

Background

Local Government Victoria has been funded to undertake a project to determine Council's role in emergencies. Over the last 18 months forums have been held across the State and feedback has been provided via Municipal Emergency Management Enhancement Groups and from outcomes of ongoing Recovery campaigns.

The following details the principles for defining the responsibilities and actions in the directions paper. There are over 150 role statements and those in blue are legislated. A table has been set up to determine what is legislated, what Council can do, what Council can do if resourced and what can't be done from a Moorabool context.

Consideration has also been given to currently legislated roles which need to be reconsidered through the process namely, water plugs etc which Council should not play a role in and these could be taken over by another agency or authority that is more suited to manage these.

Moorabool appreciates the opportunity to comment on the document and has provided the following in the submission:

- overarching comments for consideration,
- comments on the principles for defining responsibilities and actions,
- comments on the 21 core capabilities by exception only
- comments on the 154 role recommendations which have been broken down into the detailed categories based on legislation, resourcing, funding or recommended changes.

Overarching comments:

- The guiding principles should be moved into a more prominent position in the document to reflect the role of Council and could assist to categorise the responsibilities and actions.
- Several of the 21 core capabilities need to be reworded to truly reflect Council's role. There are a number where Council is listed as having not involvement - comments are provided to clarify some of these.
- 154 key responsibilities are excessive and although some Councils may be able to undertake all of these with the current environment of rate capping this is not realistic for many local governments.
- It is timely while undertaking this review that old legislation that lists Council as the responsible authority needs to be amended to remove this responsibility and refer it back to more relevant agencies or authorities examples of this is the management of water plugs (should be referred to relevant water authorities) and the issuing of Schedule 13 permits to burn (should be the responsibility of CFA)
- The tightening of the DTF Funding arrangements in recent times and the evidence and supporting documentation is making it difficult for Councils to undertake some of the roles recommended. It is important to note that what may have been claimable in the past is now unable to be claimed. These need to be removed from the current responsibilities and actions.

- Further clarity about the role of recovery and support to Councils through Recovery Coordinators and funding for Community Recovery Committees in a timely manner will also determine some of the responsibilities listed.
- There are many responsibilities in the 154 that talk about Council as the lead, these need to be closely looked at and defined as Council does not lead and is not a response agency. In regards to relief and recovery Council works with the community.

Principles

The consultation activities also brought forward ideas for principles to use when assessing whether councils' emergency management responsibilities are appropriate. These principles might have application when considering any future changes to council's current emergency management responsibilities and actions.

These principles are that a council's emergency management responsibilities and actions should:

- reflect the council's strengths and capabilities and align to its normal business functions
- complement those of other agencies, businesses and the public
- be engaged only where the council is the best-placed organisation to do so (meaning it should not be used as an intermediary on behalf of other agencies, particularly for processes over which it has no control or ownership)
- be applicable to emergencies of different scales and complexity
- be consistent with its capability and capacity, along with its other legislative responsibilities and core business
- provide a platform to collaborate and build partnerships with other councils to enhance the delivery of services.

Comment: Moorabool supports these principles and believes they should be more prominent in the document and should be the basis for the remainder of the roles and core capabilities.

Core Capabilities

The goal identifies 21 core capabilities the emergency management sector needs to manage emergencies, coordinate efforts and improve training.

Of the 21 core capabilities, councils have some responsibility or take action in sixteen, those capabilities of which councils are not involved are in italics in the following table. Comments are provided by exception only on some of the core capabilities:

Comment: Consideration needs to be given to some of the wording that is incorrect in some of the core capabilities and also consideration or change needs to be undertaken where it is believed Council has a role to play. These comments have been provided by exception only.

Core capability	When	Description	Moorabool's Comments
Planning	Before, during, after	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.	There is no legislation that includes whole community involvement and this would be extremely resource intensive. Community Emergency planning is an alternative to focus on.
Community information and warnings	Before, during, after	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.	Council does not provide warnings, support and community information is provided during relief and recovery and the use of networks to provide agency communications is essential.
Fire management & suppression	Before, during	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.	Council do not undertake fire suppression activities. Council is involved and legislated to undertake fire prevention activities through roadside slashing, fire management planning and issuing of fire prevention notices.

Core capability	When	Description	Moorabool's Comments
<i>Critical transport</i>	<i>No council involvement</i>	<i>Plan for and provide response and recovery services during emergencies that affect the road network including alternative routes, emergency permits and escorts for responders, clearing, restoration of damaged roads. Provide response to major public transportation emergencies including infrastructure access and accessible transportation services to ensure community movement including coordination of all private rail, tram and bus services to support response priority objectives.</i>	<i>This statement is incorrect as road managers, Council is involved in ensuring that council managed roads are cleared of hazards and repaired. Ensure that alternative routes are determined for emergency incidents. Work with emergency services to ensure safety on local roads.</i>
<i>Health emergency response</i>	<i>No council involvement</i>	<i>The planning, provisioning, response and coordination of pre hospital and health emergency care, including triage, treatment and distribution of patients, in a timely and structured manner, using all available resources to maximise positive health outcomes.</i>	<i>This statement primarily refers to health agencies but Council plays a key role in health emergency response including Pandemic Planning, Health Emergency Planning, Heat Health Alerts etc. Council's Environmental Health Officers also play a key role in impact assessment and relief and recovery regarding water, septic tanks etc.</i>
<i>Environmental response</i>	<i>No council involvement</i>	<i>To assess and manage the consequences to the community, environmental values, domestic animals and livestock of a hazardous materials release, naturally occurring pests or biological hazard.</i>	<i>This statement is incorrect, Council plays a major role in the disposal of animals during emergencies and the establishment of animal and stock burial pits through Emergency Animal Welfare Planning. Council also has responsibility for the environmental response of land managed by the Council i.e. roads, recreation reserves, parks and gardens etc.</i>
<i>Economic recovery</i>	<i>After</i>	<i>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.</i>	<i>This needs to be amended to before, during and after to reflect the role Councils play through economic development departments and working with businesses.</i>

Core capability	When	Description	Moorabool's Comments
Natural and cultural heritage rehabilitation	After	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.	Council is not the lead on this as is described in some of the 154 responsibilities. Although Council's due diligence respects the cultural heritage not all sites are known by Council.

Current responsibilities and actions

Feedback provided at some of the sessions attended by emergency staff from Moorabool identified that some of the current responsibilities may have been listed by agency only sessions conducted over the 18 months by LGV and these may not truly reflect what Council can do or does do.

Moorabool has made a general comment on all 154 responsibilities listed, consideration should be given to condensing these responsibilities and actions.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
Planning			
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	Legislated	<p>This is a role currently undertaken by VicSES as the lead agency. Council supports and works with a sub committee on the Community Emergency Risk Assessment (CERA) process and provides the conduit to the community for engagement and feedback.</p> <p>Council looks forward to the new planning legislation that will ensure that planning is the responsibility of all agencies and is an integrated process and takes away the onus that emergency plans are Council plans.</p>

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
2	Prepare and maintain municipal emergency management plans and subplans. ²	Legislated	See above.
3	Appoint a municipal emergency management planning committee. ³	Legislated	See above.
4	Support hazard-specific risk assessment to inform plans and community resilience-building strategies, using local knowledge and information based on community needs. ⁴	Legislated	Councils with local agencies and subject matter experts to determine local risks and undertake planning. Community engagement on specific risks should be through local subject matter experts. Councils are continually engaging and supporting communities and local emergency management planning is a tool to build community resilience which needs to be resourced to ensure it is disseminated further.
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	Legislated	This needs to be amended as Council does not lead risk treatment on private land. Council has a role as the VPR Coordinator which may be the register referred to as at risk-groups this needs clarification.
6	Lead the maintenance and administration of the Vulnerable Persons Register (VPR).	Not legislated	There is a VPR state wide policy and Council has the role of VPR Coordinator – continued funding for this needs to be provided to Council to maintain this register.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
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.	Not legislated	If funded to do so.
8	Develop council business continuity plans detailing procedures and systems to maintain core business and emergency management activities, including: <ul style="list-style-type: none"> • 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. 	Not legislated	This needs to be reviewed as there are VAGO reports that recommend Councils develop business continuity plans and under the Local Government Act 1986 Councils are required to develop internal control systems. After being involved in the emergency response, relief and recovery since a fire event in 2015 this is imperative for Councils to be able to maintain relevant emergency management expertise.
9	Improve recovery plans and procedures by exercising and reviewing them.	Not legislated	As part of the MEMPlan Audit certain exercises have to be undertaken annually this is planned and undertaken as required either regionally, locally or with MEMEG Groups.
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).	Not legislated	If resourced and funded.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
11	Apply local planning schemes and building controls including development assessments, inspections and advice. ⁶	Legislated	BAU for Planning Department.
12	Prepare local recovery plans after emergencies. ⁷	Legislated	This needs to be reviewed as there is no specific requirement in the EMMV or legislation to develop a local recovery plan but it is a normal part of the role Councils play in the coordination of relief and recovery activities after an emergency.
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.	Not legislated	This would be managed through the MAV Resource Sharing Protocol and backfilling and seconding staff.
Community Information and Warnings			
14	Support agencies to plan, prepare and deliver consistent, all-hazards customised information and messages to the community, using council communication networks. ⁸	Legislated	Planned and undertaken.
15	Plan, together with neighbouring councils and regionally, community information	Not legislated	Undertaken through collaboration with neighbouring or regional Councils through MEMEG networks.
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	Legislated	If resources can undertaken – need to check legislation not currently in EMMV.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
17	Support agencies to develop emergency management communications that are relevant and credible to the community.	Not legislated	Support if resources and funding available.
18	Support implementation of flood warning systems in at-risk areas of the municipality.	Not legislated	Resource and funding required to assist.
19	Support a whole-of-government approach to emergency preparedness and awareness campaigns.	Not legislated	Can support agencies.
20	Communicate with elected councillors and the senior/executive management team to keep them informed and up-to-date.	Not legislated	This is BAU before, during and after emergencies.
21	<p>Support agencies to develop and disseminate information and warnings that are relevant and credible to the community by:¹⁰</p> <ul style="list-style-type: none"> • disseminating information through council communication channels and local networks • developing accurate, timely risk information tailored to community needs. 	Legislated	Council should not be responsible for warning and during the response phase will provide network and communication options to response agencies to disseminate information.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
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.	Not legislated	Local government is close to the communities and works well in the relief and recovery spheres of emergency management.
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	Legislated	Council is best placed to undertake this work.
24	Assess community needs, to inform recovery information.	Not legislated	Council is best placed to undertake this work.
25	Organise local broadcasts through the mayor and/or chief executive officer (for example, recovery newsletters).	Not legislated	Council is best placed to undertake this work.
26	Support agencies to provide community-led recovery information (for example using social media or notice boards).	Not legislated	Council is best placed to undertake this work.
27	Provide and staff a recovery centre. ¹²	Legislated	If the scale of the emergency event requires a recovery centre then Council is best placed to undertake this if DTF funding is provided.
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).	Not legislated	Council is best placed to undertake this work.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
29	Support evaluators and researchers to better understand community information needs and the effectiveness of local warnings.	Not legislated	Yes in part the communication needs but warnings should be referred to the appropriate response agency.
Operational Management			
30	Appoint a municipal emergency resource officer. ¹³	Legislated	More appropriate when Council owned all machinery now agencies source from private operators or those on their registers. Will be changed in new legislation.
21	Appoint a municipal recovery manager. ¹⁴	Legislated	Correct reference to EMMV Part 4 – appropriate role for Council.
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.	Not legislated	Included in MEMPlan where identified. Needs to be amended to legislated as listed in EMMV Part 6.
33	Support agencies to develop procedures to use council resources. ¹⁵	Legislated	Where available and resources are available and it is safe to do so.
34	<p>Lead risk-mitigation measures through business-as-usual works by:</p> <ul style="list-style-type: none"> • where council is a road authority, managing vegetation on roadsides to ensure a safe, efficient road network¹⁶ - mitigating risks to council-owned assets and infrastructure. 	Legislated	This should be referenced through the Road Management Act and be worded correctly to related to Council's BAU role.
35	Manage and maintain a council emergency coordination system and/or council operations and facilities that can be used during emergencies.	Not legislated	Required – Crisisworks.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
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).	Not legislated	Agree
37	Develop response, relief and recovery activities and participate in those led by agencies and other councils.	Not legislated	Agree
38	Engage relevant stakeholders in gathering, analysing and sharing recovery information.	Not legislated	Agree through a funded Recovery Coordinator position for a major event.
39	Implement council's business continuity plan.	Not legislated	Agree – from an EM perspective.
40	Implement collaborative plans and arrangements to maintain council's capacity, including by using neighbouring (partner) councils' resources.	Not legislated	Agree – through MAV Resource Sharing Protocol and MEMEG Membership.
41	<p>Support response agencies to effectively deliver emergency response services locally by:¹⁷</p> <ul style="list-style-type: none"> • after consultation, making council resources, facilities and services available to agencies during response, relief and recovery phases • providing council resources as requested by agencies to secure affected areas • providing a council liaison officer (emergency management liaison officer) to an emergency management team to: <ul style="list-style-type: none"> - share knowledge, data and information about community needs and consequences 	Legislated	Where resources and claimable funding allows and when it is safe to do so.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
	- ensure council is consulted and involved in emergency decisions that will affect the council and community.		
42	Support response agencies to access affected areas.	Not legislated	When safe to do so and after local roads, bridges and hazardous trees on roadsides have been inspected.
43	Provide agencies with resources and information to partially or fully close roads and determine alternative transport routes. ¹⁸	Legislated	Agree – on Council owned roads.
44	Conduct local recovery activities. ¹⁹	Legislated	Agree – but this could run into years and for Councils like Moorabool ongoing funding and staffing is required to support a community whilst it recovers and to build capacity and resilience.
45	Support the transition from relief to recovery with relevant emergency management teams.	Not legislated	Agree
46	When safe, deploy council staff to affected communities to deliver recovery services.	Not legislated	Agree
47	Work with the community and recovery agencies to adapt recovery plans to reflect newly identified or changing community needs and priorities.	Not legislated	Agree – with community.
48	Scope requirements for planning to establish a municipal / community recovery committee and if necessary form, lead and support the committee. ²⁰	Legislated	Agree – but instead of lead should be support.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
49	Support agencies to analyse community needs for the planning of service provision.	Not legislated	Agree
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.	Not legislated	Agree – best way a Council can do with resources and funding available.
51	Continually assess recovery needs, redeploy staff to recovery roles and implement surge arrangements to fill gaps.	Not legislated	Agree – if DTF Claims allow council to be compensated.
52	Establish a recovery centre, coordinating across agencies to ensure sufficient staff, resources and equipment.	Not legislated	Agree.
53	Support recovery case management and gather data from relevant agencies locally	Not legislated	Agree – but should be outsourced to specialist agencies.
54	Conduct post-emergency needs assessments, coordinating with response and recovery agencies locally.	Not legislated	Agree
55	Coordinate local outreach with relief and recovery agencies to undertake the initial assessment of relief needs.	Not legislated	Agree
56	Work with local services including psychosocial services to utilise existing services and programs to support recovery efforts and reassure the community.	Not legislated	Agree
57	Support agencies to take a coordinated approach to recovery at the regional level.	Not legislated	Agree
58	Conduct the transition of local recovery arrangements back to the previous management arrangements	Not legislated	Agree

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
59	Clear blocked drains and local roads including by removing trees on council land and on roads. ²¹	Legislated	For Council drainage systems and local roads only.
60	Lead the management of environmental health issues (such as food and sanitation safety, vector control and animal disposal) with relevant agencies.	Not legislated	Agree – Business as Usual for Environmental Health – support for animal management etc.
61	Support agencies to coordinate volunteer efforts after emergencies. ²²	Legislated	Moorabool learned through experience with Scotsburn Fire that this this is impossible with current resources and funding – in the end it was managed by BlazeAid – need further assistance with this.
62	Coordinate animal welfare within council resources. ²³	Legislated	Agree – if funding is required to source additional resources.
63	Support agencies to coordinate and manage services to meet the immediate needs of affected livestock locally. ²⁴	Legislated	Agree – if funding is required to source additional resources.
64	Support agencies to monitor emerging needs and adapt services to minimise the long-term consequences on health and wellbeing.	Not legislated	Agree to support if resources allow.
Intelligence and Information Sharing			
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: <ul style="list-style-type: none"> identifying data needs for relief provision and planning for data management establishing data-sharing agreements and procedures with agencies. 	Not legislated	Agree – through MAV Resource Sharing Protocol and MEMEGs

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
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	Not legislated	Agree
67	Clarify and communicate council's emergency management role locally, to develop a shared understanding of emergency management activities with agencies and the community.	Not legislated	Agree
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)).	Not legislated	Agree
69	Support regional and state information-sharing forums, committees and meetings.	Not legislated	Agree
70	Support agencies by providing council-owned data and intelligence about properties, residents, assets, facilities, community demographics, needs and consequences.	Not legislated	Agree – when Privacy Legislation allows directly after emergency.
71	Capture, process and manage large volumes of data from multiple sources to share with the community and stakeholders.	Not legislated	Agree – when Privacy Legislation allows directly after emergency.
72	Capture and analyse lessons, share the findings with other councils and agencies, and work cooperatively to identify and implement solutions.	Not legislated	Agree

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
73	Conduct ongoing intelligence-gathering and information-sharing activities about local mitigation and recovery activities.	Not legislated	Agree
Public Order and Community Safety			
74	Undertake municipal functions as required by local government, building, electricity, water and land use planning legislation and regulations. ²⁵	Legislated	Many other Business as Usual components of Council are affected after an emergency which include Planning, Building, Environmental Health and these need to be resourced if additional to current day to day activities.
75	Proactively enforce relevant regulations and laws that relate to emergency management. ²⁶	Legislated	More information required.
Building Community Resilience			
76	Build local partnerships with businesses and not-for-profit organisations.	Not legislated	BAU
77	With other partners, support agencies to empower individuals and the community to exercise choice about and take responsibility for risks.	Not legislated	Support subject matter experts through education.
78	Encourage and assist the community to participate in emergency management education and training programs provided by council and agencies	Not legislated	Support agencies – many Councils are not funded to undertake all of this but can do through social media and supporting agencies.
79	Advocate for community needs at the regional and state level including for: <ul style="list-style-type: none"> • community preparedness and local leadership • adequate emergency management funding and resources • compatible and consistent emergency management information systems 	Not legislated	Agree

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
	<ul style="list-style-type: none"> consistent and streamlined legislation that supports council's role in emergency management at all stages of an emergency. 		
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.	Not legislated	With community and agencies through integrated planning.
81	Develop and deliver emergency management and community resilience training for council staff.	Not legislated	Needs to be funded – this was provided through AEMI and DHHS and now this is not provided.
82	Monitor and evaluate the community's engagement with emergency management and its capacity to prepare for, act during and recover from emergencies.	Not legislated	Needs to be funded and resourced – Community Emergency Management Planning takes times and money.
83	Support emergency management teams by ensuring local information and contacts are provided as part of community decision-making during emergencies.	Not legislated	Agree
84	Conduct community engagement activities to implement lessons learned about community resilience.	Not legislated	Agree
85	Engage the community in developing and delivering recovery activities including by appointing community development and/or community recovery officers. ²⁷	Legislated	This needs to be determined by the scale of the emergency and funding needs to flow quickly to employ Recovery Coordinators and fund Community Recovery Committees.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
Fire Management Suppression			
86	<p>Support agencies in line with relevant fire legislation and regulations by:</p> <ul style="list-style-type: none"> • appointing a municipal fire prevention officer²⁸ • developing and maintaining a municipal fire prevention plan²⁹ • 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 CFA³⁰ • issuing permits to burn³¹ • 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 for³² • providing pillar fire hydrants in reticulated areas when the CFA issues written notice to do so³³ • meeting the costs of providing, installing, marking and maintaining all fire plugs in the municipality.³⁴ 	Legislated	<p>This is an enormous task that is listed in this one responsibility for most Councils it is a full time MFPO position with assistants and with administration support.</p> <p>Important to note that Councils do not have a role in fire suppression.</p> <p>Could be amended in planning guidelines that CFA take the lead on fire management planning.</p> <ul style="list-style-type: none"> - Timely for the government to review the shelter options including neighbourhood safer places (NSPs) and Community Fire Refuges and take the onus away from Council. - Timely to amend the legislation on issuing permits to burn back to the CFA. - Timely to amend the legislation and return the complete dot point relating to water plugs back to the relevant water authority.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
Logistics and supply chain management			
87	Develop emergency management resource-sharing protocols between councils.	Not legislated	Already complete through MAV Resource Sharing Protocol
88	Maintain and store essential equipment and materials to support emergency management activities and meet the needs of affected communities (such as sandbags).	Not legislated	Timely to reallocate this to VicSES as the lead agency.
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.	Not legislated	Agencies can source their own personnel – they are good at doing this – not a Council role.
90	Manage, coordinate, supply and deliver resources promptly and efficiently using best-practice methods locally.	Not legislated	If available.
Impact Assessment			
91	Develop impact-assessment processes and data-collection systems.	Not legislated	Agree – developed and ongoing training has to occur.
92	Lead council's impact-assessment processes, systems and tools for core council services.	Not legislated	Agree – through other units of Council.
93	Collect secondary impact-assessment data about the scale and characteristics of the impact on the social, economic, built and natural environments. ³⁵	legislated	Agree
94	Initially assess impacts on essential infrastructure and services. ³⁶	Legislated	Agree that Councils collect initial impact assessment data on Council managed roads, infrastructure and assets.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
95	Support agencies to gather information about how the emergency is affecting animals	Not legislated	Agree
96	Support agencies to use council's spatial data to verify property losses.	Not legislated	Agree
97	Conduct a process to gather incident and impact intelligence from initial and secondary impact assessments to inform relief and recovery planning.	Not legislated	Agree
98	Conduct longitudinal mapping of the impact focusing on wellbeing, livability, sustainability and viability.	Not legislated	If resources allow.
Health Protection			
99	Undertake municipal functions as required by public health and wellbeing legislation and regulations. ³⁷	Legislated	Agree
100	Include emergency management in council plans including in the municipal public health and wellbeing plan and the council plan.	Not legislated	Agree – Emergency management is core business
101	Establish programs to detect and identify risks to public health locally (such as through heatwave planning).	Not legislated	Agree
102	Conduct epidemiological and other investigations.	Not legislated	Further information required.
103	Communicate information about public health locally.	Not legislated	To support lead agencies.
Relief Assistance			
104	Coordinate relief agencies and the community to develop local relief plans. ³⁸	Legislated	Local government is closest to the community and can provide support required for relief and recovery with the community.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
105	Develop protocols and procedures that are agreed with relief agencies.	Not legislated	
106	Design a scalable organisational structure to deliver relief services.	Not legislated	Needs to be funded and resourced – use of the MAV Resource Sharing Protocol and MEMEG Networks.
107	Work with other councils to develop a collaborative approach to relief.	Not legislated	MEMEGS do this.
108	Contribute to regional relief planning.	Not legislated	Member of Regional Response, Relief and Recovery Committees.
109	Identify, plan and document relief centres or other locations to provide emergency relief services that meet health and other community needs.	Not legislated	Included in plans
110	Develop plans and procedures for emergency shelter.	Not legislated	Relief Centres and Plans a part of EM
111	Plan for the needs of domestic animals as part of relief activities.	Not legislated	Domestic animals catered for in plans and MOUs
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.	Not legislated	Statewide direction and involvement required. Councils cannot deal with spontaneous donations which occur in large scale emergency events.
113	Work with health practitioners to understand the health and psychosocial implications of emergencies and the implications for relief.	Not legislated	Debriefing and Mental Health First Aid Training
114	Develop surge arrangements for relief, recovery and business-as-usual activities in the short, medium and long-terms	Not legislated	Resources and funding required.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
115	Coordinate relief services locally. ³⁹	Legislated	If able to claim costs back.
116	116.Establish and manage relief centres where appropriate, including: ⁴⁰ <ul style="list-style-type: none"> • register relief centre attendees • coordinate the provision of food, water and materials to affected communities⁴¹ • provide temporary shelter options for displaced local people - coordinate and manage services to meet the physical and psychosocial needs of affected local people.⁴² 	Legislated	If able to claim costs back. Other agencies are the lead in some areas.
117	Start recovery case management by gathering data from relevant agencies.	Not legislated	Well trained and supported staff required.
118	Inform the community about financial hardship assistance payments.	Not legislated	Role of DHHS.
119	Manage enquiries about donations of goods and offers to volunteer.	Not legislated	Need funding and resources to undertake especially smaller Councils.
120	Support efforts to reunify family and others separated during an emergency.	Not legislated	Agree to support Red Cross.
121	Support a coordinated approach to relief at the regional level.	Not legislated	Agree to Support DHHS.
Economic Recovery			
122	Help affected businesses to access information and advice locally.	Not legislated	Agree

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
123	Support the community to work with insurers.	Not legislated	Agree
124	Support organisations to offer technical advice about re-establishing local businesses.	Not legislated	Agree
125	Assess business and economic needs.	Not legislated	Council and agencies working together.
Natural and cultural heritage rehabilitation			
126	As part of emergency planning, identify at-risk cultural heritage sites.	Not legislated	Not council role – to include in Fire Management Plan through VFRR process.
127	Coordinate natural environment rehabilitation works locally.	Not legislated	If CFA or DELWP have disrupted their role to reinstate.
128	Restore local cultural heritage sites.	Not legislated	Not Council role – sometimes unaware of where they are. Support DEDJTR and Aboriginal Agencies.
129	Assess impacts to natural and cultural heritage sites.	Not legislated	Not Council role – sometimes unaware of where they are. Support DEDJTR and Aboriginal Agencies.
130	Coordinate remediation and stabilisation works on private and public land.	Not legislated	Only where Council is the responsible authority and has undertaken works that need remediation.
131	Monitor natural and cultural heritage sites.	Not legislated	Other agencies have the knowledge on the location of these sites and do this monitoring.
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.	Not legislated	Depending on which agency is the lead i.e. CFA, DELWP etc.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
Built Recovery			
133	Identify community needs and priorities for restoring the built environment including essential services, commercial and industrial facilities, public buildings and assets and housing.	Not legislated	Council assets only.
134	Identify standards for clean-up and recovery.	Not legislated	Agree – if DTF funding available and claimable.
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.	Not legislated	Agree – funding needs to be ensured for ongoing recovery efforts. Councils cannot pick up this cost.
136	Survey and determine the occupancy of damaged buildings. ⁴³	Legislated	Agree – through Building Legislation
137	Conduct stabilisation and remediation works on council or community infrastructure and land to prevent further damage to the built environment.	Not legislated	Agree
138	Support safety assessments for essential and critical assets and infrastructure.	Not legislated	Not Council role except for Council infrastructure and assets.
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.	Not legislated	Agree.
140	Coordinate the rebuilding and redevelopment of council and private assets. ⁴⁴	Legislated	Council assets only.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
141	Restore council-owned assets, prioritising business operations and commercial or community facilities essential for community wellbeing or recovery activities. ⁴⁵	Legislated	Agree but Council do the prioritising
142	Coordinate clean-up activities including the disposal of dead animals. ⁴⁶	Legislated	This is in Emergency Animal Welfare Plans.
143	Support the restoration of private and non-council assets within the scope of existing council services.	Not legislated	Only if resourced and funded to do so.
144	Review physical infrastructure needs and establish long-term recovery infrastructure where necessary.	Not legislated	If external funding is received.
145	Support agencies to restore essential assets and infrastructure.	Not legislated	If resources allow.
146	Establish planning scheme exemptions for emergency accommodation and clean-up works, and streamline planning and building construction approvals.	Not legislated	Fast Track Planning Options explored for recovery.
Social recovery			
147	Coordinate health programs to ensure the continuity and availability of advice and activities.	Not legislated	Health Services best placed to undertake this.
148	Assess and deliver services for the medium- to long-term psychosocial needs of the community.	Not legislated	Counselling Services best placed to undertake this with referrals from relief and recovery staff.
149	Provide access to short-, medium- and long-term housing options for displaced people.	Not legislated	Provide short term shelter at Relief Centre and advice on options – not the lead on the medium and longer term accommodation – DHHS best placed to undertake this role.
150	Assess and deliver financial re-establishment assistance.	Not legislated	DHHS undertakes this – promotion through Relief and Recovery Centres.

Item No.	Descriptor	Legislated (blue) General item (black)	Comment
151	Support community services to provide shelter, food, counselling and other assistance to people at socioeconomic disadvantage.	Not legislated	See above comments in this social recovery environment DHHS best to lead.
Assurance and Learning			
152	Conduct after-action reviews of council operations during emergencies, to inform future planning.	Not legislated	Agreed – debriefs and reports.
153	Conduct incident management reviews and modify council plans and procedures to draw on lessons learned.	Not legislated	Agreed – a part of Municipal Emergency Planning.
154	Assess and review outcomes for the community after an emergency, looking for opportunities to improve outcomes in future.	Not legislated	Agree.