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████████████Local Government Victoria
"Councils and Emergencies Directions Paper Consultation"
Department of Environment, Land, Water and Planning
PO Box 500
Melbourne Vic 8002

Dear ████████

Local Government Victoria Council and Emergencies Directions Paper

Thank you for the opportunity to provide feedback in response to the Local Government Victoria Council and Emergencies Directions Paper.

In conjunction with discussions held with Hobsons Bay, Hume and Wyndham City Council's emergency management representatives, Maribyrnong City Council would like to offer the following comments in response and support of the MAV's submission to the paper.

We agree with the MAV's position that addressing the full compliment of the 154 combined statement of obligations in the formal submission from the MAV would not be conducive to the process and may risk informing the development of policy and guidelines on a platform that is lacking in factual validation, inconsistent, duplicative and a subjective core base. The lack of clarity and the number of ambiguous statements combined with unfinished, out of context statements taken from legislation, policies and guidelines should not form the basis to change and this would be inappropriate.

However, having said that, for the purpose of the review exercise, the respondent Councils did review each statement and have subsequently provided a response for each statement to aid the consultation process.

It should be noted that Council strongly supports the MAV's statement *'leadership' does not mean Council should undertake the activities on their own, or are solely responsible for the outcomes of emergency management activities'.*

In addition, we are also extremely concerned that changes in responsibility areas within the EMMV lack broader consultation specifically EMMV, November 2015 to November 2016 Part 4 and Part 7. Any change that creates an impost on Council resources requires consultation with all stakeholders and should not be delivered within an update that does not clearly annunciate or indicate changes within.

Attached, please find the response statements to each of the 154 statement of obligations.

Maribyrnong City Council appreciate the opportunity to provide feedback to the Council and Emergencies Directions Paper and given the number of statements that are not relevant or tested, would expect that LGV come back to the sector with a revised paper taking into the consideration the submission responses from individual Councils and MAV.

If you have any questions in relation to the information contained in this letter, please contact myself, ██████████████, ████████████████████████████████████ on ██████████ or at ████████████@maribyrnog.vic.gov.au

Yours sincerely,

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Maribyrnong City Council

Copy: MAV

Maribyrnong City Council (Collaboration between Hobsons Bay, Wyndham, Melton, Maribrynong and Hume City Councils).
LGV Councils and Emergencies Directions Paper Submission

Planning	Current Responsibilities and Actions	Verify Action	Comments	Responsibilities and/or Actions
Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical level approaches to meet defined objectives.				
Before				
1	Lead an all-agencies approach to community-based risk assessment and planning including compliance with relevant legislation and policy at the municipal level. [1]	Yes (Partly)	Agree with statement in part, however, it should be noted that whilst local government appoints and facilitates a multi-agency MEMPC, and by this very nature, takes on the lead to faciliate and oversee the risk assessment process, it is a municipal sub-committee that leads risk assessment with VicSES as the lead.	
2	Prepare and maintain municipal emergency management plans and subplans. [2]	Yes	Agree with statement, however, it should be noted that sub-plans are aligned with risk assessment and/or identifed issues/policies. The respondents have concern in relation to policies that refer to Municipal Emergency Management Planning that indicates a transfer/or increased responsibility to local government. An example is the recent DHHS Responding to People who are Sleeping Rough in Extreme Weather Policy (February 2017).	
3	Appoint a municipal emergency management planning committee. [3]	Yes	Agree with statement. It should be clarified that MEMP Committees are a municipal committee, not a Council committee and Council's role is to facilitate the process.	
4	Support hazard-specific risk assessment to inform plans and community resilience-building strategies, using local knowledge and information based on community needs. [4]	Yes (Partly)	Partly agree with statement, however, clarification on "and community resiience-building strategies…." required. It should also be noted that the statement does not reflect what is in Part 6-5. More clarification required.	
5	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. [5]	Unclear	Council facilitates the Municipal Fire Prevention process, but is not directly responsible for risk management on private land. Council is not the lead agency for implementation and coordination of specific risk treatments. The respondents would like more clarification around the "register of at-risk groups". Metropolitan Councils are not required to implement a VPR and the respondents do not believe the local government is the lead agency for managing and maintaining any vulnerable persons list. DHHS is the lead authority and should be the holder, manager and maintainter of these lists. It	DHHS is the lead authority.

6	Lead the maintenance and administration of the Vulnerable Persons Register (VPR).	No	Do not agree with statement. Local Government should participate as a support mechnanism, but not lead. DHHS should take responsible for maintenance and monitoring of VPR to ensure currency and accuracy. The respondents believe the VPR should be broadened in scope to include Essential Medical Equipment clients for utility guaranteed connection and in response to DHHS policies, such as Responding to People who are Sleeping Rough in Extreme Weather.	DHHS is lead authority.
7	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.	No	Partly agree with statement. Local Government should participate as a support mechanism, but not lead. DHHS should be responsible for coordinating vulnerability profiling.	DHHS lead authority.
8	Develop council business continuity plans detailing procedures and systems to maintain core business and emergency management activities, including:	Yes	Agree with statement. Local Government emergency management and business continuity should be aligned operationally and emergency management embedded into the risk program. The use of seconding staff from substantiave positions has an obvious impact on business continuity before, during and after an emergency.	
	- backfilling for staff with emergency management expertise when they are on leave	Yes	Agree with statement. It is critical that emergency management statutory roles are resourced well and backfilled. This can be strengthened in the Emergency Management Act by including deputies as a requirement rather than the minimum of one MERO.	
	- planning to identify and address gaps in council's emergency knowledge and action.	Yes	Agree with statement. Critical requirement to ensure emergency management is well resourced and training and professional development is provided as a priority and supported by management.	
9	Improve recovery plans and procedures by exercising and reviewing them.	Yes	Agree with statement. Critical requirement to ensure plans work well, but equally important that staff are trained and exercised regularly.	
10	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).	Yes	Agree with statement. It should be a requirement for policy makers to include emergency management representation during policy setting. This often occurs as a result of relationship building, not a business as usual process. Including emergency management subject matter experts on relevant committees would support planning and risk mitigation strategies.	
11	Apply local planning schemes and building controls including development assessments, inspections and advice.[6]	Yes	Agree with statement.	
During				

12	Prepare local recovery plans after emergencies.[7]	Yes	Agree with statement. Local Government is a key lead in supporting the community to develop local recovery action plans. The establishment of community recovery should be commenced during the emergency for implemention during the transition from response to recovery. Transition from response to recovery should be lead by DHHS.	DHHS lead authority in transition from response to recovery.
13	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.	Yes	Agree with statement. As per response to number 8, business continuity and emergency management aligned would allow for a better process for assessing resource needs in response to an emergency event without impacting core business requirements.	
Community information and warnings				
Deliver public information and warnings that are authoritative, consistently constructed and relevant for all Victorians and visitors in all emergencies. Provide timely and tailored information that supports the community to make informed decisions before, during and after emergencies.				
Before				
14	Support agencies to plan, prepare and deliver consistent, all-hazards customised information and messages to the community, using council communication networks.[8]	Yes	Agree with statement. Local Government should support agencies, particularly as a conduit to the community to facilitate the dissemination of information from agencies, and to support community education programs for planning and preparedness. This also supports reducing duplication and conflicting messages.	
15	Plan, together with neighbouring councils and regionally, community information.	Yes	Agree with statement. Consistent and standardised planning and preparedness activities with neighbouring municipalites only supports their capacity to resource emergency events and assist community in recovery. Consistency in municipal planning, including relief and recovery should be a State priority and resourced accordingly. This would also ensure a reduction in duplication, comflicting planning across local government boundaries, an ability to harness surge capacity, streamline processes and ensure plans meet the needs of the community.	The respondents believe EMV should support, fund and resource cluster/collaborations. Coordination of cluster/collaborations at a State level to ensure consistency and standardisation, but equally important coordinators should be co-located within local government areas.
16	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).[9]	Yes	Agree with statement. However, it should be noted that the MEMPlan requirement and subsequent audit questions relate to community profiling, warnings and communication with community.	
17	Support agencies to develop emergency management communications that are relevant and credible to the community.	Yes	Agree with statement. This point also relates to Items 16 and 21. Credible communications should be utlised before, during and after.	

18	Support implementation of flood warning systems in at-risk areas of the municipality.	Unclear	Unable to respond due to no context and broad statement.	
19	Support a whole-of-government approach to emergency preparedness and awareness campaigns.	Yes	Agree with statement. Relates to Item 14 response.	
During				
20	Communicate with elected councillors and the senior/executive management team to keep them informed and up-to-date.	Yes	Agree with statement. This also forms part of Local Governments operational requirements, however, is also consistent with the communication plans within MEMPs.	
21	Support agencies to develop and disseminate information and warnings that are relevant and credible to the community by:[10]	Yes	Agree with statement.	
	- disseminating information through council communication channels and local networks	Yes	Agree with statement.	
	- developing accurate, timely risk information tailored to community needs.	Yes	Agree with statement.	
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.	No	More context required for this statement. In emergency management, Council is responsible for relief and recovery. It should be noted that "responding to community calls" outside of an emergency response trigger is a crisis intervention role for Council or contract managed, not emergency management. Council resources and skillbase may not always extend to individual case mangement. The NWMR Collaboration identified a gap for Single Incident Emergency Assistance (SIEA) in conjunction with Red Cross and DHHS. Council has picked up on this gap collaboratively with Red Cross and DHHS, with Red Cross being the case manager, however, expectations are changing with increased demands on Council without additional support for resourcing or funding. The Respondents believe single and middle range incidents that only impact a small area of the community should be reviewed as a statewide protocol.	EMV to review Single and Middle Range Incident Protocol with a Statewide lens to ensure consistency and standardisation.
After				
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.[11]	Yes	Agree with statement.	

24	Assess community needs, to inform recovery information.	Yes	Agree with statement, however this directly relates to Secondary Impact Assessment which the respondent Councils undertake as Municipal Secondary Impact Assessment (MSIA). MISA assists in the collection of information to develop recovery intelligence to inform recovery action plans.	
25	Organise local broadcasts through the mayor and/or chief executive officer (for example, recovery newsletters).	Yes	Agree with statement. Communication plans for emergency management is a critical requirement for emergency management. This should include agreements with local radio broadcast providers.	
26	Support agencies to provide community-led recovery information (for example using social media or notice boards).	Yes	Agree with statement.	
27	Provide and staff a recovery centre.[12]	Yes	Agree with statement. Further clarification required. Information provision at recovery centre relevent to the needs of the community is critical to recovery, however, this point needs to include agencies and organisations, not just Council staff.	
28	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).	Yes	Further clarification required for this statement. Who is the lead if Council is the supporting component.	
29	Support evaluators and researchers to better understand community information needs and the effectiveness of local warnings.	Yes	Further clarification required for this statement. Who is the lead if Council is the supporting component.	

Operational management

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities, including operational communications.

Before				
30	Appoint a municipal emergency resource officer.[13]	Yes	Agreement with Statement, however, the respondents believe that stronger legislative direction is required to reflect more than one MERO to be able to facilitate their role over an extended period of time. At present it is up to Councils to determine who and how many MERO's they commit to this role. The respondents also believe that legislation should stipulate that the lead MERO must be a senior officer of council with delegated authority.	
31	Appoint a municipal recovery manager.[14]	Yes	Agreement with Statement, however, the respondents believe that stronger legislative direction is required to reflect more than one MRM to be able to facilitate their role over an extended period of time. At present it is up to Councils to determine who they commit to this role. The respondents also believe that legislation should stipulate that the lead MRM must be a senior officer of council with delegated authority.	

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.	Yes	Agree with statement. Already reflected in the EMMV and the MEMPlan requirements.	
33	Support agencies to develop procedures to use council resources.[15]	Yes	Agree with statement.	
34	Lead risk-mitigation measures through business-as-usual works by:	Yes	Agree with statement, although subject to Council capital works program and has implications on budget, priorities, risk assessment and resources.	
	- where council is a road authority, managing vegetation on roadsides to ensure a safe, efficient road network[16]	Yes	Agree with statement.	
	- mitigating risks to council-owned assets and infrastructure.	Yes		
35	Manage and maintain a council emergency coordination system and/or council operations and facilities that can be used during emergencies.	Yes		
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).	Yes (Partly)	Partly agree with statement. This is currently done adhoc and reliant on the NWMR Collaboration to fill an identified gap. The respondents believe this should be a state coordinated function with standardised training, centrally delivered and should incluidng OH&S obligations. Training is resource intensive resource sensitive not only in the development and delivery on training that is not statewide. It should also be noted that the roles that are being referred to are undertaken in addition to a substantiave role and not the main focus.	EMV
37	Develop response, relief and recovery activities and participate in those led by agencies and other councils.	Yes (Partly)	Assume this relates to exercisest/training. Statement is too broad. Relies on capacity and is very resource sensitive. Undertaking activities to support planning and preparedness is critical, but also aids relationship building between agencies, builds community resilience and tests organsiational resilience and capability.	
38	Engage relevant stakeholders in gathering, analysing and sharing recovery information.	Yes	A component of Municipal Secondary Impact Assessment. To enable informed recovery, engaging stakeholders is critical.	
During				
39	Implement council's business continuity plan.	No	The respondents do not agree with statement. The respondents query that this is an operational activity for local government that impacts on emergency mangagment and should not form part of the ministerial guidelines.	

40	Implement collaborative plans and arrangements to maintain council's capacity, including by using neighbouring (partner) councils' resources.	Yes		
41	Support response agencies to effectively deliver emergency response services locally by:[17]	Yes (Partly)	Partly agree with statement, however, agencies should exhaust their own resources prior to requesting resources from local government. That is also on the proviso that local government in fact actually have the resources being requested. The respondents believe that having an EMLO in an ICC is a pivotel role in emergency management to ensure the conduit between incident management and Council operations. The EMLO role is embedded in EMMV.	
•	· after consultation, making council resources, facilities and services available to agencies during response, relief and recovery phases	Unclear	More clarirfication and context required for this statement.	
•	· providing council resources as requested by agencies to secure affected areas	Unclear	More clarirfication and context required for this statement.	
•	· providing a council liaison officer (emergency management liaison officer) to an emergency management team to:	Yes (Partly)	The EMLO role is embedded in the EMMV. As per Item 41.	
-	share knowledge, data and information about community needs and consequences			
-	ensure council is consulted and involved in emergency decisions that will affect the council and community.			
42	Support response agencies to access affected areas.			
43	Provide agencies with resources and information to partially or fully close roads and determine alternative transport routes.[18]	Yes	Agree with statement.	
After				
44	Conduct local recovery activities.[19]	Yes	Agree with statement, although the respondents note that it is a very broad statement and dependent on the needs. Recovedry activites are resource and budget sensitive, therefore, access to funding promptly to support recovery activities and engagement of a recovery project officer is essential.	
45	Support the transition from relief to recovery with relevant emergency management teams.	Yes		

46	When safe, deploy council staff to affected communities to deliver recovery services.	Yes	Agree with statement. This is currently undertaken via the Municipal Secondary Impact Assessment. It is resource dependent and the NWMR Collaboration may be activated to support impact assessment and recovery.	
47	Work with the community and recovery agencies to adapt recovery plans to reflect newly identified or changing community needs and priorities.	Yes	Agree with statement.	
48	Scope requirements for planning to establish a municipal / community recovery committee and if necessary form, lead and support the committee.[20]	Yes	Agree with statement. Whilst local government has a focus on community led recovery, facilitating and resourcing the ongoing recovery is resource intensive and the community requires that resource. A State funded project officer should be allocated for the term of the recovery committment.	EMV
49	Support agencies to analyse community needs for the planning of service provision.	Unclear	More clarification and context required for this statement.	
50	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.	Yes	Agree with statement. Whilst local government has a focus on community led recovery, facilitating and resourcing the ongoing recovery is resource intensive and the community requires that resource. A State funded project officer should be allocated for the term of the recovery committment.	EMV
51	Continually assess recovery needs, redeploy staff to recovery roles and implement surge arrangements to fill gaps.	Yes	Agree with statement, however, this activity has a direct impact on business continuity and is resource intensive. The NWMR Collaboration may be activated to support business continuity. It is important that recovery is transitioned into core business as usual processess as soon as possible.	
52	Establish a recovery centre, coordinating across agencies to ensure sufficient staff, resources and equipment.	Yes	Agree with statement.	
53	Support recovery case management and gather data from relevant agencies locally.	No	The respondents believe this is the responsibility of DHHS and EMV. DHHS need to lead with local municipal support and connection to local services.	DHHS/EMV
54	Conduct post-emergency needs assessments, coordinating with response and recovery agencies locally.	Yes	Agree with statement as per local governments' legislative responsibility for secondary impact assessment.	
55	Coordinate local outreach with relief and recovery agencies to undertake the initial assessment of relief needs.	Yes	Agree with statement as per local governments' legislative responsibility for secondary impact assessment.	
56	Work with local services including psychosocial services to utilise existing services and programs to support recovery efforts and reassure the community.	Yes	Agree with statement, however, it is broad and requires more context.	

57	Support agencies to take a coordinated approach to recovery at the regional level.	Yes	Agree with statement. DHHS are the lead and support local government in community recovery.	DHHS
58	Conduct the transition of local recovery arrangements back to the previous management arrangements.	Yes	Agree with statement. Local Government facilitates transition back to business as usual core responsibility functions.	
59	Clear blocked drains and local roads including by removing trees on council land and on roads.[21]	Yes	Agree with statement, however, it is important to note that local government is not responsible for private drains, commercial or those managed by another authority.	
60	Lead the management of environmental health issues (such as food and sanitation safety, vector control and animal disposal) with relevant agencies.	No	The respondents do not agree with statement. DHHS is the lead for managing enviornmental health, however is supported by Council.	DHHS
61	Support agencies to coordinate volunteer efforts after emergencies.[22]	Yes (Partly)	Agree with statement. However, it should be noted that agencies are responsible for their own volunteer workforce. Council supports recovery through the facilitation of spontaneous volunteers and organisations. DHHS (Part 4-34 - 7.4.5.7) is noted as being responsible for "capturing and providing offers of spontaneous emergency volunteers to municipal councils", therefore DHHS are the lead agency for the coordination of spontaneous volunteers.	DHHS
62	Coordinate animal welfare within council resources.[23]	Yes (Partly)	Agree with statement, however, it should be noted that the phrase "within Council resources" is a critical point. DEDJTR and DWELP is the lead agency for animal welfare with municipal councils as one of the support mechanisms.	DEDJTR/DWELP
63	Support agencies to coordinate and manage services to meet the immediate needs of affected livestock locally.[24]	Yes (Partly)	Agree with statement, emphasise support as local government is a facilitator in this activity to support DEDJTR	DEDJTR
64	Support agencies to monitor emerging needs and adapt services to minimise the long-term consequences on health and wellbeing.	No	Do not agree with this statement. It is DHHS responsibility.	DHHS
Intelligence and information-sharing				
To provide timely, accurate and actionable decision support information, resulting from the planning, collecting, processing, analysis and evaluation from multiple data sources, which is needed to be more proactive in anticipating hazard activity and informing mitigation, response or recovery activities. It also includes the assessment of risks, threats and hazards so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.				
Before				

65	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:	No	The respondents believe that this needs to be undertaken within State coordination focussing on consistent and standardised approach and systems. Collaborations and clusters are critical, however, not having consistency across the State for collaborations/clusters will continue to mean duplication, demands on resources, inconsistent training, lack of professional development, etc. MOUS with agencies are not required as the roles and responsibilities are clearly outlined in the EMMV. Outside of agency releated activities, MOUS may be used.	
•	identifying data needs for relief provision and planning for data management	Unclear	More context required for this statement.	
•	establishing data-sharing agreements and procedures with agencies.	Unclear	More context required for this statement.	
66	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.	Yes	Agree with statement. This is a MEMP requirement.	
67	Clarify and communicate council's emergency management role locally, to develop a shared understanding of emergency management activities with agencies and the community.	Yes	More context required for this statement. This is resource dependent. The respondents believe community education is vital, but equally important is to reduce duplication and conflicting messages by streamlining community education.	
68	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]).	Yes	Agree with statement, however, integration of tools and standardised procedures and training should be a key responsibility and driven by the State.	EMV
69	Support regional and state information-sharing forums, committees and meetings.	Yes	Agree with statement.	
During				
70	Support agencies by providing council-owned data and intelligence about properties, residents, assets, facilities, community demographics, needs and consequences.	Yes	Agree with statement, however, legislative guidelines need to be observed and complied with. Acknowledgement that during an imminent threat, privacy considerations need to be considered and respective guidelines developed specifying who can request this information, ie. MERC/MERO.	EMV
71	Capture, process and manage large volumes of data from multiple sources to share with the community and stakeholders.	Unclear	More context required for this statement - too broad. Should this not be a planning function with IC.	
After				

72	Capture and analyse lessons, share the findings with other councils and agencies, and work cooperatively to identify and implement solutions.	Yes	Agree with statement.	
73	Conduct ongoing intelligence-gathering and information-sharing activities about local mitigation and recovery activities.	Yes	Agree with statement somewhat, however, more context required for this statement.	

Public order and community safety

Provide a safe, secure and orderly society through the active prosecution of regulations and laws related to the prevention of serious emergencies and to afford a safe environment for those communities affected by an emergency and any responding personnel engaged in emergency operations.

	Before , during & after			
74	Undertake municipal functions as required by local government, building, electricity, water and land use planning legislation and regulations.25	Unclear	More clarification and context required for this statement as it is very broad. Local Governments' business as usual role includes environmental health, building, environment, parks, waste management and planning, etc. In an emergency management context, clearing, make safe, emergency orders, enviornmental health inspections, rectification of infrastructure environment health seizures and demolition orders, etc. is a clear responsibility for emergency management staff, but how this transfers to business as usual within an organisation is often complex and adhoc.	
75	Proactively enforce relevant regulations and laws that relate to emergency management.26	Unclear	More clarification and context required for this statement.	

Building community resilience

Communities strengthen their lifelines by better connecting and working together with appropriate support.

Before				
76	Build local partnerships with businesses and not-for-profit organisations.	Yes	Somewhat agree as this is a core responsibilty of Council with many Economic Development departments within councils taking a "business as usual lead", however, this is not a consistent approach. The respondents are not sure how this relates to emergency management as the statement is too broad.	
77	With other partners, support agencies to empower individuals and the community to exercise choice about and take responsibility for risks.	Yes	Somewhat agree, however, more context required for this statement. The respondents note that this is not legislated, however, relations to community education. Concerns raised in relation to duplication of messaging, conflicting messages, community saturation of information and community participation in emergency planning is inconsistent across local government areas.	

78	Encourage and assist the community to participate in emergency management education and training programs provided by council and agencies.	No	The respondents do not agree with this statement in isolation of any further context. Agencies are the lead organisers of emergency management education and training programs with Council supporting the facilitation. Currently due to an identified gap, Collaborations have been undertaken in house development of guidelines and procedures and respective training, but this only increases inconsistency across the State.	EMV
79	Advocate for community needs at the regional and state level including for:	Yes	Agree with statement. Council in its core role is an advocate for the Community.	
•	community preparedness and local leadership	Yes		
•	adequate emergency management funding and resources	Yes		
•	compatible and consistent emergency management information systems	Yes		
•	consistent and streamlined legislation that supports council's role in emergency management at all stages of an emergency.	Yes		
80	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.	Yes	Agree with Statement. The MEMP should contain this information.	
81	Develop and deliver emergency management and community resilience training for council staff.	No	See Item 78. Due to an identified gap Council has taken on this role developing standard procedures and guidlines and the development and delivery of respective training, however the respondents clearly see this role sits with the State, including the lead on standardised and consistent training. Council does not have the funding nor the resources to keep filling this gap and further embedding a nature of inconconsistency across collaborations and clusters.	EMV
82	Monitor and evaluate the community's engagement with emergency management and its capacity to prepare for, act during and recover from emergencies.	No	The respondents do not agree with this statement as it is resource dependent, ad hoc, and solely based on a competitive external grants funding. Emergency management is still not considered a core function of Council and the legislative roles in most Councils are still undertaken by staff with substantiave roles.	
During				
83	Support emergency management teams by ensuring local information and contacts are provided as part of community decision-making during emergencies.	Unclear	More context required for this statement. Subjective and unclear.	

	After			
84	Conduct community engagement activities to implement lessons learned about community resilience.	No	Do not agree with this statement. This is resource dependent. State funding required to provide this service taking into account the salary, oncosts and program delivery.	EMV
85	Engage the community in developing and delivering recovery activities including by appointing community development and/or community recovery officers.[27]	Yes	Agree with this statement, however, it is resource dependent and funding should be provided in advance without beaurcratic delays to enable supported recovery in affected area with clear scope. In areas where multiple municipalities have been effected, competition for funding depends on the nature of support mechanisms being put in place which may differ within neighbouring municipalities causing further damage to communities.	

Fire management & suppression

Provide firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting lives, property, and the environment in the affected (land and water) area.

	Before & during			
86	Support agencies in line with relevant fire legislation and regulations by:			
•	appointing a municipal fire prevention officer[28]	No	Do not agree with this statement. The role of MFPO is predominently undertaken by an officer with another substantive role within metropolitan areas who is not a subject matter expert. Fire agencies are the subject matter experts pertaining to fire, therefore, the lead agency, however, Councils do play a support role.	
•	developing and maintaining a municipal fire prevention plan[29]	No	Do not agree with this statement. It is the responsibility of the relevant agency to lead the MEMP sub-committee relating to that risk (fire in this instance) with council supporting the process.	
•	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[30]	No	Do not agree with this statement.	Relevant Fire Agency
•	issuing permits to burn[31]	No	Do not agree with this statement. Council is not the subject matter expert and should not be issuing permits on behalf of the responsible fire agency.	Relevant Fire Agency
•	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[32]	No	Do not agree with this statement. Council is not the subject matter expert and should not be the lead agency but should act as a support and advisor.	Relevant Fire Agency

•	providing pillar fire hydrants in reticulated areas when the CFA issues written notice to do so[33]	No	Do not agree with this statement. The respective water authority should be responsible for pillar fire hydrants and this should be funded through the State, not Local Government.	Water Authority/EMV
•	meeting the costs of providing, installing, marking and maintaining all fire plugs in the municipality.[34]	No	Do not agree with this statement. The respective water authority should be responsible for pillar fire hydrants and this should be funded through the State, not Local Government.	Water Authority/EMV

Logistics and supply chain management

Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains, including removal of debris.

Before				
87	Develop emergency management resource-sharing protocols between councils.	No	Do not agree with this statement. Due to an identified resourcing and coordination gap with the current MAV Resource Sharing Protocol, coupled with the focus in the past being on response rather than relief and recovery, the NWMR Collaboration was established with protocols more relevant to local government. We believe this should be a state coordinated function with standardised training, centrally delivered and should incluidng OH&S obligations. Training is resource intensive resource sensitive not only in the development and delivery on training that is not statewide.	EMV
88	Maintain and store essential equipment and materials to support emergency management activities and meet the needs of affected communities (such as sandbags).	No	The respondents to not agree with this statement. It is the responsibility of the response agencies to resource their respective response requirements. Should local government be able to assist within the resources available to them, then local government can support agencies. Given this statement is broad, if it was directly related to Relief and Recovery then the respondents do agree that essential equipment for delivery of immediate relief and support recovery is required.	EMV and response agencies.
During				
89	Support agencies to source and supply personnel, equipment, materials, services and facilities to support emergency management activities and meet the needs of affected communities.	No	Do not agree with this statement. It is the responsibility of the response agencies to resource their respective response requirements. Should local government be able to assist within the resources available to them, then local government can support agencies.	
90	Manage, coordinate, supply and deliver resources promptly and efficiently using best-practice methods locally.	Unclear	More context required for this statement.	

Impact assessment

Provide all decision-makers with relevant information regarding the nature and extent of the hazard and any potential consequences during and after an emergency to ensure efficient, timely and appropriate support for communities.

Before				
91	Develop impact-assessment processes and data-collection systems.	No	Do not agree with this statement. Impact Asessment is a response role. In the recovery context, local government undertakes Municipal Secondary Impact Assessment to inform recovery. This should also be a state consistent and standardised practice.	EMV
92	Lead council's impact-assessment processes, systems and tools for core council services.	No	Do not agree with this statement. This is business continuity which is related to core council services and should not be directed by emergency management legislation.	
During				
93	Collect secondary impact-assessment data about the scale and characteristics of the impact on the social, economic, built and natural environments.[35]	Yes	The respondents agrees with this statement, however, would clarify that it is not during response that secondary impact assessment is undertaken, it is however, after an event once cleared by the incident controller, undertaken to inform recovery.	
94	Initially assess impacts on essential infrastructure and services.[36]	Yes	Not During - If Council owned or managed	
95	Support agencies to gather information about how the emergency is affecting animals.	Unclear	More context required for this statement. This information is sourced during municipal secondary impact assessments.	
96	Support agencies to use council's spatial data to verify property losses.	Yes	Agree with this statement. By having a local government EMLO present within the ICC, local government can support agencies.	
After				
97	Conduct a process to gather incident and impact intelligence from initial and secondary impact assessments to inform relief and recovery planning.	Yes	Agree with this statement. In the recovery context, local government undertakes Municipal Secondary Impact Assessment to inform recovery. This should also be a state consistent and standardised practice.	LG/EMV
98	Conduct longitudinal mapping of the impact focusing on wellbeing, liveability, sustainability and viability.	No	Do not agree with this statement. Primary role is with State - MSIA can assist with development of Action Plan as Council as a support, not the lead.	DHHS/EMV

Health protection

The coordination and implementation of legislation, programs and monitoring procedures to minimise public health risk from infectious disease, contaminated food, and contaminated drinking water supplies, radiation and human environmental health hazards. This includes the development and implementation of strategies to promote and protect public health.

Before, during & after				

99	Undertake municipal functions as required by public health and wellbeing legislation and regulations.[37]	Yes	Somewhat agree with this statement, although very broad. Local Governments' business as usual role includes environmental health, building, environment, parks, waste management and planning, etc. In an emergency management context, clearing, make safe, emergency orders, enviornmental health inspections, rectification of infrastructure environment health seizures and demolition orders, etc. is a clear responsibility for emergency management staff, but how this transfers to business as usual within an organisation is often complex and adhoc.	
100	Include emergency management in council plans including in the municipal public health and wellbeing plan and the council plan.	No	Do not agree with statement. Not Relevant to EM Act 1986 and 2013.	
101	Establish programs to detect and identify risks to public health locally (such as through heatwave planning).	Unclear	More context required for this statement.	DHHS
102	Conduct epidemiological and other investigations.	No		DHHS
103	Communicate information about public health locally.	No	Do not agree with statement. Lead agency is DHHS with Council acting as the conduit to the community as a support role.	DHHS

Relief assistance

The provision of well-coordinated, integrated and timely assistance to meet the immediate health, wellbeing and essential needs of affected communities, during and immediately after an emergency event, with the aim to support social cohesion and build resilience.

Before				
104	Coordinate relief agencies and the community to develop local relief plans.[38]	Unclear	Do not agree with statement. More context required. Does not appear to align with Part 7 and Part 4. There are no directives to "coordinate relief agencies", nor "coordination of community local relief plans". This would be resource dependent, including funding which is often competitive and duplicative in nature.	
105	Develop protocols and procedures that are agreed with relief agencies.	Unclear	More context required for this statement. Statewide protocols should be determined by the EMMV. MOUS with agencies are not required as the roles and responsibilities should be clearly outlined in the EMMV.	EMV
106	Design a scalable organisational structure to deliver relief services.	No	The respondents believe that this needs to be undertaken within State coordination focussing on consistent and standardised approach and systems. Collaborations and clusters are critical, however, not having consistency across the State for collaborations/clusters will continue to mean duplication, demands on resources, inconsistent training, lack of professional development, etc. tate to lead to ensure consistency across all municipalites	EMV
107	Work with other councils to develop a collaborative approach to relief.	Unclear	More context required. It should be noted that due to an identified gap Council has taken on this role in the form a Collaboration, however this role sits with EMV driving standardisation and consistency.	EMV

108	Contribute to regional relief planning.	Unclear	More context required for this statement.	DHHS/EMV
109	Identify, plan and document relief centres or other locations to provide emergency relief services that meet health and other community needs.	Yes	Agree with this statement.	
110	Develop plans and procedures for emergency shelter.	Unclear	More context required for this statement.	
111	Plan for the needs of domestic animals as part of relief activities.	Yes	Agree with this statement. MEMP Committee should develop Animal Emergency Welfare Plans as a sub-plan of the MEMP in accordance with the State Animal Welfare Plan.	DEDJTR
112	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.	Unclear	More context required for this statement.	
113	Work with health practitioners to understand the health and psychosocial implications of emergencies and the implications for relief.	No	Do not agree with this statement.	DHHS
114	Develop surge arrangements for relief, recovery and business-as-usual activities in the short, medium and long-terms.	Unclear	More context required for this statement. It should be noted that due to an identified gap and inconsistency, Collaborations established to fill this need. This should be statewide and lead by EMV. Business Continuity Planning should be a consideration in alignment with emergency management and Council's capacity and capability arrangements.	
During				
115	Coordinate relief services locally.[39]	Yes	Agree with this statement, however, more context regarding the application is required.	
116	Establish and manage relief centres where appropriate, including:[40]	Yes	Agree with this statement.	
•	register relief centre attendees	Unclear	More context required. Is this for facility management or Register.Find.Reunite.?	
•	coordinate the provision of food, water and materials to affected communities[41]	Yes	Agree with this statement.	
•	provide temporary shelter options for displaced local people	Yes	Agree with statement, however, only if this relates to relief centres. Council does not have the resources to provide accommodation for displaced households. DHHS (Part 7, Pg 7-54 - DHHS is state lead agency for the following relief activities: Arranging emergency shelter and accommodation for displaced households (including single incidents) *when requested by municipal Councils.*	DHHS (Part 7, Pg 7-54)

•	coordinate and manage services to meet the physical and psychosocial needs of affected local people.[42]	Yes	Agree with this statement.	
117	Start recovery case management by gathering data from relevant agencies.	No	Do not agree with this statement.	DHHS
118	Inform the community about financial hardship assistance payments.	No	Do not agree with this statement. DHHS is the lead for administering emergency financial assistance. Local Government is a support.	DHHS
119	Manage enquiries about donations of goods and offers to volunteer.	No	Do not agree with this statement. DHHS is the lead for administering emergency financial assistance. Local Government is a support.	DHHS
120	Support efforts to reunify family and others separated during an emergency.	No	Do not agree with this statement. Victoria Police is the lead agency for Register.Find.Reunite. Red Cross supports Victoria Police in administering this process.	Victoria Police/Red Cross
121	Support a coordinated approach to relief at the regional level.	No	Do not agree with this statement. DHHS is the lead at the regional level. Local Government is a support.	DHHS

Economic recovery

Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.

	After			
122	Help affected businesses to access information and advice locally.	Yes	Agree with this statement. Part of recovery. Economic Development departments within local government takes a 'busines as usual' lead.	
123	Support the community to work with insurers.	No	Do not agree with this statement. Economic Development departments within local government takes a 'busines as usual' lead and should not be directed by emergency management legislation.	Business Victoria
124	Support organisations to offer technical advice about re-establishing local businesses.	No	Do not agree with this statement. Economic Development departments within local government takes a 'busines as usual' lead and should not be directed by emergency management legislation.	Business Victoria
125	Assess business and economic needs.	No	Do not agree with this statement. Economic Development departments within local government takes a 'busines as usual' lead and should not be directed by emergency management legislation.	Business Victoria

Natural and cultural heritage rehabilitation

Protect natural and cultural heritage resources through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and heritage preservation laws.

	Before			
126	As part of emergency planning, identify at-risk cultural heritage sites.	Yes	Agree with this statement.	CFA - VFRR
	After			
127	Coordinate natural environment rehabilitation works locally.	No	Do not agree with this statement.	Heritage Victoria

128	Restore local cultural heritage sites.	No	Do not agree with this statement.	Heritage Victoria
129	Assess impacts to natural and cultural heritage sites.	No	Do not agree with this statement.	Heritage Victoria
130	Coordinate remediation and stabilisation works on private and public land.	No	Do not agree with this statement.	Heritage Victoria
131	Monitor natural and cultural heritage sites.	No	Do not agree with this statement.	Heritage Victoria
132	With the support of Heritage Victoria, develop ways to mitigate or avoid adverse impacts to cultural heritage sites during recovery, reconstruction or rehabilitation works.	No	Do not agree with this statement.	Heritage Victoria
Built recovery				
To restore essential infrastructure and establish safe areas during and following an emergency, ensuring the provision of facilities and services to support and benefit communities.				
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.	Yes	Agree with this statement, however, more context is required.	
134	Identify standards for clean-up and recovery.	Yes	Agree with this statement, however, more context is required.	
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.	Yes	Agree with this statement, however, more context is required.	
After				
136	Survey and determine the occupancy of damaged buildings.[43]	Yes	Agree with this statement. This is relevant to the Building Code and business as usual for local government. Municipal Secondary Impact Assessment informs recovery.	
137	Conduct stabilisation and remediation works on council or community infrastructure and land to prevent further damage to the built environment.	Yes	Agree with this statement. Business as usual.	
138	Support safety assessments for essential and critical assets and infrastructure.	Yes	Agree with this statement. Business as usual.	
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.	Yes	Agree with this statement. Establishment of Community Recovery Committees is essential.	

140	Coordinate the rebuilding and redevelopment of council and private assets.[44]	No	Do not agree with this statement. More context required. Is this a referernce to Building and Planning Permits for private land or buildings? Council is not responsible for the coordination of rebuilding and redevelopment of private assets.	
141	Restore council-owned assets, prioritising business operations and commercial or community facilities essential for community wellbeing or recovery activities.[45]	No	Do not agree with this statement. More context required. Prioritising of Council-owned assets is an operational matter for municipal consideration during recovery, although Community Recovery Committees inform the process.	
142	Coordinate clean-up activities including the disposal of dead animals.[46]	Yes	Agree with this statement in relation to Council land. Privately owned land is the responsibility of the land owner.	
143	Support the restoration of private and non-council assets within the scope of existing council services.	Yes	Agree with this statement. More context required. See 141.	
144	Review physical infrastructure needs and establish long-term recovery infrastructure where necessary.	Yes	Agree with this statement. More context required. Prioritising infrastructure needs relating to council-owned assets is an oepration matter for municipal consideration.	
145	Support agencies to restore essential assets and infrastructure.	Unclear	More context required for this statement.	
146	Establish planning scheme exemptions for emergency accommodation and clean-up works, and streamline planning and building construction approvals.	Yes	Agree with this statement.	

Social recovery

The longer term provision of assistance and access to services that allows individuals, families and communities to achieve an effective level of functioning after an emergency event. This includes safety, security, shelter, health and psychosocial wellbeing and re-establishment of those elements of society necessary for well-being.

After				
147	Coordinate health programs to ensure the continuity and availability of advice and activities.	No	Do not agree with this statement. DHHS is the lead agency to coordinate.	DHHS
148	Assess and deliver services for the medium- to long-term psychosocial needs of the community.	No	Do not agree with this statement. DHHS is the lead agency to coordinate.	DHHS
149	Provide access to short-, medium- and long-term housing options for displaced people.	No	Do not agree with this statement. DHHS is the lead agency to coordinate.	DHHS
150	Assess and deliver financial re-establishment assistance.	No	Do not agree with this statement. DHHS is the lead agency to coordinate.	DHHS
151	Support community services to provide shelter, food, counselling and other assistance to people at socioeconomic disadvantage.	No	Do not agree with this statement. DHHS is the lead agency to coordinate.	DHHS

Assurance and learning

Support continuous improvement to improve emergency management practice and community safety by extracting understanding from experience and research, reviewing community consequences, investigating causes and outcomes, providing assurance and translating lessons into behaviour change.				
After				
152	Conduct after-action reviews of council operations during emergencies, to inform future planning.	Yes	Agree with this statement.	
153	Conduct incident management reviews and modify council plans and procedures to draw on lessons learned.	yes	Agree with this statement.	
154	Assess and review outcomes for the community after an emergency, looking for opportunities to improve outcomes in future.	yes	Agree with this statement.	