakis	
Metro Trains	Manager Business Resilience	Andrew Fuller
Parks Victoria		Phil Ross
Red Cross	Knox Divisional Operations Officer	Donna Greaves
Scentre Group (Westfield)	Risk & Security Manager	Chris Collins
South East Water		Piyal Gunaratne

Agency	Position	Position held by
SP Ausnet		Mark Nevins
St John Ambulance	Divisional Officer Knox Combined Division	Gwen Neylon
VicRoads	Team Leader Traffic Outer East	Alex Brigo
Victoria Police	Senior Sergeant, Station Commander, Knox Police (MERC)	John Hess
	Deputy MERC	Phil Edmunds
Victoria State Emergency Service	Regional Emergency Management Officer, Central Region	Diana Ferguson
	Controller Knox SES Unit	Brett Taylor
	Deputy Controller Knox SES Unit	Craig Carson
Victorian Council of Churches	Emergency Ministry Area Coordinator	Ann Scull
VicTrack	Asset Officer, Property Group	Pamela James

Contact Directory (NOT FOR PUBLIC DISTRIBUTION)

ACTIVATION OF THE PLAN

In the event of an emergency within the Knox municipal area, contact the Knox Police Station on 9881 7000 and ask for the Senior Sergeant/MERC who will activate the Municipal Emergency Management Plan (MEMP).

The Municipal Emergency Resource Officer (MERO), or deputies can also activate the MEMP 24 hours a day on 9298 8000.

APPENDIX B SPECIAL PLANS AND ARRANGEMENTS

Hazard Sub Plans

Knox Municipal Fire Management Plan available at http://www.knox.vic.gov.au/Page/Page.aspx?Page_Id=3015

Knox Storm and Flood Emergency Plan <http://www.ses.vic.gov.au/get-ready/your-local-flood-information/knox-city-council>

Knox Heatwave Plan

Knox Pandemic/Influenza Plan

Sub Plans

Knox Municipal Recovery Plan

Emergency Relief Centre Sub Plan - Eastern Region and Surrounds

Standard Operating Procedures

Financial Management

Municipal Impact Assessment

Catering

MECC Management

Information Technology

MECC Administration

Resources

Animal Management

Health

Personal Support

Emergency Relief Centre Activation

Media Management and Community Information

Functional Plans

Local Laws Animal Management Plan

Knox Public Health Plan

Arrangements and other documents

Knox City Council's CERA Tool workbook

Disaster Recovery Tool Kit <http://www.emv.vic.gov.au/our-work/disaster-recovery-toolkit-for-local-government/>

ERC Facility Plans

EMV PRACTICE NOTE - Sourcing supplementary emergency response resources from municipal councils can be found here [EMV Practice note](#)



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 National Relay Service: **133 677** (ask for 03 9298 8000) or relayservice.gov.au

 Interpreter/口译员/Thông dịch viên/Interprete/Διερμηνέας: **131 450** (ask for 03 9298 8000)

On request, the information in this document is available in alternate formats.