8 May 2017

Local Government Victoria
Department of Environment, Land, Water and Planning
PO Box 500
Melbourne Victoria 8002

Dear [Name]

COUNCILS AND EMERGENCIES DIRECTIONS PAPER SUBMISSION

On behalf of Emergency Management Victoria (EMV), I am pleased to provide our submission to the Councils and emergencies direction paper. This work is integral to enabling the Councils and Emergencies Project to meet its Strategic Action Plan (SAP) priority: to enhance the capability and capacity of Local Governments to meet their obligations in the management of emergencies.

EMV is under no illusions about the Project’s complexity and how daunting its scope will likely be for councils. However, as the directions paper makes clear, councils are fundamental to Victoria’s emergency management arrangements. The unique skills, knowledge and connections they have are an essential contributor in working towards safer and more resilient communities.

As noted in the Directions Paper, this current phase of work looks to establish the current role and responsibilities of councils in emergencies, it is, however important to take into consideration the capability, role and responsibility requirements into the future. In particular this will include reforms within the proposed Emergency Management Legislation Amendment (Planning) Bill 2017, the work underway to modernise relief and recovery and the linkages with the Community Resilience Framework for Emergency Management.

This reform work relies on communities, local government, government, agencies and business working in partnership and sharing the responsibility of emergency management into the future.

EMV would welcome the opportunity to continue to participate in the Project’s ongoing implementation. Please feel free to contact me if you would like to discuss EMV’s submission or discuss any other aspect of the Councils and Emergencies Project and EMV’s participation in this important endeavour.

Yours sincerely,
Emergency Management Victoria’s (EMV) Submission

Emergency Management Victoria (EMV) thanks Local Government Victoria (LGV) for its Councils and Emergencies Directions Paper and welcomes the opportunity to provide feedback on councils’ current emergency management responsibilities and actions.

As the Directions Paper notes, Victoria’s councils play an essential role in Victoria’s emergency management arrangements for preparing communities to respond to, and recover from, emergencies. Councils also play a critical role in ensuring that regional and state emergency management arrangements have the flexibility, capability and capacity to plan for and respond to the individual needs and priorities of Victoria’s many and diverse communities, and to leverage their strengths and local know-how.

The emergency management sector is currently engaged in an ambitious and necessary reform agenda that is focussed on community and based on government, agencies, business, industry and the community “working as one”. Councils play a fundamental role in ensuring their communities have the capability, resourcefulness and support they require to accept uncertainty, proactively respond to change, and make appropriate decisions and take action before, during and after emergencies.

EMV supports the considerable work that LGV has undertaken to identify the list of councils’ current emergency management responsibilities and actions, and grouping them into their most relevant core capability. This submission includes a spreadsheet detailing EMV’s comments concerning the list of 154 responsibilities and actions. The vast majority of the descriptions align with current expectations of councils or but for language, structure, or emphasis, essentially align with current expectations.

EMV understands that the descriptions are preliminary, but emphasises the importance of ensuring that future phases of the Councils and Emergencies Project clearly identify the specific role that councils are expected to play for each task, whether it be to lead, coordinate, support, or work in conjunction. It is especially important that when councils are responsible for coordinating a particular task, that the description clearly stipulate this to be the case. Coordination of emergency management activities is a complex and challenging undertaking. However, it is critical to ensuring that community needs and priorities are appropriately addressed and personnel and physical resources are efficiently and effectively utilised.
The Directions Paper notes that the use of active verbs such as ‘appoint’, ‘develop’ and ‘improve’ indicates that councils will usually directly take the action, often with community or other external participation. For actions in which councils are expected to lead, coordinate or support an ‘appointment’, ‘development’, ‘improvement’ or similar, EMV suggests that lead, coordinate or support be used as the active verb. The descriptions should also highlight, when appropriate, the expectation that councils will consult with and work in conjunction with the community or other agencies in performing a particular task.

EMV anticipates that many councils will feel daunted by the scope of tasks outlined in the current list. For some tasks, the current description may appear to suggest that councils play a more involved role than what is expected under Victoria’s emergency management arrangements. It is therefore important that the definitive list of tasks express, when appropriate, the significance of collaboration and information-sharing, and accurately reflect when the State, the emergency management sector or other agencies are expected to lead, coordinate or participate. It is also important that the definitive list ensures that if the task is currently being performed by other bodies, that the description appropriately refers to this, and that tasks derived from legislation, regulations, policies, or plans accurately pinpoint their source authority.

EMV also suggests that when possible or appropriate, that descriptions be outcomes focused, to provide councils with increased clarity and guidance around what a specific emergency management task is expected to achieve. An increased emphasis upon outcomes focused descriptions may also serve to simplify and streamline the current list by bringing together some of the current tasks.

The Directions Paper has done an excellent job in placing the various tasks within their most relevant core capability and stage of an emergency. Once all submissions have been reviewed, it is recommended that LGV review where certain tasks have been placed. When a task arises across several stages of an emergency, particular consideration should be given to placing it at the earliest appropriate stage. It is also noted that emergencies are dynamic events and while capability can be dimensioned, in an out-of-scale event, structures and models are compromised and agility is a critical aspect to deliver appropriate services. Accordingly, the described tasks should be enabling, providing councils with the guidance and assurance that they may require to adapt appropriately and expeditiously to changing events.

The following section provides an overview of EMV’s comments on the listed responsibilities and actions, as well as broader considerations under each of the sixteen core capabilities identified as relevant for councils’ role in managing emergencies, coordinating efforts and improving training.
PLANNING
Planning is an essential council task, with councils best placed to conduct this function because of their intimate knowledge of, and connection to, their communities. The descriptions listed within this capability largely align with current expectations of councils. A number of the identified tasks are extremely important council responsibilities, deriving from emergency management legislation, regulations, policy or plans. EMV recognises the importance of providing detailed guidance notes and procedures to support councils to effectively perform these responsibilities. As the Directions Paper notes, a number of responsibilities will change with the Planning Bill reforms. EMV anticipates that councils will be given appropriate and timely guidance in order for them to effectively implement the responsibilities brought about by the reforms.

COMMUNITY INFORMATION AND WARNINGS
Councils play an integral role in ensuring that relevant, tailored and timely information and warnings are able to support the community to make informed decisions before, during and after emergencies. In many instances, councils provide another outlet to share information that complements emergency services information and warnings in the before, during and after phases of an emergency. The descriptions provided within this capability largely align with current expectations of councils. It is important to ensure that relevant tasks clearly identify the necessity for information to be relevant and credible, and when appropriate, derived from primary sources. It is also important that appropriate reference is made to other bodies involved in a particular task, such as Municipal Committees, the State or emergency management agencies. Consideration should also be given towards the necessity of including all of the individual descriptions, or whether they may be streamlined to constitute a lesser number.

OPERATIONAL MANAGEMENT
As the descriptions indicate, councils have a range of different operational management emergency management responsibilities. Councils are responsible for the coordination of local relief and recovery, and are required to take the lead for various activities requiring increased staff capacity and physical resources to meet surge requirements. It is particularly important that when councils have a coordination role that the description clearly states this role. When appropriate, there is also value in having the descriptions make reference to the benefit of consulting with the community and other agencies, and to the sharing of information and resources with other relevant bodies to perform their operational management tasks.

INTELLIGENCE AND INFORMATION-SHARING
Victoria’s emergency management system benefits from councils contributing intelligence into it. Therefore, in reviewing the tasks within this capability, consideration should be given towards descriptions that articulate and seek to achieve this outcome. It is also important that the descriptions are not overly general and provide appropriate clarity and guidance about how councils are expected to perform the particular task. A number of responsibilities will also change under the Planning Bill reforms and it is important that councils are given appropriate support to effectively implement these reforms.
PUBLIC ORDER AND COMMUNITY SAFETY
Councils have limited responsibilities under this capability, with the state and emergency management sector having primary responsibility for public order and community safety actions. The descriptions, therefore, need to ensure they detail responsibilities that councils actually have the authority to perform.

BUILDING COMMUNITY RESILIENCE
Building community resilience is an integral element of Victoria’s emergency management reform agenda and to ensuring that people can support each other and make safer and more informed decisions before, during and after emergencies. The descriptions do a good job of capturing the important role that councils play in this respect and acknowledging the strong and unique community knowledge and connections that councils have; which is critical for building and sustaining community resilience.

FIRE MANAGEMENT and SUPPRESSION
Councils mainly play a support role in fire management and suppression and the descriptions provided within this capability accurately reflect current expectations of councils.

LOGISTICS AND SUPPLY CHAIN MANAGEMENT
EMV does not possesses the requisite expertise to contribute appropriate insight into the content of a number of the descriptions listed within this capability. EMV notes, however, that the task detailed in #87 is already in place and being led by the Municipal Association of Victoria (MAV). Therefore, the description for this task should be revised accordingly.

IMPACT ASSESSMENT
Councils have unique knowledge of and connections with their own communities. This is critical to ensuring that decision-makers are provided with relevant information regarding hazards and the potential consequences of an emergency and, accordingly, communities receive timely, effective and appropriate support. Councils, however, are not always best placed to undertake certain impact assessment tasks. Various descriptions may require revision to ensure that when councils are not expected to lead, or when responsibility is shared, councils do not consider their role to be more involved or complex than what it actually is.

HEALTH PROTECTION
EMV does not possess the requisite organisational expertise to contribute appropriate insight into the content of the descriptions listed within this capability.
RELIEF ASSISTANCE
As the agency responsible for local relief and recovery, councils play a critical role in these emergency management activities. The descriptions provided within this capability largely align with current expectations of councils. However, a number of the descriptions should be revised to emphasise the expectation that councils’ coordinate, rather than simply support, a particular task.

ECONOMIC RECOVERY
Economic recovery is a significant undertaking that requires the involvement and cooperation of a range of agencies, government bodies, businesses and community groups. The descriptions provided within this capability largely align with current expectations of councils. However, it is important that, when relevant, the descriptions clearly stipulate the involvement of other agencies.

NATURAL AND CULTURAL HERITAGE REHABILITATION
Councils play an important role in protecting and rehabilitating local sites of natural and cultural significance. However, certain tasks should be performed in conjunction with the State or other bodies. The descriptions should make clear the role played by other bodies and the level of involvement expected of councils.

BUILT RECOVERY
The identification of community needs and priorities for restoring essential infrastructure, the identification of likely resource requirements, and the restoration of council and community assets are important council responsibilities. The descriptions largely align with current expectations of councils. However, when councils are expected to take a coordination role, the description should stipulate this. Conversely, certain activities within this capability will require councils to adhere to existing standards, which should be reflected in the specific role description.

SOCIAL RECOVERY
Councils play an important role in social recovery activities following an emergency. The descriptions provided within this capability largely align with current expectations of councils. However, particular emphasis should be put upon the need for certain tasks to be coordinated.

ASSURANCE AND LEARNING
Assurance and learning is integral to the continual improvement of emergency management practice and community safety and ensuring that lessons learnt are effectively translated into positive behaviour change. The descriptions reflect the important role that councils should play in ensuring that future planning is informed by lessons learnt, and is relevant to their communities. It is also important that as indicated by the comments on #153 that councils are not expected to be responsible for particular tasks that Victoria’s emergency management arrangements expect to be assumed by other agencies.
**FUTURE CONSIDERATIONS**

As noted in the Directions Paper, this current phase of work looks to establish the current role and responsibilities of councils in emergencies, it is, however important to take into consideration capability, role and responsibility requirements into the future. In particular this will include reforms within the proposed Emergency Management Legislation Amendment (Planning) Bill 2017, the work underway to modernise relief and recovery and the linkages with the Community Resilience Framework for Emergency Management.

This reform work relies on communities, local government, government, agencies and business working in partnership and sharing the responsibility of emergency management into the future. It is critical that local government’s day to day community connection, role, expertise and capabilities are maximised and translated into the context of the management of emergencies.
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<tbody>
<tr>
<td>1</td>
<td>Lead an all-agencies approach to community-based risk assessment and planning including compliance with relevant legislation and policy at the municipal level.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task. It is noted that the footnote appears incorrect. Section 59B of the Emergency Management Legislation Amendment (Planning) Bill 2016 Exposure Draft (Exposure Draft) provides for the Chairperson of the new Municipal Emergency Management Planning Committee (MEMPC), which is not directly relevant to this task.</td>
</tr>
<tr>
<td>2</td>
<td>Prepare and maintain municipal emergency management plans and subplans.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>3</td>
<td>Appoint a municipal emergency management planning committee.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>4</td>
<td>Support hazard-specific risk assessment to inform plans and community resilience-building strategies, using local knowledge and information based on community needs.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task. It is noted that page 6-5 of Part 6 of the EMV does not mention hazard-specific risk assessments. Rather it talks about hazard-specific sub-plans as part of developing the Municipal Emergency Management Plan (already referred to in #2). This page also refers to building community resilience in the context of exhibiting the MEMP rather than developing stand-alone community resilience building strategies. This page also does not mention local knowledge and community needs.</td>
</tr>
<tr>
<td>5</td>
<td>Lead implementation and coordination of specific risk treatments on private and council land in partnership with emergency management agencies, including flood/fire management, maintaining a register of at-risk groups.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
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<tr>
<td>6</td>
<td>Lead the maintenance and administration of the Vulnerable Persons Register (VPR).</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>7</td>
<td>Support the profiling of the community to identify and record what makes people vulnerable in emergencies and work with Red Cross, DHHS and other agencies to establish a plan to support vulnerable people in the community.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be broken into two distinct points to clarify councils’ specific role for the respective tasks. 1st responsibility – ‘community profiling’ Council plays a critical community profiling role as they possess the knowledge across their service system. It may therefore be more appropriate to state that councils’ ‘Lead and support’ this task. 2nd responsibility – ‘working collaboratively with other agencies to establish a plan’ Councils’ role in this task may be clarified by articulating that the plan refers to ‘vulnerable people in emergencies’, rather than ‘vulnerable people in the community’. Consider: • ‘Lead the profiling of the community to identify and record what makes people vulnerable in emergencies, and • Work with Red Cross, DHHS and other agencies to establish a plan to support vulnerable people in emergencies.’</td>
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<tr>
<td>8</td>
<td>Develop council business continuity plans detailing procedures and systems to maintain core business and emergency management activities, including: • backfilling for staff with emergency management expertise when they are on leave • planning to identify and address gaps in council’s emergency knowledge and action.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
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<td>9</td>
<td>Improve recovery plans and procedures by exercising and reviewing them.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified, suggested wording: Exercise and Review Municipal Recovery Plans.</td>
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<tr>
<td>10</td>
<td>Develop settlement and issue-based policies and strategies in planning schemes that clearly express and give direction to urban change, including implementing risk-mitigation strategies (such as flood and bushfire management overlays).</td>
<td>The description requires modification to align with current expectations of councils’ role in this particular task.</td>
<td>The description should be clarified to ensure council policies reflect appropriate emergency management strategies to mitigate, prevent and prepare for emergencies. Council policies and strategies should support State government policies and strategies concerning these matters.</td>
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<tr>
<td>11</td>
<td>Apply local planning schemes and building controls including development assessments, inspections and advice.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
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**During**

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<td>12</td>
<td>Prepare local recovery plans after emergencies.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified, suggested wording: Lead development of Municipal Recovery Plans. It is also noted that the EMMV page that is referenced does not refer to this task.</td>
</tr>
<tr>
<td>13</td>
<td>Assess capability and capacity needs for undertaking relief and recovery activities, determine councils’ ability to meet these needs and plan to obtain additional staff and resources as required.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>As part of the planning process it would also be beneficial for collaborative planning between councils and regions during the 'before' stage. Consideration should, therefore, be given to whether this task is listed at the 'before' stage.</td>
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**COMMUNITY INFORMATION & WARNINGS**

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<td>14</td>
<td>Support agencies to plan, prepare and deliver consistent, all-hazards customised information and messages to the community, using council communication networks.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that councils’ coordinate and support this task. It is also noted that the EMMV page referenced in the footnotes does not refer to this task.</td>
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<td>15</td>
<td>Plan, together with neighbouring councils and regionally, community information.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task. This task may, however, be better placed within the ‘Planning capability.’</td>
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<tr>
<td>16</td>
<td>Identify appropriate and preferred communication channels for the community and particular groups and people (such as those who are vulnerable and those who are culturally and linguistically diverse).</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be enhanced by including the identification of ‘community leaders’. The description could also be enhanced by articulating that councils not only identify those community channels (and leaders) but also ‘provide support’, and when necessary utilise them. It is noted that the footnote refers to EMVM Part 4, Appendix 2, p4.23. However, this Appendix does not appear to exist.</td>
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<tr>
<td>17</td>
<td>Support agencies to develop emergency management communications that are relevant and credible to the community.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>As part of their responsibility for coordinating local relief and recovery activities, councils need to provide assurance that the local relief and recovery communications are being effectively coordinated. The description could therefore be clarified to articulate that councils coordinate and support this task.</td>
</tr>
<tr>
<td>18</td>
<td>Support implementation of flood warning systems in at-risk areas of the municipality.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that this task needs to link to the VicFlood strategy and that it is not just about flood messaging, but also about hardware, such as flood gauges. It is noted that this task currently involves a mix of responsible agencies. For metropolitan areas, this task is currently led by Melbourne Water as the Catchment Management Authority (CMA) who have resourced and driven this through Body. Some rural councils have taken on this task with the involvement of CMAs. Consideration should also be given towards whether a similar task supporting the implementation of bushfire risk systems for at-risk communities should be included.</td>
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<td>19</td>
<td>Support a whole-of-government approach to emergency preparedness and awareness campaigns.</td>
<td>The description essentially aligns with current expectations of councils' role in this particular task. Utilising local knowledge and networks is integral to ensure the preparedness messaging reaches at-risk communities.</td>
<td>Due to the broad scope of this task, it is difficult to envisage what it would actually mean in practice for councils. Therefore consideration may be given towards how much value this description adds to the directions paper's list of tasks, compared to other more specific ones.</td>
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<tr>
<td>20</td>
<td>Communicate with elected councillors and the senior/executive management team to keep them informed and up-to-date.</td>
<td>The description aligns with current expectations of councils' role in this particular task. This task represents a practical operational procedure to keep council leaders informed.</td>
<td>The description could be clarified, suggested wording: Lead communication with elected councillors...</td>
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</table>
| 21  | Support agencies to develop and disseminate information and warnings that are relevant and credible to the community by:  
- disseminating information through council communication channels and local networks  
- developing accurate, timely risk information tailored to community needs. | The description essentially aligns with current expectations of councils' role in this particular task. Councils are important stakeholders to support community messaging during emergencies. | It is appropriate for councils to support the dissemination of timely relevant community messaging through council networks. However, while agencies would request council support to share information, communities should not rely on this during an emergency. Only primary sources of information should be promoted. Therefore consideration may be given to whether the 'relevant and credible' information of referral should also refer to 'primary sources of information'. It is also noted that the page of the EMMV that is footnoted, does not refer to this task. |
<p>| 22  | Respond to community calls for local relief and recovery assistance (including assistance with equipment, food, clothing, accommodation and health needs) and be the central point to identify resources and information. | The description requires modification to align with current expectations of councils' role in this particular task. Councils should not only respond to community calls, they should also take a proactive approach to provide relief assistance and ensure effective communication of this. They should proactively speak with the community to ensure on-ground work matches community need. | The description should be clarified by articulating councils' proactive approach to this task. Consider: 'Provide effective communication of local relief and recovery assistance (including respond to community calls for assistance (including assistance with equipment, food, clothing, accommodation and health needs) and being the central point to identify resources and information.' It is also noted that this task may not be as relevant for all councils, particularly rural councils. While a particular council may respond to calls, it may not necessarily be the central contact. Nevertheless, they should certainly have responsibilities regarding this task. |
| 23  | Deliver timely, coordinated, accessible and tailored information to the community so it understands relief and recovery assistance mechanisms and processes including through community briefings and meetings. | The description essentially aligns with current expectations of councils' role in this particular task. The task supports accountability and consistency across councils in Victoria and helps councils understand what it means to deliver this information. The word 'tosor' is an important inclusion as it encourages councils to tailor information through the lens of their community. | The description could be clarified by articulating that councils ‘Coordinate and support the delivery of timely, accessible and tailored information.’ This may raise awareness that this task should be multi-agency led, rather than being solely dependent on councils. |
| 24  | Assess community needs, to inform recovery information. | The description essentially aligns with current expectations of councils' role in this particular task. | The description could be clarified by articulating that it requires coordination with the Municipal Recovery Committee. The description could also be clarified by articulating what it means to assess. For example, does it involve engaging with the community to ensure the recovery communications meet their needs? It may also be worthwhile articulating the need for recovery information to be fit-for-purpose. Consideration may also be given to expand the activities involved in the informing of 'recovery information', beyond that of the assessment of community needs. |
| 25  | Organise local broadcasts through the mayor and/or chief executive officer (for example, recovery newsletters). | The description essentially aligns with current expectations of councils' role in this particular task. A communications strategy that outlines tactics, responsibilities and timelines is integral to ensure communications and community engagement occurs effectively. | Consideration may also be given to articulating that this task forms part of an activity that concerns the development of a communications strategy. Consider: 'Work with the Municipal Recovery Committee to develop a communications strategy including the organisation of local broadcasts through the mayor and/or chief executive officer (for example, recovery newsletters).’ |
| 26  | Support agencies to provide community-led recovery information (for example using social media or notice boards). | The description essentially aligns with current expectations of councils' role in this particular task. This task forms an integral part of the communications strategy. | The description could be clarified by articulating that this task requires coordination with the Municipal Recovery Committee. Consideration may also be given to incorporating this action into #25, with an overarching strategy, which incorporates all agencies, departments and the community. |</p>
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<tr>
<td>27</td>
<td>Provide and staff a recovery centre.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>This task may also be better placed in the ‘Operational Management’ capability. Consideration could also be given to focusing this task, or an additional one, upon the functions of the recovery centre.</td>
</tr>
<tr>
<td>28</td>
<td>Support agencies to analyse community needs to inform recovery messages and planning from a range of sources (such as public meetings, a call centre, a recovery centre and debriefings).</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that councils’ coordinate and support this task. The description could also be clarified by referring to the importance of understanding the community needs to inform recovery planning. Consider: ‘Coordinate and support agencies to analyse and understand community needs…’ Consideration could also be given to analysing and understanding the full scope of information that will help inform ‘recovery messages’ - rather than just ‘community needs’.</td>
</tr>
<tr>
<td>29</td>
<td>Support evaluators and researchers to better understand community information needs and the effectiveness of local warnings.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task. This particular task may, however, be better placed in the ‘Assurance and learning’ capability. Consideration could also be given to articulating that councils are also encouraged to conduct their own reviews and use the evaluation proactively to prepare for future events.</td>
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**OPERATIONAL MANAGEMENT**

**Before**

| 30  | Appoint a municipal emergency resource officer. | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 31  | Appoint a municipal recovery manager.          | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. It is noted, however, that the reference should be EMMV Part 4, page 13 (not Part 4, page 4-8). |
| 32  | Identify council-owned and operated resources, assets and services available for emergency prevention, response or recovery; specify their preparedness; and plan to deploy them. | The description aligns with current expectations of councils’ role in this particular task. | The description could be clarified by including an action that identifies ‘local core capabilities and capacity to deliver relief and recovery’. |
| 33  | Support agencies to develop procedures to use council resources. | EMV supports this task; however the description does not accurately reflect councils’ responsibilities under section 20(2), which is referred to in the footnotes. | Section 20(2) of the Emergency Management Act 1986 refers to council’s responsibility to ensure its MEMP must contain provisions identifying council resources and other resources available for use for emergency prevention, response and recovery, and specifying how they are to be used (rather than councils’ supporting agencies to develop these procedures). |
| 34  | Lead risk-mitigation measures through business-as-usual works by:  
     - where council is a road authority, managing vegetation on roadides to ensure a safe, efficient road network  
     - mitigating risks to council-owned assets and infrastructure | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
<p>| 35  | Manage and maintain a council emergency coordination system and/or council operations and facilities that can be used during emergencies. | The description essentially aligns with current expectations of councils’ role in this particular task. Councils need to ensure that they can support emergency management response and also maintain business continuity. Essentially, councils need to be able to manage, under emergency situations, their operations, not in emergency management operations coordination centres but council operations. | The description could be revised to make clear that this task does not constitute a move back to the use of Municipal Emergency Coordination Centres (MECCs). |
| 36  | Ensure council staff are trained to safely undertake emergency management roles and responsibilities (such as traffic management, emergency management liaison officer and municipal recovery manager). | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>37</td>
<td>Develop response, relief and recovery activities and participate in those led by agencies and other councils.</td>
<td>This description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>This task is too broad and consideration should be given as to whether it is actually captured under other responsibilities.</td>
</tr>
<tr>
<td>38</td>
<td>Engage relevant stakeholders in gathering, analysing and sharing recovery information.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The information gathered in this task is essential for writing the recovery plan. Consideration could be given to making the description more outcomes focused.</td>
</tr>
</tbody>
</table>

**During**

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<tr>
<td>39</td>
<td>Implement council’s business continuity plan.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>40</td>
<td>Implement collaborative plans and arrangements to maintain council’s capacity, including by using neighbouring (partner) councils’ resources.</td>
<td>This description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>41</td>
<td>Support response agencies to effectively deliver emergency response services locally by:</td>
<td>This description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td></td>
<td>- after consultation, making council resources, facilities and services available to agencies during response, relief and recovery phases</td>
<td></td>
<td>The inclusion of a ‘consultation’ requirement is recommend for other tasks in this directions paper.</td>
</tr>
<tr>
<td></td>
<td>- providing council resources as requested by agencies to secure affected areas</td>
<td></td>
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<td></td>
<td>- providing a council liaison officer (emergency management liaison officer) to an emergency management team to:</td>
<td></td>
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<tr>
<td></td>
<td>- share knowledge, data and information about community needs and consequences</td>
<td></td>
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<td></td>
<td>- ensure council is consulted and involved in emergency decisions that will affect the council and community.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>Support response agencies to access affected areas.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that councils’ coordinate and support this task.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>It is noted that this is a coordination function that should be led by the IC in the ICC. Council services will likely be needed, but the coordination role should be co-managed by a number of agencies and organisations, which may require the ICC to operate for longer periods than the response activity.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>The description could also be clarified by including the word safely ‘…safety affected areas’ and expand this activity to include ‘response, relief and recovery agencies’</td>
</tr>
<tr>
<td>43</td>
<td>Provide agencies with resources and information to partially or fully close roads and determine alternative transport routes.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
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**After**

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<tr>
<td>44</td>
<td>Conduct local recovery activities.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by making the task more community outcomes focussed.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>The description could also be clarified by specifying councils’ role as the municipal coordinator.</td>
</tr>
<tr>
<td>45</td>
<td>Support the transition from relief to recovery with relevant emergency management teams.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
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<td></td>
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<td></td>
<td>EMV considers that responsibilities in relation to transition from response to recovery need to be adequately captured as well.</td>
</tr>
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<tr>
<td>46</td>
<td>When safe, deploy council staff to affected communities to deliver recovery services.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that councils coordinate and work with other agencies to deliver recovery services and support community outcomes.</td>
</tr>
<tr>
<td>47</td>
<td>Work with the community and recovery agencies to adapt recovery plans to reflect newly identified or changing community needs and priorities.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>48</td>
<td>Scope requirements for planning to establish a municipal/community recovery committee and if necessary formal, lead and support the committee.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>This description is too vague and clearer wording is required, suggested wording. Lead assessment of the requirement for a Municipal or Community Recovery Committee. If required, lead the establishment of the committee. Scoping should be done at the ’before’ stage, not just the ‘after’ stage. Consideration should be given to whether such a task should be included in the ’before’ stage.</td>
</tr>
<tr>
<td>49</td>
<td>Support agencies to analyse community needs for the planning of service provision.</td>
<td>The description requires modification to align with current expectations of councils’ role in this particular task.</td>
<td>The description should be clarified to articulate whether the task refers to councils’ BAU/business continuity ‘service provision’ or ‘emergency management ‘service provision (relief/recovery) Since this task is part of the overall community recovery strategy it should be addressed in the ‘before’ stage.</td>
</tr>
<tr>
<td>50</td>
<td>Establish processes to gather information from a range of sources (such as public meetings, a call centre, a recovery centre and debriefings) to inform recovery planning.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that councils ‘Support agencies and the community…’ in performing this task.</td>
</tr>
<tr>
<td>51</td>
<td>Continually assess recovery needs, redeploy staff to recovery roles and implement surge arrangements to fill gaps.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that councils ‘work with other agencies’ in this task.</td>
</tr>
<tr>
<td>52</td>
<td>Establish a recovery centre, coordinating across agencies to ensure sufficient staff, resources and equipment.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by including reference to ’capability and capacity’.</td>
</tr>
<tr>
<td>53</td>
<td>Support recovery case management and gather data from relevant agencies locally.</td>
<td>The description requires modification to align with current expectations of councils’ role in this particular task.</td>
<td>The description should be amended to articulate that councils also coordinate this task. The description could also be clarified by articulating what councils will do with the information and whom the information will inform. Consideration could be given towards whether case management is the correct terminology to use for this task.</td>
</tr>
<tr>
<td>54</td>
<td>Conduct post-emergency needs assessments, coordinating with response and recovery agencies locally.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>55</td>
<td>Coordinate local outreach with relief and recovery agencies to undertake the initial assessment of relief needs.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>56</td>
<td>Work with local services including psychosocial services to utilise existing services and programs to support recovery efforts and reassure the community.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that councils’ coordinate and connect the services together. Consider: ‘Work with local services including psychosocial services to utilise and coordinate existing services and programs to support recovery efforts and reassure the community.’</td>
</tr>
<tr>
<td>57</td>
<td>Support agencies to take a coordinated approach to recovery at the regional level</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>EMV suggests that, where appropriate, ‘coordinated approaches’ be articulated throughout the Directions Paper.</td>
</tr>
<tr>
<td>No.</td>
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</tr>
<tr>
<td>58</td>
<td>Conduct the transition of local recovery arrangements back to the previous management arrangements.</td>
<td>The description essentially aligns with current expectations of councils' role in this particular task.</td>
<td>The description could be clarified, suggested wording: Lead the transition of local recovery arrangements to normal business as usual arrangements.</td>
</tr>
<tr>
<td>59</td>
<td>Clear blocked drains and local roads including by removing trees on council land and on roads.</td>
<td>The description aligns with current expectations of councils' role in this particular task.</td>
<td>The description provides a narrow interpretation of the work councils do around emergency works. Suggested wording: Conduct emergency works on council land and assets. The description provides appropriate clarity regarding councils' role in this particular task.</td>
</tr>
<tr>
<td>60</td>
<td>Lead the management of environmental health issues (such as food and sanitation safety, vector control and animal disposal) with relevant agencies.</td>
<td>The description aligns with current expectations of councils' role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils' role in this particular task.</td>
</tr>
<tr>
<td>61</td>
<td>Support agencies to coordinate volunteer efforts after emergencies.</td>
<td>The description essentially aligns with current expectations of councils' role in this particular task.</td>
<td>The description could be clarified focusing not only on volunteers, but more broadly support relationships, systems and networks that enable communities and individuals to work together. The footnote also refers to EMMV Part 4, Appendix 6, p4-39. However, this Appendix does not appear to exist.</td>
</tr>
<tr>
<td>62</td>
<td>Coordinate animal welfare within council resources.</td>
<td>The description essentially aligns with current expectations of councils' role in this particular task.</td>
<td>The description could be clarified to articulate that councils work in conjunction with other government and non-government agencies to implement a municipal approach to animal welfare. The description could also be clarified to better reflect the tasks desired outcome.</td>
</tr>
<tr>
<td>63</td>
<td>Support agencies to coordinate and manage services to meet the immediate needs of affected livestock locally.</td>
<td>The description essentially aligns with current expectations of councils' role in this particular task.</td>
<td>The description could be clarified to include 'asses'. Consider: 'Support agencies to coordinate, assess and manage services to meet the immediate needs of affected livestock locally.'</td>
</tr>
<tr>
<td>64</td>
<td>Support agencies to monitor emerging needs and adapt services to minimise the long-term consequences on health and wellbeing.</td>
<td>The description does not necessarily align with current expectations of role in this particular task.</td>
<td>This task is likely to have a considerable impact upon council service provision and may be more appropriate as a role for the State and regions. The description is very broad. Clarification may be required to suggest how this task can be effectively implemented by councils.</td>
</tr>
</tbody>
</table>

**INTELLIGENCE AND INFORMATION SHARING**

<table>
<thead>
<tr>
<th>No.</th>
<th>Implement standardised systems and processes to facilitate surge arrangements and exchange staff between neighbouring (partner) councils to maintain capability and capacity during and after emergencies by:</th>
<th>The description aligns with current expectations of councils' role in this particular task.</th>
<th>The description provides appropriate clarity regarding councils' role in this particular task.</th>
</tr>
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<tbody>
<tr>
<td>65</td>
<td>• identifying data needs for relief provision and planning for data management&lt;br&gt;• establishing data-sharing agreements and procedures with agencies.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>66</td>
<td>Collect, analyse and share information about current and emerging local risks, hazards and consequences with agencies, businesses, service providers, the community and other emergency management partners.</td>
<td>The description aligns with current expectations of councils' role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils' role in this particular task.</td>
</tr>
<tr>
<td>67</td>
<td>Clarify and communicate council's emergency management role locally, to develop a shared understanding of emergency management activities with agencies and the community.</td>
<td>The description aligns with current expectations of councils' role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils' role in this particular task.</td>
</tr>
<tr>
<td>68</td>
<td>Work with other organisations to integrate information systems, tools and networks of trained personnel to deliver intelligence requirements (such as by using Crisisworks and Emergency Management Common Operating Picture (EM-COP).</td>
<td>The description aligns with current expectations of councils' role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils' role in this particular task.</td>
</tr>
<tr>
<td>69</td>
<td>Support regional and state information-sharing forums, committees and meetings</td>
<td>The description aligns with current expectations of councils' role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils' role in this particular task.</td>
</tr>
<tr>
<td>No.</td>
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<td>During</td>
<td>After</td>
</tr>
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</tr>
<tr>
<td>70</td>
<td><strong>Support agencies by providing council-owned data and intelligence about properties, residents, assets, facilities, community demographics, needs and consequences.</strong></td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified. The inclusion of ‘needs and consequences’ changes the description’s focus. Consideration could be given to splitting this task into two dot points with ‘needs and consequences’ being separate. This task may also be better placed in the ‘before’ stage for this capability. This information contributes to other capabilities, such as Planning. Having access to information before can assist in the ‘during’ stage.</td>
</tr>
<tr>
<td>71</td>
<td><strong>Capture, process and manage large volumes of data from multiple sources to share with the community and stakeholders.</strong></td>
<td>The description aligns with current expectations of councils’ role in this particular task; however, its scope is overly broad. The breadth of this task does not align with the focus of other tasks, and effectively would encompass a number of other tasks listed in the directions paper. EMV is also unsure if this task is referring to Crisisworks, or is distinct from it. The description could be contemplated by using the words ‘change or improvement activities’ rather than ‘solutions’. Clarification could also be required as to whether councils take a coordination or lead role in this task. This task may also be better placed in the ‘Assurance and Learning’ capability.</td>
<td></td>
</tr>
<tr>
<td>72</td>
<td><strong>Capture and analyse lessons, share the findings with other councils and agencies, and work cooperatively to identify and implement solutions.</strong></td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>This task draws on outcomes-based recovery planning to guide relief and recovery design and prioritising.</td>
</tr>
<tr>
<td>73</td>
<td><strong>Conduct ongoing intelligence-gathering and information-sharing activities about local mitigation and recovery activities.</strong></td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description may require simplification or revision to provide greater clarity upon what it means to conduct intelligence-gathering and information sharing activities’</td>
</tr>
</tbody>
</table>

**PUBLIC ORDER AND COMMUNITY SAFETY**

**Before, During & After**

| 74  | **Undertake municipal functions as required by local government, building, electricity, water and land use planning legislation and regulations.** | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 75  | **Proactively enforce relevant regulations and laws that relate to emergency management.** | The description essentially aligns with current expectations of councils’ role in this particular task. | The footnotes reference the Emergency Management Act 1988, Emergency Management Act 2013 and the EMMV. Councils, however, do not have enforcement responsibilities under the EM Acts, and the EMMV does not have authority to create a responsibility to enforce legislation and regulation. Clarification is required as to the law, regulation, policy or plan this particular task derives from. |

**BUILDING COMMUNITY RESILIENCE**

**Before**

<p>| 76  | <strong>Build local partnerships with businesses and not-for-profit organisations.</strong> | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 77  | <strong>With other partners, support agencies to empower individuals and the community to exercise choice about and take responsibility for risks.</strong> | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 78  | <strong>Encourage and assist the community to participate in emergency management education and training programs provided by council and agencies.</strong> | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 79  | <strong>Advocate for community needs at the regional and state level including for: community preparedness and local leadership, adequate emergency management funding and resources, compatible and consistent emergency management information systems, consistent and streamlined legislation that supports council’s role in emergency management at all stages of an emergency.</strong> | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |</p>
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<tr>
<td>80</td>
<td>Gather knowledge about local assets, values and support systems including about the community’s history and what people value as important, now and for the future.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task. This task may, however, be better placed in the ‘Intelligence and Information-sharing’ capability.</td>
</tr>
<tr>
<td>81</td>
<td>Develop and deliver emergency management and community resilience training for council staff.</td>
<td>The description does not align with current expectations of councils’ role in this particular task. EMV is unclear as to what is the training that councils will develop and deliver under this task. Clarification is required as to how this is different to that provided to council by the emergency management sector.</td>
<td>Refer to comments at left.</td>
</tr>
<tr>
<td>82</td>
<td>Monitor and evaluate the community’s engagement with emergency management and its capacity to prepare for, act during and recover from emergencies.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>83</td>
<td>Support emergency management teams by ensuring local information and contacts are provided as part of community decision-making during emergencies.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
</tbody>
</table>

**After**

84 Conduct community engagement activities to implement lessons learned about community resilience.  
The description aligns with current expectations of councils’ role in this particular task.  
Indicators of community resilience are not consistent or well understood, leading to inconsistent approaches to lessons management. Accordingly, councils may require clarification and guidance as to how ‘lessons learned’ will be implemented.

85 Engage the community in developing and delivering recovery activities including by appointing community development and/or community recovery officers.  
The description essentially aligns with current expectations of councils’ role in this particular task.  
The description could be clarified by being broken down to specify  
- firstly, the resourcing of recovery personnel, and  
- secondly, engaging the community in the development and delivery of recovery activities.

**FIRE MANAGEMENT & SUPPRESSION**

**Before & During**

86 Support agencies in line with relevant fire legislation and regulations by:  
- appointing a municipal fire prevention officer  
- developing and maintaining a municipal fire prevention plan  
- identifying, designating, signing, maintaining and annually reviewing bushfire safer places and their plans, and (for councils in Country Fire Authority [CFA] areas) reporting back annually to the CFA  
- issuing permits to burn  
- taking all practicable steps (including with planned burning) to prevent the occurrence and spread of fires and minimise their danger on land that council manages or is responsible for  
- providing pillar fire hydrants in reticulated areas when the CFA issues written notice to do so  
- meeting the costs of providing, installing, marking and maintaining all fire plugs in the municipality.  
The description aligns with current expectations of councils’ role in this particular task.  
The description provides appropriate clarity regarding councils’ role in this particular task.

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Before**

87 Develop emergency management resource-sharing protocols between councils.  
The description does not align with current expectations of councils’ role in this particular task.  
This task is already in place and led by the MAV; it is not the responsibility of individual councils.  
The description should be clarified to articulate that councils ‘contribute’ or ‘participate’ in developing these protocols.

88 Maintain and store essential equipment and materials to support emergency management activities and meet the needs of affected communities (such as sandbags).  
The description aligns with current expectations of councils’ role in this particular task.  
The description provides appropriate clarity regarding councils’ role in this particular task.
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<tbody>
<tr>
<td>89</td>
<td>Support agencies to source and supply personnel, equipment, materials, services and facilities to support emergency management activities and meet the needs of affected communities.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>90</td>
<td>Manage, coordinate, supply and deliver resources promptly and efficiently using best-practice methods locally.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified to articulate that these tasks are to be performed in line with councils’ day-to-day business expectations.</td>
</tr>
<tr>
<td><strong>IMPACT ASSESSMENT</strong></td>
<td><strong>Before</strong></td>
<td><strong>During</strong></td>
<td><strong>After</strong></td>
</tr>
<tr>
<td>91</td>
<td>Develop impact-assessment processes and data-collection systems.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by referring to the need to ensure that these processes and systems are consistent with those of the State (so as to avoid duplication).</td>
</tr>
<tr>
<td>92</td>
<td>Lead council’s impact-assessment processes, systems and tools for core council services.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that this should be a responsibility of municipal planning, thus bringing in multiagency coordination, rather than simply a council responsibility.</td>
</tr>
<tr>
<td>93</td>
<td>Collect secondary impact-assessment data about the scale and characteristics of the impact on the social, economic, built and natural environments.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that councils’ 'Coordinate the collection of secondary impact assessments…'</td>
</tr>
<tr>
<td>94</td>
<td>Initially assess impacts on essential infrastructure and services.</td>
<td>The description requires modification to align with current expectations of councils’ role in this particular task.</td>
<td>Consideration could also be given towards whether the task’s focus should be on the ‘scale and characteristics’ of the impact – rather than simply ‘the impact’. It is also noted that the footnote is incorrect.</td>
</tr>
<tr>
<td>95</td>
<td>Support agencies to gather information about how the emergency is affecting animals.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description should be clarified by making explicit that the task refers to ‘council owner/operator essential infrastructure and services’. The specific reference for this task is also unclear. The State Emergency Relief and Recovery Plan (SERRP) states that response agencies conduct initial impact assessment (page 8), which appears to cover initially assess impacts on essential infrastructure and services.</td>
</tr>
<tr>
<td>96</td>
<td>Support agencies to use council’s spatial data to verify property losses.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by including other data sources. Consider words to the effect of: ‘Support agencies to verify property losses using council’s spatial data, name and address registers and rateable property databases.’</td>
</tr>
<tr>
<td><strong>HEALTH PROTECTION</strong></td>
<td><strong>Before, During &amp; After</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>97</td>
<td>Conduct a process to gather incident and impact intelligence from initial and secondary impact assessments to inform relief and recovery planning.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description does not make clear what it would mean to ‘conduct a process’. Clarity could be useful to assist councils better understand what this would involve.</td>
</tr>
<tr>
<td>98</td>
<td>Conduct longitudinal mapping of the impact focusing on wellbeing, liveability, sustainability and viability.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description is too broad and requires clarification, proposed wording: Conduct long-term impact and needs assessment in order to inform recovery planning.</td>
</tr>
<tr>
<td>99</td>
<td>Undertake municipal functions as required by public health and wellbeing legislation and regulations.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>100</td>
<td>Include emergency management in council plans including in the municipal public health and wellbeing plan and the council plan.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
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<tr>
<td>101</td>
<td>Establish programs to detect and identify risks to public health locally (such as through heatwave planning).</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>102</td>
<td>Conduct epidemiological and other investigations.</td>
<td>EMV does not have the operational knowledge to appropriately comment upon the description.</td>
<td>Refer to comments on left.</td>
</tr>
<tr>
<td>103</td>
<td>Communicate information about public health locally.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description may be clarified by articulating that information which is communicated should be shaped to meet local needs.</td>
</tr>
</tbody>
</table>

**RELIEF ASSISTANCE**

**Before**

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<tr>
<td>104</td>
<td>Coordinate relief agencies and the community to develop local relief plans.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by shifting its focus to the plan. Consider: ‘Coordinate the development of local relief plans with the community and agencies.’</td>
</tr>
<tr>
<td>105</td>
<td>Develop protocols and procedures that are agreed with relief agencies.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that councils ‘Coordinate the development of protocols...’</td>
</tr>
<tr>
<td>106</td>
<td>Design a scalable organisational structure to deliver relief services.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating how this task will help inform the surge requirements of council personnel. Consider: ‘Design a scalable organisational structure to inform the surge requirements of council personnel and enable the effective delivery of recovery services...’</td>
</tr>
<tr>
<td>107</td>
<td>Work with other councils to develop a collaborative approach to relief.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>108</td>
<td>Contribute to regional relief planning</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>109</td>
<td>Identify, plan and document relief centres or other locations to provide emergency relief services that meet health and other community needs.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>110</td>
<td>Develop plans and procedures for emergency shelter</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that the task should be performed in conjunction with the Municipal Emergency Management Planning Committee.</td>
</tr>
<tr>
<td>111</td>
<td>Plan for the needs of domestic animals as part of relief activities</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>112</td>
<td>Support service providers and local groups to educate the community about donated goods and volunteering and develop messages and procedures about donated goods and volunteers.</td>
<td>The description requires modification to align with current expectations of councils’ role in this particular task.</td>
<td>The description requires clarification to better articulate councils’ specific responsibilities. Is it the coordination of all aspects of this task, or is it support for education but service provision for the development of messages and procedures.</td>
</tr>
<tr>
<td>113</td>
<td>Work with health practitioners to understand the health and psychosocial implications of emergencies and the implications for relief</td>
<td>EMV does not have the operational knowledge to appropriately comment upon the description. EMV is unsure if councils should be responsible for working with health practitioners, or if it would be more appropriate that they ‘coordinate’ the work undertaken by health practitioners.</td>
<td>Refer to comments on left. This task may also be better placed under the ‘Health Protection’ capability.</td>
</tr>
<tr>
<td>114</td>
<td>Develop surge arrangements for relief, recovery and business-as-usual activities in the short, medium and long-terms.</td>
<td>The description aligns with current expectations of councils’ role in this particular task. This task however appears to duplicate the purpose of #106, which also meets current expectations.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task. Consideration may, however, be given towards incorporating the functions of #106 into this task.</td>
</tr>
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**During**

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<tr>
<td>115</td>
<td>Coordinate relief services locally.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description may be clarified by including examples of local relief services coordination, such as in #116.</td>
</tr>
<tr>
<td>116</td>
<td>Establish and manage relief centres where appropriate, including: - register relief centre attendees - coordinate the provision of food, water and materials to affected communities - provide temporary shelter options for displaced local people - coordinate and manage services to meet the physical and psychosocial needs of affected local people.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task. It is noted that footnote 40 is incorrect. The pages of the SERP that are referred to do not deal with councils’ role in providing relief. Rather they refer to emergency management team arrangements and the role of regional and incident controllers.</td>
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<tr>
<td>117</td>
<td>Start recovery case management by gathering data from relevant agencies</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by revising the language of ‘case management’ to that of property/person profiling. Consider: ‘Start property and person profiling by gathering data from relevant agencies to assist with recovery service design, prioritisation and provision’.</td>
</tr>
<tr>
<td>118</td>
<td>Inform the community about financial hardship assistance payments.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>119</td>
<td>Manage enquiries about donations of goods and offers to volunteer.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>120</td>
<td>Support efforts to reuniﬁy family and others separated during an emergency.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>This task is essentially led by Victoria Police. Therefore consideration may be given towards referencing Victoria Police and other agencies within the description. Consider: ‘Support efforts by Victoria Police or other agencies to reunify…’</td>
</tr>
<tr>
<td>121</td>
<td>Support a coordinated approach to relief at the regional level.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
</tbody>
</table>

**ECONOMIC RECOVERY**

**After**

| 122 | Help affected businesses to access information and advice locally. | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 123 | Support the community to work with insurers. | The description aligns with current expectations of councils’ role in this particular task. | The Insurance Council of Australia (ICA), MAV, DEDJTR and advocacy groups also play a major role in this task. The description could be clarified to articulate that councils work with ‘other relevant government and non-government bodies’ in performing this task. |
| 124 | Support organisations to offer technical advice about re-establishing local businesses. | The description essentially aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 125 | Assess business and economic needs. | The description essentially aligns with current expectations of councils’ role in this particular task. | The description could be clarified to articulate that this task requires coordination with the Municipal Recovery Committee. Consider words to the effect of: ‘Coordinate with the Municipal Recovery Committee, the assessment of business and economic needs’. |

**NATURAL AND CULTURAL HERITAGE REHABILITATION**

**Before**

| 126 | As part of emergency planning, identify at-risk cultural heritage sites. | The description essentially aligns with current expectations of councils’ role in this particular task. | This is a shared responsibility with the State. The description could be clarified by words to the effect of ‘As part of emergency planning, work with other relevant government bodies to identify at-risk cultural heritage sites’. |

**After**

<p>| 127 | Coordinate natural environment rehabilitation works locally. | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 128 | Restore local cultural heritage sites. | The description provides insufficient detail for EMV to confirm whether it meets expectations of councils’ role in this particular task. | The description should be clarified, suggested wording: Lead the restoration of council owned local cultural sites. And a further responsibility: Support agencies to identify, prioritise and restore local valued cultural heritage sites. |
| 129 | Assess impacts to natural and cultural heritage sites. | The description provides insufficient detail for EMV to confirm whether it meets current expectations of councils’ role in this particular task. | The description should be clarified to articulate the natural and cultural heritage sites being referred to. Are they ones listed on the likes of Heritage Overlays or state/national/international registries? |
| 130 | Coordinate remediation and stabilisation works on private and public land. | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 131 | Monitor natural and cultural heritage sites. | The description essentially aligns with current expectations of councils’ role in this particular task. | The description could be clarified by articulating that councils ‘Coordinate the monitoring of natural and cultural heritage sites’. The description could also be clarified by articulating what about the sites is being monitored - is it their health/amenity/rehabilitation/condition? |</p>
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<tr>
<td>132</td>
<td>With the support of Heritage Victoria, develop ways to mitigate or avoid adverse impacts to cultural heritage sites during recovery, reconstruction or rehabilitation works</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
</tbody>
</table>

**BUILT RECOVERY**

**Before**

| 133 | Identify community needs and priorities for restoring the built environment including essential services, commercial and industrial facilities, public buildings and assets and housing. | The description aligns with current expectations of councils’ role in this particular task. | The description could be clarified by articulating that councils “Coordinate the identification of community needs…” |
| 134 | Identify standards for clean-up and recovery. | The description requires modification to align with current expectations of councils’ role in this particular task. | The description should be clarified to articulate that councils’ involvement in this task will depend upon the scale and scope of the event, and subsequently may involve cooperation at the regional or State level. Council standards for clean-up and recovery should also align with those of the likes of EPA, Worksafe, waste management, and health and safety standards. |
| 135 | Identify likely resource and equipment requirements for council recovery activities in the short, medium and long terms and determine supply chains in consultation with other agencies to ensure adequate resourcing. | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |

**After**

<p>| 136 | Survey and determine the occupancy of damaged buildings. | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 137 | Conduct stabilisation and remediation works on council or community infrastructure and land to prevent further damage to the built environment. | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 138 | Support safety assessments for essential and critical assets and infrastructure. | The description aligns with current expectations of councils’ role in this particular task. | The description could be clarified by articulating that this task requires coordination to ensure safety assessment have been completed. |
| 139 | Working with the community, prioritise the restoration of local assets and infrastructure, ensuring the restored assets and infrastructure are sustainable and more resilient to future emergencies. | The description provides insufficient detail for EMV to confirm whether it meets current expectations of councils’ role in this particular task. | The description requires further clarification regarding councils’ role in this particular task. There are two parts to this responsibility one is a task i.e. restore/rebuild the asset and the other is a principle i.e to restore/rebuild with a resilient approach. |
| 140 | Coordinate the rebuilding and redevelopment of council and private assets. | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 141 | Restore council-owned assets, prioritising business operations and commercial or community facilities essential for community wellbeing or recovery activities. | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 142 | Coordinate clean-up activities including the disposal of dead animals. | The description aligns with current expectations of councils’ role in this particular task. | The description provides appropriate clarity regarding councils’ role in this particular task. |
| 143 | Support the restoration of private and non-council assets within the scope of existing council services. | The description aligns with current expectations of councils’ role in this particular task. | The description could be clarified by articulating that councils “Coordinate and support the restoration…” |
| 144 | Review physical infrastructure needs and establish long-term recovery infrastructure where necessary. | The description essentially aligns with current expectations of councils’ role in this particular task. | The description could be clarified by noting that not all infrastructure is under the influence of council. The description could also be enhanced by articulating the importance of having councils engage and advocate in this task. Consider: ‘Review physical infrastructure needs, including through community engagement and advocacy, and establish long-term recovery infrastructure where necessary’. It is also not clear what ‘establish long-term recovery infrastructure where necessary’ means. Clarity on this term may benefit councils’ capability to perform this task. |
| 145 | Support agencies to restore essential assets and infrastructure. | The description essentially aligns with current expectations of councils’ role in this particular task. | The description could be clarified by articulating that councils coordinate and support this task. |</p>
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<tr>
<td>146</td>
<td>Establish planning scheme exemptions for emergency accommodation and clean-up works, and streamline planning and building construction approvals.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
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**SOCIAL RECOVERY**

**After**

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<tr>
<td>147</td>
<td>Coordinate health programs to ensure the continuity and availability of advice and activities.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
</tr>
<tr>
<td>148</td>
<td>Assess and deliver services for the medium- to long-term psychosocial needs of the community.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>This task is likely to be led by DHHS or community organisations. The description could be clarified by articulating that councils’ ‘Coordinate the assessment of delivery of services…’</td>
</tr>
<tr>
<td>149</td>
<td>Provide access to short-, medium- and long-term housing options for displaced people.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that councils’ role is not to ‘provide access, but rather ‘Coordinate the provision of access with business, community organisations, agencies and government’.</td>
</tr>
<tr>
<td>150</td>
<td>Assess and deliver financial re-establishment assistance.</td>
<td>The description requires modification to align with current expectations of councils’ role in this particular task.</td>
<td>EMV’s understanding is that DHHS undertakes this role for individuals.</td>
</tr>
<tr>
<td>151</td>
<td>Support community services to provide shelter, food, counselling and other assistance to people at socioeconomic disadvantage.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating that councils coordinate and support this task through existing services and that it is in response to an emergency.</td>
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**ASSURANCE AND LEARNING**

**After**

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<td>152</td>
<td>Conduct after-action reviews of council operations during emergencies, to inform future planning.</td>
<td>The description essentially aligns with current expectations of councils’ role in this particular task.</td>
<td>The description could be clarified by articulating whether this task refers to real-time monitoring during an emergency (therefore the ‘during’ stage), or strictly to operational debriefings after the event (the ‘after’ stage).</td>
</tr>
<tr>
<td>153</td>
<td>Conduct incident management reviews and modify council plans and procedures to draw on lessons learned.</td>
<td>The description requires modification to align with current expectations of councils’ role in this particular task.</td>
<td>The description should be clarified to articulate that councils ‘Support and participate in incident management reviews…’ Councils can add value to incident management reviews; however, this task, should primarily be the lead agency’s responsibility.</td>
</tr>
<tr>
<td>154</td>
<td>Assess and review outcomes for the community after an emergency, looking for opportunities to improve outcomes in future.</td>
<td>The description aligns with current expectations of councils’ role in this particular task.</td>
<td>The description provides appropriate clarity regarding councils’ role in this particular task.</td>
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