City of Melbourne
Municipal Emergency
Management Plan

Municipal Emergency Management Plan

1.   Introduction

1.1 Acknowledgement of Traditional Owners

The City of Melbourne respectfully acknowledges the Traditional Custodians of the land, the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation and pay respect to their Elders past, present and emerging.

We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

1.2 Authority

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

This Plan has been prepared in accordance with and complies with the requirements of the EM Act 2013 including having regard to the guidelines issued under section 77, *Guidelines for Preparing State, Regional and Municipal Emergency Management Plans*

1.3 Plan Assurance and Approval

Assurance

A Statement of Assurance (including a checklist and certificate) has been prepared and submitted to the Regional Emergency Management Planning Committee (REMPC) pursuant to EM Act 2013 (section 60AG)

Approval

This Plan was approved by the North West Metro REMPC on 20 May 2021. This Plan comes into effect when it is published and remains in effect until superseded by an approved and published update.

1.4 Plan Review

To ensure the Plan provides for a current integrated, coordinated and comprehensive approach to emergency management and is effective, it is to be reviewed at least every three years or as required.

Urgent update of this Plan is permitted if there is significant risk that life or property will be endangered if the Plan is not updated (EM Act 2013 section 60AM). Urgent updates come into effect when published on the municipal council website and remain in force for a maximum period of 3 months.

This Plan will be reviewed not later than May 2024. This Plan is current at the time of publication and remains in effect until modified, superseded or withdrawn.

Multi-agency exercises

Regular testing and exercising of the Plan is also undertaken through multi-agency scenario exercises. Scenario exercises that have been undertaken include:

- **Exercise Alliance**: 11 February 2016: Multi Agency discussion exercise led by Yarra Trams

- **Exercise Havoc**: 26 February 2016: Multi Agency discussion exercise led by Arts Precinct Group

- **Exercise Foundation**: 26 May 2016: Multi Agency Panel Hypothetical exercise led by City of Melbourne

- **The Refuge**: 9 - 10 July 2016: Multi Agency live deployment exercise testing an ERC led by City of Melbourne (Arts House)

- **Exercise Galaxy (Phase 1)**: 21 March 2017: Multi Agency Panel Hypothetical exercise led by Victoria Police Counter Terrorism

- **Exercise Hydra**: 19 April 2017: Multi Agency Panel Hypothetical exercise led by DEDJTR

- **Exercise Off The Grid**: 26 May 2017: Multi Agency live deployment exercise setting up an ERC led by City of Melbourne at the MCG

- **Exercise Galaxy (Phase 2)**: 1 June 2017: Multi Agency deployment exercise led by Victoria Police Counter Terrorism

- **Exercise Galaxy (Phase 3)**: 19 July 2017: Multi Agency discussion exercise led by EMV

- **Armed Offender Exercise**: 23 June 2017: Multi Agency deployment exercise led by Federation Square

- **Exercise Overload:** 20 September 2017: Multi Agency deployment exercise facilitated by Port of Melbourne Corporation

- **Evacuation Training:** 19 October 2017: Victoria Police and Multi Agency workshop facilitated by Victoria Police

- **The Refuge**: 11 - 12 November 2017: Multi Agency live deployment exercise testing an ERC led by City of Melbourne (Arts House)

- **Exercise Bargoonga:** 24 November 2017: Multi Agency live deployment exercise testing facilitated by City of Yarra

- **Exercise Hydra:** 27 November 2017: Active Armed Offender simulation exercise facilitated by Victoria Police at Police Academy

- **Exercise Connect:** 29 November 2017: NWMR Collaboration Multi- agency discussion exercise

- **Exercise Jamboree:** 14 December 2017: Multi- agency discussion exercise facilitated by City of Moonee Valley

- **Exercise Contagion:** 15 June 2018: Multi-agency exercise hosted by City of Melbourne

- **Exercise Eris :** 17 May 2019: Multi-agency exercise hosted by City of Melbourne

- **Evacuation Exercise:** 28 June 2019: Multi Agency deployment exercise led by Federation Square

- **Exercise Seismic:** 21 May 2021: Multi-agency exercise hosted by City of Melbourne

1.5 Planning Context

Municipal Emergency Management Functions

The role of a municipal council in relation to emergency management planning is to facilitate planning for emergencies in relation to its municipal district by establishing a Municipal Emergency Management Planning Committee (MEMPC) (EM Act 2013 section 59F(a)).

In collaboration with other agencies and by the establishment of the MEMPC, council also has a role in enabling community participation in emergency preparedness, including mitigation, response and recovery activities (EM Act 2013 section 59F(b)).

Municipal Emergency Management Officer

Under the EM Act 2013 section 59G, council, must appoint one or more Municipal Emergency Management Officers (MEMO) for its municipal district.

The responsibilities of the MEMO are to:

- Liaise with agencies in relation to emergency management activities for the municipal district
- Assist in the coordination of emergency management activities for the municipal council

The MEMO role is outlined in the State Emergency Management Plan (page 64).

Municipal Recovery Manager

Under the EM Act 2013 section 59H, council, must appoint one or more Municipal Recovery Managers (MRM) for its municipal district.

The responsibilities of the MRM are to:

- Coordinate, in consultation with other agencies, the resources of the municipal council and the community for the purposes of recovery
- Liaise with any MEMO appointed for the municipal district in relation to the use of the municipal councils resources for the purposes of recovery
- Assist any MEMO appointed for the municipal district with planning and preparing for recovery

The MRM role is outlined in the State Emergency Management Plan (page 67).

Municipal Fire Prevention Officer

The Country Fire Authority Act 1958 and the Fire Rescue Victoria Act 1958 require each municipal council to appoint a Municipal Fire Prevention Officer (MFPO) and any number of assistant fire prevention officers. The MFPO provides its municipal council with expertise in relation to fire prevention and provides a connection to local fire services.

The role of the MFPO does not include a legislated planning function. Fire planning now falls under integrated planning arrangements.

1.6 Plan Aim and Objectives

Aim

- To detail the agreed collaborative arrangements for the mitigation of, the response to, and the recovery from emergencies that could occur in the City of Melbourne as identified in the Emergency Management Act 2013.

Objectives

The broad objectives of this Plan are to:

- Implement measures to prevent or reduce the causes or effects of emergencies
- Manage arrangements for the utilisation and implementation of municipal resources in response to emergencies
- Manage support that may be provided to or from adjoining municipalities
- Assist the affected community to recover following an emergency
- Complement regional and state planning arrangements.

2. Municipal District Characteristics

2.1 Topography

The City of Melbourne lies on the coastal plain at the head of Port Phillip Bay. The Yarra River bisects the city and discharges into the bay at the southern boundary of the city. The Maribyrnong River and Moonee Ponds Creek also flow through the city and into the Yarra River.

The City of Melbourne is responsible for the local government in the area defined by the City of Melbourne Act 1993. In December 2007 a decision was made by State Government to amend the boundaries between the City of Melbourne and the City of Moonee Valley. As a result the City of Melbourne took over responsibility for the whole of Kensington and North Melbourne from 1 July 2008.

Melbourne's economic and political centre is located within the municipal boundaries of the City of Melbourne, an area of 37.7 km2 that includes the central business district, some of Melbourne's most historic suburbs, Docklands and Southbank.

The boundaries of the municipality are: Park Street, Bowen Crescent, Macpherson Street, Lygon Street, Princes Street, Nicholson Street, Victoria Parade, Punt Road, High Street, St Kilda Road, Dorcas Street Kings Way, West Gate Freeway, Todd Road, Hobsons Bay, Maribyrnong River, Fisher Parade, Langs Road, Racecourse Road, Epsom Road, Macaulay Road, Melrose Street and Moonee Ponds Creek.

The city is at the hub of a radial transport network (road and rail/tram). The main roads servicing the city are: West Gate Freeway, Tullamarine Freeway, Monash Freeway, Royal Parade, Flemington Road, Victoria Parade, Kings Way, St Kilda Road, Dynon Road, Footscray Road and the Eastern Freeway. The rail/tram system includes Southern Cross Station for suburban, country and interstate connections, Flinders Street Station for suburban and country connections, Melbourne Underground Loop, tram network and South Dynon Road Freight terminals servicing the docks.

The docks area near the mouth of the Yarra River is a major feature of the transport network. Major port facilities are located at Webb Dock, Swanston Dock, South Wharf and Appleton Dock. There is also a hazardous material berth at No.1 Maribyrnong Berth.

The climate of Melbourne is temperate with extremes of temperature modified by the large expanse of water in Port Phillip Bay.

2.2 Demography

The City of Melbourne includes the Central Business District of Metropolitan Melbourne, the capital city of Victoria. The suburbs that make up the city are: Melbourne, East Melbourne, South Yarra, Southbank, Port Melbourne, West Melbourne, North Melbourne, Kensington, Flemington, Parkville, Carlton and Docklands.

The residential population is estimated at 178,955* (2019). Total employment within the City of Melbourne is estimated at 497,200 (2019~).

There are 910,800 people in the municipality on an average weekday and 753,100 on an average weekend day (figures current as 2019^).

An estimated average of 234,300 workers, 454,000 domestic visitors and 36,700 international visitors visit the municipality each weekday (as at 2019^).

*** Figures obtained from the Australian Bureau of Statistics, Population by Age and Sex as at 30 June 2019**
***~ Census of Land Use and Employment (CLUE) City of Melbourne 2019**
***^ Daily Population Estimates, City of Melbourne 2020**

The City of Melbourne stages and supports a diverse range of events and festivals all year round including:

- City owned events such as Moomba Festival, New Years Eve, Firelight Festival, Melbourne Knowledge Week, Melbourne Fashion Week, Melbourne Music Week and the Christmas Program

- Public Parades such as the AFL Grand Final and Melbourne Cup Parade

- Large mass participation events such as Run For The Kids, Mother's Day Classic, Run Melbourne, Melbourne Marathon and Night Noodle Market

- Civic events such as welcome receptions and visits from dignitaries

- Community/Precinct events such as the Greek Festival and Lunar New Year Celebrations

- Corporate functions such as media launches and seminars.

2.3 History of Emergencies

Emergency incidents of note in the Municipality: 2011 to 2021.

Risk/Hazard Type	Incident	Date
Fire – industrial/commercial	Fire in Backpacker Hostel: King Street	11 August 2011
Fire- waterways	Cabin Cruiser fire on Docklands waterways	21 March 2012
Criminal activity	Police shoot alleged offender in Docklands leading to closure of public car park	12 November 2012
Fire- waterways	Disused party boat cruiser fire on Yarra River near	10 September

Risk/Hazard Type	Incident	Date
	Banana Alley vaults	2013
Heatwave	Activation of Heatwave Plan including distribution of Heat Health Alerts	January 2014
Fire	High Rise Building Docklands led to activation of Etihad Stadium as an ERC	25 November 2014
Fire	Multi story apartment building in North Melbourne led to activation of Multicultural Hub as an ERC	2 March 2015
Fire	High Rise apartment building in Spencer Street Melbourne led to activation of Melbourne Town Hall as ERC	31 December 2015
Criminal activity	Alleged offender drove stolen vehicle down Bourke Street running down pedestrians resulting in 6 fatalities and 37 injured	20 January 2017
Criminal activity	Alleged offender drove vehicle through junction of Flinders and Elizabeth Streets running down pedestrians resulting in 1 fatality and 18 injured	21 December 2017
Terrorist Act	Alleged offender drove ute into Bourke Street, released gas bottles on back of vehicles casing car explosion then attacked 3 victims with a knife resulting in 1 fatality. Victoria Police declared it an act of terrorism. Alleged offender shot by police and later died from injuries.	9 November 2018
Fire	High Rise Building in Spencer Street Melbourne led to activation of Melbourne Town Hall as an ERC	4 February 2019
COVID-19	The COVID-19 pandemic in Australia is part of the ongoing worldwide pandemic of the coronavirus disease 2019 (COVID-19) caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The first confirmed case in Australia was identified on 25 January 2020	25 January 2020

Note: This list is not intended to be a comprehensive history of emergencies for the City of Melbourne.

2.4 Boundary Map

Figure 1: Boundary Map

2.5 Vulnerable Groups

Overview

This section outlines the vulnerable groups in the City of Melbourne. For each vulnerable group information has been included, such as:

- Population information and key residential bases
- Internal support services
- External support services

Estimated Residential Population by Statistical Area Level 2 as at 30 June 2019

Statistical Area Level 2	Residential Population
Carlton	24,692
Docklands	15,701
East Melbourne	5,918
Kensington	12,173
Melbourne (including CBD)	51,894
North Melbourne (including West Melbourne)	26,462
Parkville	8,756
South Yarra	7,010
Southbank	26,324
City of Melbourne	**178,955**

City of Melbourne Residential Population Age Groups 2019

Age group	Population	Per cent
0-4 years	4,961	3%
5-14 years	5,696	3%
15-24 years	51,787	29%
25-34 years	60,206	34%
35-44 years	21,628	12%
45-54 years	12,132	7%
55-64 years	10,354	6%
65-74 years	7,401	4%
75-84 years	3,355	2%

Age group	Population	Per cent
85 years and over	1,435	1%
Total	**148,039**	**100%**

Profiles

Profiles on residents and a range of communities within the City of Melbourne are available on CoM's website in the form of data visualisations.

Profiles include

- Younger people (residents aged 15 to 24 years)

- Older people (residents aged 60 years and over)

- Families with children (families with youngest child aged 0-12 years)

- Multicultural community (residents born overseas)

- High rise residents (living in apartments with four or more storeys)

- Workers (those who work in the municipality)

- Tertiary students (those living and/or studying in the municipality)

Municipal Demographic

The current residential population of the City of Melbourne in 2021 is estimated to be approximately 178,955. As of 2019 there was a daily visiting population of approximately 910,800 people. Demographic information can be found on the City of Melbourne website. Key information includes:

	Population	Comments	Data Source
Infants and young children (0 – 14)	10,657	• Most families reside in North Melbourne and Kensington	Australian Bureau of Statistics Regional Population by Age and Sex Australia 2019
Aged Population (65 years +)	12,191	• Frail aged population is of most concern • Population tends to focus around Southbank, Melbourne and North Melbourne	Australian Bureau of Statistics Regional Population by Age and Sex Australia 2019
Residents with pre-existing conditions		• No records on this group although aged and o – 6 years may be linked to HACC and Family Services • Presumptions made that residents will be linked with local GPs, hospitals or chemists	

	Population	Comments	Data Source
Homeless	279 sleeping rough	• Difficult group to ascertain size and need • Predominantly male	2018 City of Melbourne Street Count
CALD Groups	56% of residential population born overseas 48% of residents speak a language other than English at home	• Residents come from over 150 different countries, China by far being the most common • Residents speak over 120 different languages at home, Mandarin by far being the most common	Australian Bureau of Statistics 2016 Census Population and Housing
Tourists	4.860 million visitors to the City of Melbourne (calendar year 2019)	• 1.876 million international visitors (calendar year 2019) • 2.984 million interstate visitors (calendar year 2019)	Tourism Research Australia (TRA) National Visitor Survey (NVS) and International Visitor Survey (IVS) 2019 (NB: data excludes those with work or study related stopover reasons
Residents in high rise apartments	62% of residents (building height of four stories or more)	• Predominantly Central City (Melbourne CBD, Southbank and Docklands) as well as Carlton	Australian Bureau of Statistics 2016 Census Population and Housing (note: based on place of enumeration)
International Students Higher Education (i.e. Tertiary Students)	79,200 International Tertiary Students living and/or studying in City of Melbourne (2018 calendar year)	• Centre around Carlton and CBD	Data is sourced from the Department of Education, Skills and Employment and the National Centre for Vocational Education Research
Low Socio-economic status	15% of families within the City of Melbourne earn under $650 per week. **Socio-Economic Indexes for Areas (SEIFA):** The City of Melbourne is in the 8th decile of Relative Socio-economic Advantage and Disadvantage (IRSD)	• 10th SEIFA decile is highest (least disadvantaged), 1st decile is lowest (most disadvantaged) • Carlton (2nd decile), Melbourne (4th decile) and North Melbourne (5th decile) are the areas showing the most disadvantage	Australian Bureau of Statistics, 2016 Population and Housing Australian Bureau of Statistics, 2016 Population and Housing (NB: Excludes lone persons and group households)

Vulnerable Groups

The vulnerable groups include but are not limited to:

Vulnerable Group	Vulnerability	Internal Support	External Support	Internal Contact
Aged Population	Age compounded by other illnesses Possible dependence on carers Restricted mobility Confusion Adverse reactions to medications Alternative accommodation may require disability aids Very high rates of mental illness and dementia Understanding service and other information	Regional Assessment Service Home Care packages Social Support programs	Bolton Clarke (previously known as Royal District Nursing Service) The Australian Government funds and regulates aged care providers that provide Commonwealth Home Support Programme services, Home Care Packages and residential aged care facilities. All aged care providers are required to have comprehensive lists of their clients/residents, their contacts and an understanding of individuals' needs. In addition, all registered residential aged care facilities are required to have evacuation plans. General Practitioners Community Health Centres	Coordinator Ageing and Inclusion
Infants and young children Residential base: Kensington, North Melbourne, Carlton, Docklands, CBD, Southbank, East Melbourne, South Yarra	Age Dependence on others	Immunisation Family Support and Counselling Maternal and Child Health Clients details are entered in CDIS database Parent in home Support Facilitate playgroups and support groups	MacKillop Family Services	Team Leader Family Services
Residents with pre-existing medical conditions	Reliance on others Dependency on medication Mobility impaired	No internal support services unless elderly or between 0 -6 years	GPs Hospitals Doutta Galla Community Health	No internal support unless current clients of services

			Centres	
			Chemists	
Homeless Population: 279 'sleeping rough' 2018	Homeless rough sleeping without safe and stable housing	Daily Support Team (current contract valid until April 2021) Should be extended until April 2022	Rough Sleeper initiative (Launch Housing)	Outreach Coordinator
	Multiple and complex health and mental needs		Frontyard Melbourne City Mission (youth homelessness)	Senior Project Coordinator Service Coordination
	Undiagnosed disabilities and acquired brain injuries	Referral to service providers is available from Outreach Support Officer – On Street Support and Compliance Branch	Salvation Army 69 Bourke Street	
	High rates of poly-drug and alcohol use		Anglicare Victoria - Lazarus Breakfast program	Aboriginal Health and Homelessness Co-ordinator, Aboriginal Melbourne
	Substance use may affect ability to regulate core body temperature		Travellers Aid	
			Vincent Care	
	Feeling confused/unsafe		Co Health, central city community health	
	Adverse reactions to medications		Youth Projects	
			WIRE	
	Mistrust and or cautious of mainstream services and authority		Unison Housing	
			Bolton Clark Homeless Persons Program	
	Isolated from families, kinship networks, supports and cultural connection		Housing Choices Australia	
			Ngwala Willumbong Melbourne Health Team 1 Area mental health	
	Risk of exposure/illness/death due to the impacts of extreme weather		St Vincents Hospital Homeless Persons Program	
CALD Groups	Possible isolation	May be linked with Family Services	Translation Services	Multicultural Officer; Indigenous Unit
	Limited understanding of English (English not first language)	Bilingual support workers available within Family Services and Library Services	Multicultural peak bodies	
	Cultural sensitivities			
	Difficulty understanding services			
	Knowledge of available services and how to access them			
	Possible lack of close support network			
	Possible fear of uniformed representatives (Refugee background)			
Residents who live in high rise	Building may be uninhabitable without	Linked to Community Connections and	Tenancy groups listed in contact lists	Community Connections Officers

apartments	electricity High density	Community Development Officers Database of residents maintained for 'vertical living' e-newsletter	Public housing support groups	
Tourists	Isolated from families and supports Language barriers Not familiar with City of Melbourne	Tourism Services	Hotels, backpackers and places of accommodation Travellers Aid	Tourism Operations Program Manager
International Students	Isolated from families and supports Language barriers Not familiar with City of Melbourne Possible live in cramped, poor quality accommodation Unsure where to access information	International Education Project Coordinator	State Government – Study Melbourne Peak bodies – ISANA International Education, International Education Association Australia (IEAA) Education Providers International student peak bodies Council of International Students Australia (Belle Lim, current President is based in Melbourne) Australian Federation of International Students	International Education Project Coordinator Community Safety & Well Being Branch
Women and Children experiencing family violence	May be isolated and lacking family or social supports May be fearful of offender or have intervention order and therefore not attend ERCs or recovery efforts May require protection or secure refuge or location	Maternal Child Health Nurse Family Services Carlton resource centre North Melbourne Community Centre	Well organised service system: Safe Steps: Family Violence Response Centre 1800 015 188 1800 Respect: Domestic Violence Resource Centre Victoria Women's Health West Victims of Crime Compensation and Counselling Victoria 1800 000 055 In Touch Multicultural Centre Against Family Violence Domestic Violence Resource Centre Victoria WIRE	Coordinator Family Support and Counselling Community Services Branch Senior Policy Officer City Safety Social Investment Branch

Programs and Initiatives

The City of Melbourne has an international student program that is strongly committed to providing a positive experience for international students through a broad program of initiatives that work to empower and engage students in the life of the city. Some of the activities included under this program are:

Lord Mayor's Student Welcome (annual):
Victoria Police, FRV, Chai Junction and other community organisations are present at the Lord Mayor's Student Welcome event to provide safety and support information. This free event, produced by young people for young people, gives students an opportunity to meet each other, find out what services are available and enjoy performances, interactive activities and roving entertainers.

Think Before Campaign:
Stakeholders from a wide variety of Australian agencies including police, government, education and industry have contributed both funds and in-kind services to support Think Before. International students are urged to think before they travel late at night and given tips on how to avoid high risk situations that could leave them vulnerable.

The campaign is rolled out across multiple platforms and social media sites including Facebook, Twitter and international social media sites in 13 country-specific languages.

City of Melbourne International Student Welcome Desk:
The City of Melbourne International Student Welcome Desk operates at Melbourne Airport twice a year to coincide with major intake of students in February and July. A dedicated team of volunteers greet International Students at Melbourne Airport with a Welcome Pack (providing relevant information and connections with programs and services available) and assist with queries. This International Student Welcome Desk was the first of its kind in Australia. Since 2009 it has been a first point of contact for thousands of students entering Australia, providing a safe and warm welcome to Melbourne and a vital and memorable experience for newly arriving international students.

If an ERC is opened, Parenting Support Workers and Early Childhood Educators are able to set up and staff a safe place for children and attend to their specific needs. Child care centres can be used as an emergency facility after hours and on weekends and the Lady Huntingfield Child Care Centre in North Melbourne has an industrial kitchen which can be utilised for food preparation and distribution of meals after hours and on weekends if required.

The City of Melbourne Ageing and Inclusion team has a Regional Assessment Service that assesses eligibility for home support services for older people aged 65 and over (50 and over for Aboriginal and Torres Strait Islander people). Assessments are requested by contacting My Aged Care on 1800 200 422.

City of Melbourne developed the heatwave and homelessness response plan to ensure appropriate and inclusive support is provided to people experiencing homelessness in extreme weather. The strategy aims to strategically build awareness and preparedness about extreme heat periods (heatwaves) amongst the cities diverse homelessness population. Support includes cool places and water fountain maps, Summer Sense fact sheets, the provision of water bottles, sunscreen, cooling towels, hats and insect repellent as well as face to face information from outreach teams and Agencies on how to prepare for heatwaves on days of extreme heat.

The trigger for the provision of the program is the Victorian Department of Health issuing a heat health alert. This is issued when a day or period where the average of the daily maximum temperature and the overnight minimum temperature of the following day is 30°C or greater.

2.6 Significant Infrastructure

Infrastructure Name	Details
Event Venues	
MCG	Ground Built in 1853. Large sports stadium frequently used for cricket and Australian Rules football. Capacity 100,000. Close proximity to Melbourne CBD, can be reached by short tram/train ride or foot.
Marvel Stadium	Opened 9 March 2000. Multi-purpose Event facility situated in heart of Melbourne's Docklands just minutes from Melbourne's CBD. Has a fully retractable roof. Fixed seating capacity is 53,359. Can accommodate up to 74,000 for sporting and entertainment events
Melbourne & Olympic Parks	Came into existence prior to the 1956 Olympics and is now a popularly known sporting and entertainment precinct which includes: 1 Rod Laver Arena – 15,000 seats (retractable roof) 2 John Cain Arena – 8,000 seats (retractable roof) 3 Margaret Court Arena – 4,500 seats (retractable roof) 4 AAMI Park – 30,000 seats 5 Holden Centre – home to Collingwood Football Club as well as a public sports ground currently in construction 6 Gosch's Oval – Melbourne Storm, Melbourne Victory and Melbourne Football Club train here This precinct is located about 1km or a 5 minute drive from Melbourne's CBD and separated from the Botanic Gardens by the Yarra River.
Crown Casino	Opened in May 1997, located in Southbank. Covers 510,000 m2 (equivalent of 2 city blocks) & combines gaming, hotel, convention, restaurant, retail & entertainment facilities (entertainment complex open 24 hours a day, 7 days a week).
Federation Square	Federation Square is one of the most visited tourist attractions in Victoria – receiving over 40 million visits to date. Federation Square is home to The Ian Potter Centre: NGV Australia; ACMI; Champions – The Australian Racing Museum; and the National Design Centre, as well as a wide range of restaurants, cafés, bars and shops.
Melbourne Convention Centre	The Melbourne Convention and Exhibition Centre (MCEC) is located on the banks of the Yarra River in the heart of the city. The MCEC complex is comprised of the new Melbourne Convention Centre, the Melbourne Exhibition centre and the existing Convention centre.
Melbourne Zoo	Located 4kms from the city centre it is home to more than 320 species.
Melbourne Exhibition Building	The Royal Exhibition Building in Carlton Gardens is one of the world's oldest remaining exhibition pavilions.
Transportation	
Flinders Street Station	For more than a century the grand Edwardian baroque building of Flinders Street Station has dominated Melbourne's southern boundary. It is among Melbourne's most recognisable landmarks. Flinders Street is currently undergoing maintenance and refurbishment works

Infrastructure Name	Details
City Loop	Melbourne's City Loop was completed in May 1985 with the opening of Flagstaff Railway Station. It incorporates Parliament, Southern Cross, Melbourne Central and Flagstaff stations.
Melbourne Metro Tunnel	Work is underway to build the Melbourne Metro Tunnel which will expand the City Loop. 9km of twin rail tunnels will include 5 new Stations, Arden, Parkville, State Library, Town Hall and Anzac. The 2 new stations under Swanston Street, Town Hall and Anzac, will be directly connected to the City Loop at Melbourne Central and Flinders Street.
Defence	
Victoria Barracks	Construction of the Victoria Barracks in Melbourne was first started in 1855. The site is bounded by City Road, Moray Street, Coventry Street and St. Kilda Road.
Major Buildings	
Australia 108	Located in Southbank it has 100 levels with 1,105 apartments soaring 319 metres high. It is the tallest residential building in the southern hemisphere.
Eureka Tower	Located in the heart of Southbank. It is 297.3 metres high and has 92 levels.
Rialto	The Rialto is 253 metres high, is in the centre of the CBD and was completed in October 1986. The Observation deck at the top of the Rialto opened to the public in 1994 and offers 360 degree views of Melbourne
101 Collins St	Situated in the heart of Melbourne's CBD it is a single tower building constructed of granite and glass and has 57 floors
Nauru House	49 storey building that was completed in the 1970's
Federation Square	Opened in 2002. Hosts major cultural attractions and events. Includes restaurants, bars, retail and a Piazza used regularly by the public
Tertiary Education	
University of Melbourne	Established in 1853 and located in Parkville
RMIT	Established in 1887. The City campus is located between La Trobe, Elizabeth, Queensberry and Russell Streets.
Victoria University	Founded in 1990
Retail	
Myer	Established in the early 1900's. Located in the heart of the CBD in Bourke Street
David Jones	Australia's oldest department store. Located in the heart of the CBD in Bourke Street
Melbourne Central	Located above the Melbourne Central Train Station in the CBD on the corner of La Trobe & Swanston Streets
Emporium	Opened in 2014. Retail Centre incorporating fashion, food, culture and art. The precinct connects to Melbourne Central, Myer Melbourne and David Jones via pedestrian bridges and tunnels

Infrastructure Name	Details
Heritage	
Melbourne State Library	Located in Swanston Street. One of Australia's oldest cultural institutions
Shrine of Remembrance	The Shrine of Remembrance was built between July 1928 and November 1934. Located in Birdwood Avenue South Yarra
Government	
Melbourne Town Hall	Completed in 1870 located. Located in Swanston Street
Parliament House	Located facing the intersection of Spring & Bourke Streets. Constructed in the 1800's
Treasury Buildings	Built in 1857-62, located in Spring Street
Melbourne Assessment Prison	317-353 Spencer Street Melbourne. 305 bed maximum security prison. There are limitations in evacuating this quickly
Major Infrastructure	
West Gate Bridge	Completed in 1978, the West Gate Bridge is the 2nd longest bridge in Australia. It crosses the Yarra at mouth of Port Phillip Bay & joins Geelong and Western Melbourne to Melbourne.
Bolte Bridge	Completed in 1999 it spans the Yarra River & Victoria Harbour in the Docklands precinct to the west of Melbourne CBD
Burnley Tunnel	The Burnley Tunnel is 3.4kms and is one of the longest urban three lane tunnels in the world
Hospitals	
Alfred	Founded in 1871. The oldest Melbourne hospital that is operating on it's original site
Melbourne Private	Co-located with Royal Melbourne in Parkville
Peter MacCallum	Major Centre for cancer treatment located in East Melbourne since 1991. Relocated to Parkville precinct in 2016.
Royal Children's	Major children's hospital in Melbourne. Newly constructed hospital opened in late 2011
Royal Dental	Established in 1996. Located in Carlton
Royal Melbourne	Established in 1848. Located in Parkville
Royal Women's	Established in 1856, Australia's first public women's hospital. In 2008 moved to Parkville and is co-located on Royal Melbourne Hospital site
Industrial Sites	
Fishermans Bend	Close to the city centre, Port Melbourne and Docklands, Fishermens Bend Fishermans Bend is a well-situated business location near the Yarra River, at the south-western edge of the CBD

Infrastructure Name	Details
Port Melbourne	Port Melbourne is a timeless bridge between the past and present. It boasts some of Melbourne's oldest colonial buildings, Port's new residential precincts have elevated it to the ranks of the city's trendiest suburbs. Only ship and railway yards define the buffer between the Port and the Melbourne CBD.
Coode Island	Coode Island, an almost uninhabited industrial area, is 4 km. west of Melbourne. It was formed in 1886 when a canal was cut through the Sandridge swamp to provide a straightened stream for the Yarra River. In 1990-1 about 70% of liquid chemicals through the Port of Melbourne went through Coode Island. On 21-2 August, 1991, fire broke out at liquid tank storage facilities, destroying or severely damaging 27 tanks. The event provoked a review of the facilities, leading to proposals for its transfer from metropolitan Melbourne. Six years afterwards a new site was not agreed, but in the meantime improved safety measure had lessened anxiety about future risks. Coode Island also has transport companies, cargo storage, bulk (non-liquid) storages and port facilities.

3.   Planning Arrangements

3.1 This Plan within Victoria's emergency management planning framework

This Plan supports holistic and coordinated emergency management arrangements within the region. It is consistent with and contextualises the State Emergency Management Plan (SEMP) and North West Metro REMP. The REMP is a subordinate plan to the SEMP and the MEMP is a subordinate plan to the REMP.

To the extent possible, this Plan does not conflict with or duplicate other in-force emergency management plans that exist.

Figure 2 outlines this Plan's hierarchy. This Plan should be read in conjunction with the SEMP and the North West Metro REMP.
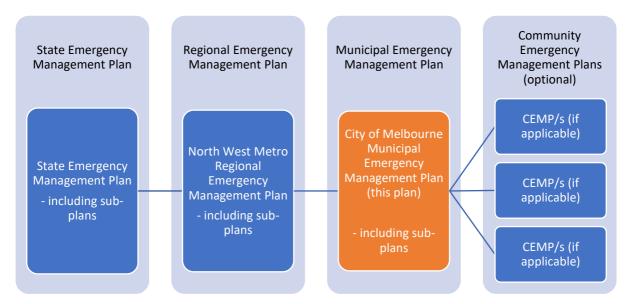

Figure 2: Plan hierarchy

3.2 The MEMPC and its sub-committees and working groups

The MEMPC is formed pursuant to Sections 59 and 59F of the Emergency Management Act 2013 (EM Act 2013). From 1 December 2020, the legislation shifts responsibility for municipal emergency management from the council to the reformed, multi-agency MEMPC.

The MEMPC promotes shared responsibility for planning by requiring relevant agencies to participate in the planning process. The MEMPC is a multi-agency collaboration group whose members bring organisation, industry or personal expertise to the task of developing a comprehensive emergency management plan for the municipality.

The MEMP covers arrangements for mitigation, response and recovery, and identifies the roles and responsibilities of agencies in relation to emergency management.

The MEMPC reports directly to the REMPC.

Section 59A of the EM Act 2013 specifies the minimum membership requirements of the MEMPC which are:

- MEMPC Chair: City of Melbourne Senior Management team member nominated by the Chief Executive Officer

- Victoria Police

- Fire Rescue Victoria

- Ambulance Victoria

- Victoria State Emergency Service

- Australian Red Cross

- Department of Families, Fairness and Housing

- Community representative/s

- Recovery representative/s

- Other persons as nominated

The MEMPC will determine if a sub-committee/team is required in relation to specific or complex arrangements that either enhance or contextualise the MEMP. Refer 3.3 below.

3.3 Sub plans and complementary plans

Sub-plans

The MEMPC will determine if a sub-plan is required to detail more specific or complex arrangements that either enhance or contextualise this Plan. All sub-plans are multi-agency plans and may be hazard specific where the consequences are likely to be significant, for example a municipal flood response sub-plan.

All sub-plans to this Plan are subject to the same preparation, consultation, assurance, approval and publication requirements as this Plan, as outlined in Part 6A of the EM Act 2013.

Agencies with roles or responsibilities in a sub-plan must act in accordance with the plan (EM Act 2013 s60AK).

A list of sub plans is included in 9.2 of this plan.

Complementary Plans

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

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

A list of complementary plans that have significance to the comprehensive, coordinated and integrated emergency management arrangements in the municipal district is included in 9.3 of this plan.

4.   Mitigation Arrangements

4.1 Introduction

Risk management is the systematic approach and practice of managing uncertainty to minimise potential harm and loss. Emergency risk management is then a process which aims to reduce risks

within a community. This can be done by identifying the risks that a community faces, assessing the vulnerability of the community to those risks and providing options to reduce or eliminate the risks. It comprises risk assessment and analysis, and the implementation of strategies and specific actions to control, reduce and transfer risks. Risk management is a core issue for the community and is a part of the Municipal Emergency Management Plan (MEMP).

4.2 Hazard, Exposure, Vulnerability and Resilience

During 2020-21 the MEMPC considered and determined 17 hazards as being relevant to the MEMP during this period. The control measures that have been considered by the participants in the process are listed in the Community Emergency Risk Assessment (CERA). See 4.3 for more detail. These controls are intended to manage the risks to an acceptable level and provide assurance to the community on the arrangements that are in place at a municipal level.

The revised plan is made available to the wider community via the City of Melbourne website.

A summary listing of the hazards, by category, risks and their assessment is provided in Table 1

Table 1   Summary of hazards, risks and assessment

Hazard Category	Code	Emergency Hazard Description	Residual Risk Rating	Control Agency
Natural Disasters	ET-HW	Heat Health	High	EMV
	EQ	Earthquake	Medium	VICSES
	ST	Storm	Medium	VICSES
Transport	T-02	Major Vehicle Accident	Medium	Victoria Police
	T-AC	Transport Incident – Aircraft	Medium	Victoria Police
	T-MC	Transport Incident – Marine, Commercial	Medium	Water Authorities
	T-MR	Transport Incident – Marine, Recreational	Medium	Victoria Police
	T-TR	Transport Incident – Train, Rail	Medium	Victoria Police
Human-caused	CD	Civil Disturbance	Medium	Victoria Police
	H-O1	Criminal Acts – as defined	High	Victoria Police
	H-O2	Terrorism	Medium	Victoria Police
Infrastructure	I-01	Loss of Utilities	Medium	DELWP
	SF-BU	Structural Failure	Medium	FRV
Technical	Te-O1	Major Building Fire	Medium	FRV
	Te-02	Bomb Threat or suspicious package	Medium	Victoria Police
	HM-T	Hazardous Materials Release	Medium	FRV
Biological	HE	Human Epidemic / Pandemic	High	DOH

4.3 Risk assessment process (Community Emergency Risk Assessment)

The MEMPlan and related sub plans are supported by a common Community Emergency Risk Assessment (CERA).

The Community Emergency Risk Assessment process is used by the City of Melbourne along with other Local Government Authorities. The risk assessment for this MEMP has been undertaken by

the Municipal Emergency Management Planning Committee (MEMPC) and was reviewed and refreshed during 2020-21. The CERA is used to determine the nature and extent of risks by analysing potential hazards and evaluating existing conditions of vulnerability that together could potentially harm exposed people, property, services, livelihoods and the environment on which they depend throughout the municipality.

4.4 Treatment plans

The CERA software tool is a database that contains significant, detailed and relevant risk related and community data on each hazard and other factors. Various outputs are available that can be used in management plans for all emergency service organisations and other agencies. The data is maintained virtually with capacity for identified MEMPC members to view and maintain the data on behalf of the MEMPC.

4.5 Monitoring and review

The review process involves a cyclical review of risks during quarterly MEMPC meetings. During each meeting, a selection of risks are reviewed for accuracy, controls, risk ratings, significant new data, actions and any other relevant data. Changes to hazards and controls are reflected and actioned as soon as identified and assessed. The cycle is ongoing to ensure currency and continuous improvement.

The process of review of emergency risks generated by hazards, exposures and vulnerability for the municipality of the City of Melbourne includes the:

- Scheduling and conduct of cyclical risk reviews for all hazards and risks.

- Identification of key assets, values and functions that should be considered in the assessment with the hazards that may affect them.

- Identification of strengths and weaknesses in existing planning and mitigation arrangements and opportunities for improvement.

- Full assessment and calculation of the levels of risk and the effectiveness of the applicable control measures.

- Creation of an updated risk profile for the community emergency risk assessment that provides outputs that can be used in specific management plans.

The review process has referenced the Emergency Management Act 2013, the Risk Management standard AS/NZ ISO 31000:2018 and the Community Emergency Risk Assessment (CERA) software tool and workbook as published and supplied by VICSES to support the process.

5.   Response Arrangements

5.1 Introduction

Emergency response is the action taken immediately before, during and in the first period after an emergency to reduce the effect and consequences of emergencies on people, their livelihoods and wellbeing, property and the environment and to meet basic human needs.

Emergency relief and recovery activities should be integrated with emergency response activities and commence as soon as the effect and consequences of the emergency are anticipated.

The MEMP provides the mechanism for the build-up of appropriate resources to cope with emergencies in the City of Melbourne. It also contains arrangements for escalation where municipal resources have been exhausted.

The objective of the response arrangements in this plan are to minimise the effects of an emergency on affected persons and property within the City of Melbourne by co-ordinating municipal resources to assist emergency service authorities, as requested.

The basic functions at a local level are:

- Provision of resources as available and needed by the community and response agencies

- Establishment of Municipal Emergency Coordination Centre – facilities and staffing

- Facilitate the delivery of warnings to the community

- Provision of information to public and media

- Coordination of the provision and operation of emergency relief centres and emergency shelters

- Clearance of blocked drains and local roads, including tree removal

- Support to Vic Roads for partial/full road closures and determination of alternative routes

- Repairing or replacing damaged public utilities, services and assets.

There are two basic types of emergencies to which the Council must respond. These are:

1 **Emergency Management Response**, the MEMP becomes active at the request of the Municipal Emergency Response Coordinator (MERC) or Senior Victoria Police Member coordinating at a major incident not attended by the MERC. This person contacts the Council Municipal Emergency Management Officer (MEMO) via the Security Control Room (SCR). The On-Call MEMO will respond to directions and coordinate municipal resources requested by the MERC.

2 **Local Incident Response** is coordinated at a municipal level by the responding On-Call Council Officer. The SCR may receive a request for an on-call officer from Council Branches such as Building, Health Services or Engineering Services to provide physical resources or personnel at the scene of the local incident. The request usually comes from the coordinator of the response agency who is at the incident. The responding on-call officer will attend to the request made. If further resources are required to be supplied and the on-call officer does not have the authority to supply those resources, the on-call officer will advise the Senior Victorian Police member coordinating the emergency to notify the SCR and activate the On-Call MEMO. The On-Call MEMO may direct and authorise the use of physical resources in response to the local incident. Following the direction of incident controller the On-Call MEMO may direct the establishment of the MECC or a municipal recovery centre to be placed on standby. The escalation of Councils response is to be advised by the On-Call MEMO through the SCR to MEMO and MRM.

The State has endorsed a set of emergency management priorities to underpin and guide all decisions made during emergencies in Victoria. The priorities focus on the primacy of life and the issuing of community warnings and information, in order to assist people to make informed decisions about their safety. The priorities are:

- Protection and preservation of life is paramount. This includes safety of emergency response personnel and community members (including vulnerable community members and visitors/tourists)

- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety

- Protection of critical infrastructure and community assets that support community resilience

- Protection of residential property as a place of primary residence

- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability

- Protection of environmental and conservation assets that considers the cultural, biodiversity and social values of the environment.

The State uses a scalable systems approach to manage emergency response operations through the following three operational tiers:

- State tier

- Regional tier

- Incident tier

Not all tiers will be active for every emergency. In general the State and Regional tiers are active only for major emergencies or where major emergencies are anticipated to occur. Non-major emergencies are managed only at the incident tier.

5.2 Command, Control, Coordination

Command

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

Control

Control refers to the overall direction of response activities in an emergency. Authority for control is established in legislation or in an emergency response plan, and carries with the responsibility for tasking other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies. The Control Agency is to appoint an Incident Controller who will control the operation.

Coordination

Coordination is the bringing together of agencies and resources to ensure effective response to and recovery from emergencies. In relation to response, coordination includes ensuring that effective control has been established.

Incident Emergency Response Coordinator (IERC)

The IERC is usually the senior member of Victoria Police at the initial scene of an emergency or at the place where control is being exercised at incident level. This role usually relates to the first response to an emergency, and the person fulfilling the role may change in seniority as the emergency escalates or de-escalates.

The role of the IERC is to:

- Maintain a presence at the place where control is being exercised and represent the MERC in their absence

- Ensure effective control is established and maintained

- Ensure that the appropriate control and support agencies are in attendance – or have been notified by the controller and are responding to an emergency

- In the event of uncertainty, determine which agency is to perform its statutory response role, where more than one agency is empowered to perform that role

- Ensure the Incident Controller has formed and is chairing an Incident Emergency Management Team (IEMT) ensuring effective information sharing

- Arrange for the provision and allocation of resources requested by control and support agencies and escalate unfulfilled requests to the MERC or RERC

- Ensure timely warnings and information are provided to the community and support agencies by the control agency

- Ensure the Incident Controller has developed and issued an incident action plan (including objectives and strategies for managing the incident)

- Consider the need for declaration of an emergency area

- Provide the MERC or RERC with information or advice on issues relating to control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

Municipal Emergency Response Coordinator (MERC)

The member of Victoria Police appointed as an emergency response coordinator for each municipal district is known as a Municipal Emergency Response Coordinator (MERC).

The MERC sits on the Municipal Emergency Management Planning Committee.

The MERC will communicate with the EMC through the RERC (and subsequently the Senior Police Liaison Officer).

The role of the MERC is to:

- Ensure that the appropriate control and support agencies are in attendance - or have been notified by the controller and are responding to an emergency

- In the event of uncertainty, determine which agency is to perform its statutory response role, where more than one agency is empowered to perform that role

- Ensure the Incident Controller has formed and is chairing an Incident Emergency Management Team (IEMT) or, if the Incident Controller is unable to attend or there are several disparate emergencies within the municipality, form and chair an IEMT

- Arrange for the provision of resources requested by control and support agencies and escalate unfulfilled requests to the RERC

- Advise the RERC of emergencies that have the potential to require supplementary resources from outside the municipal district.

- Ensure timely warnings and information are provided to the community and support agencies by the control agency

- Ensure the Incident Controller has developed and issued an incident action plan (including objectives and strategies for managing the incident)

- Ensure the Municipal Emergency Management Officer (MEMO) is advised of the emergency, is available to provide access to municipal resources if required and is receiving information as appropriate

- Consider registration of persons evacuated or otherwise affected across the municipality

- Consider the provision of relief to evacuees and agency personnel where necessary and advise the Municipal Recovery Manager (MRM) of requirements

- Consider the need for declaration of an emergency area

- Ensure the municipal recovery manager has been notified by the incident controller of the emergency

- Provide the RERC with information or advice on issues relating the control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

Any Emergency Service Agency requiring municipal support will request that support through the MERC who will pass on all requirements to the MEMO.

Regional Emergency Response Coordinator

When all relevant resources have been fully committed and there is a requirement for additional resources, all requests must be forwarded to the Municipal Emergency Response Coordinator who will in turn pass on same to the Regional Emergency Response Coordinator for action. In the absence of the Regional Emergency Response Coordinator, his/her deputy will be contacted.

5.3 Local response arrangements and responsible agencies

Activation of the MEMP
The MEMO will always be the first point of contact for the MERC.

To supplement the role and availability of the MEMO a 'MEMO on call Roster' has been established which has a pool of MEMO's who are rostered on call, after hours, on a rotating weekly basis to respond to emergency incidents. This therefore provides 24 hour 7 days a week coverage. The MERC can contact the on call MEMO by contacting the Security Control Room (which operates 24 hours 7 days a week) who have a copy of the Roster and all necessary contact details. A similar roster is maintained for on call MRMs.

The on call MEMO may direct and authorise the use of physical resources in response to an emergency incident just as the MEMO would.

Following direction from the MERC or Incident Controller coordinating at a major incident not attended by the MERC, the on call MEMO may, in consultation with the MRM, activate an Emergency Relief Centre (ERC) to be placed on standby.

Escalation

If required, the request for resources will be escalated to the Regional Emergency Response Coordinator (RERC) via the MERC. If the request cannot be satisfied at the Regional level, it will be escalated via the Senior Police Liaison Officer (SPLO) to the Emergency Management Commissioner.

If a request cannot be satisfied from resources within Victoria the Emergency Management Commissioner may seek Commonwealth Assistance or assistance from other States

Control and Support Agencies for Response

Roles and responsibilities are outlined in the State Emergency Management Plan (SEMP):

- SEMP Table 8 lists mitigation activities and agencies for managing Victoria's significant emergency risks, by emergency

- SEMP Table 9 lists response control agencies. The control agency is the primary agency responsible for responding to the specified emergency. Where multiple control agencies are listed for the same emergency type in the table, the control agency responsibility is delineated through legislation or administrative arrangements.

- SEMP Table 10 lists response support agencies by functional area.

5.4 Municipal Emergency Coordination

Under the EM Act 2013 it is not mandatory for councils to establish a physical Municipal Emergency Coordination Centre (MECC) during an emergency, although councils can elect to do so if appropriate.

City of Melbourne uses a web based reporting system, WebEOC, to record all actions taken in relation to emergency incidents.

An Operations Centre/Control Centre may be established by an agency to undertake the command/control functions in response to the emergency incident. Request for Council resources from the emergency Operation Centre/Control Centre will be made to the MEMO. Resources, including an Emergency Management Liaison Officer (EMLO), may be requested by the control agency in support of the incident.

5.5 Financial Considerations

Financial accounting for Municipal resources utilised in emergencies must be authorised by the MEMO or the MRM.

Where the goods / services are obtained through the City of Melbourne, they will be assigned to the activity code "Emergency Management" in the first instance. As soon as this occurs, the on call MEMO or MRM will be responsible for contacting the City of Melbourne Corporate Accountant or Financial Accountant and requesting a new "Emergency Management" activity code be established. All subsequent costs associated with this emergency are to then be allocated to the activity code designated for this emergency. Refer to City of Melbourne procedure for Recording and Accounting for Emergency/Disaster Costs (DM# 6046835) or the Corporate Accountant for more information.

Emergency service agencies are responsible for all costs involved in that agency responding to an emergency. Government agencies supporting the control agency are expected to defray all costs from their normal budgets.

Depending on the magnitude of the emergency some government financial assistance may be available for prevention, response and recovery activities.

The City of Melbourne is accountable for any monies donated as a result of any emergency event and will implement systems to receive and account for all such donations.

5.6 Planning for cross boundary events

The City of Melbourne is a member of the North West Metro Region Emergency Management Collaboration Group (the Collaboration) along with representatives from key emergency services agencies. The 14 member councils of the Collaboration are: Banyule, Brimbank, Darebin, Hobsons Bay, Hume, Maribyrnong, City of Melbourne, Melton, Moonee Valley, Moreland, Nillumbik, Whittlesea, Wyndham and Yarra.

The key benefits of the Collaboration to date have been:

- Development of standardised regional documentation relevant to emergency management arrangements and operations
- Resource sharing and support in times of need
- Expanded pool of knowledge;- members leverage off Subject Matter Experts within the Collaboration
- Improved efficiency in emergency management arrangements
- Innovative approaches being deployed as a result of collaboration
- Continually improving regional capacity and capability
- Regular and well supported forums and meetings to progress improvements and maintain relationships
- Raising the profile of emergency management within the participating Councils
- Establishing strong personal relationships to be leveraged in emergency situations
- Ensuring a higher level of confidence to Councils and agencies on the ability to work together
- Providing a forum for the Regional Emergency Management Planning Committee to liaise with Councils collectively on emergency management matters
- Providing a forum for agencies to liaise with Councils collectively on emergency management matters

5.7 Resource sharing protocols

If the request cannot be satisfied at the local level, assistance may be sought from other councils in the North West Metro Region (NWMR) through the NWMR Collaboration Group Resource Sharing Protocol or councils outside the NWMR through the MAV Protocol for Inter Council Emergency Resource Sharing. The City of Melbourne is a signatory to both these Protocols.

5.8 Debriefing arrangements

The Control Agency is responsible for conducting an Operational Debrief. The MERC is responsible for ensuring the Control Agency does actually organise the Debrief. A Debrief is expected to take place as soon as practicable after an emergency and all agencies who participated should be represented with a view to assessing the adequacy of the Plan and to recommend any changes.

It may also be appropriate to conduct a separate recovery debrief to address recovery issues. This may be convened and chaired by the MRM.

5.9 Transition to Recovery

The process of transition from response to recovery is an on-going one and commences from the time of impact of the emergency. The Incident Controller, MERC, MEMO and MRM should start planning for the transition to recovery as soon as possible following the initial impact of an emergency.

An agreement for handover from emergency response coordination to emergency recovery coordination is required to achieve a seamless transition of information, management, resources and coordination activities. For this to occur, the Incident Controller, Regional Recovery Coordinator, MERC, MEMO and MRM should consult to reach agreement on the timing and process of the de-escalation of response. (Note this may require the formation of an EMT with the relevant agencies for this to occur).

The Emergency Management Team should be involved in these discussions to ensure all agencies have a shared and consistent understanding of the planning, timing and expectations for the transition to recovery.

Key considerations impacting the timing of the transition of coordination from response to recovery include:

- The nature of the emergency and whether a recurring threat is likely
- The extent of the impact on communities, as this may determine the length of the transition period
- The extent of loss or damage and the extent of emergency relief
- The resources required for the activation of recovery arrangements.

In determining the timing and process of handover from response to recovery consideration should be given to:

- Notification of all organisations, stakeholders and the community
- Media coordination
- Management of community information sessions
- Verification and validation of information
- A schedule for transition to ensure a staged and seamless approach
- A full situational briefing to all agencies
- Closure of any Emergency Relief Centres and opening of a suitable Recovery Centre (which could be at the same location).

Accounts and financial commitments made during the response phase are the responsibility of the MEMO through the Municipal Emergency Management Plan arrangements.

In some circumstances, it may be appropriate for certain facilities and goods obtained under Emergency Management Arrangements during response to be utilised in recovery activities. In these situations there would be an actual hand over to the Recovery Manager of such facilities and goods. This hand over will occur only after agreement has been reached between response and recovery managers.

Payment for goods and services used in the recovery process is the responsibility of the MRM through the Municipal Emergency Management Plan arrangements.

6. Recovery Arrangements

6.1 Introduction

Recovery is defined in the Emergency Management Act 2013 as

> *"the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning".*

In effect this means providing a coordinated process of support to emergency affected communities to assist with reconstruction and the restoration of emotional, social, economic and physical well-being.

This section of the Municipal Emergency Management Plan incorporates the arrangements for emergency recovery.

6.2 Objectives of Recovery

Recovery from emergencies is a supportive and enabling process that incorporates many concepts and principles that have been developed through both research and the practical process of assisting communities to recover from emergencies. They include, but are not limited to:

- Establishing arrangements that are accepted and understood by organisations involved and the community

- Recognising that recovery can be complex and protracted and that community needs change over time

- Recovery management is best approached from a community development perspective and is most effective when conducted at a local level with the participation of the affected community

- Recovery is most effective when human service agencies take a lead role in decision making

- The sooner recovery management commences after the impact of an emergency, the more effective it is

- Recovery management is most effective when the planning for it recognises the diverse range of assistance measures that a community may require

- Community involvement in the recovery process and its management leads to ownership and acceptance of decisions made.

The process of managing the recovery from an emergency is complex. It is likely to involve many organisations and individuals in the management structure each of whom has something specific to contribute. An effective and efficient management structure is required to ensure effective span of control and operational management of these groups and a coordinated approach to:

- Municipal secondary impact assessment

- Community representation in post emergency recovery planning

- Meeting coordination

- Reporting requirements.

6.3 Management structure

Activation of Relief and Recovery
Any requests for recovery services in the City of Melbourne are to be directed to the MRM (or on call MRM) in the first instance.

The MRM will most likely be notified of the emergency by one of the following people:

- MEMO (Council)

- MERC (VICPOL)

- Regional Emergency Management Coordinator (DFFH).

Any requests received from other sources should, in the first instance, be discussed with the MEMO and MERC before determining if a recovery related response would be provided.

Municipal Emergency Recovery Management Arrangements

The MRM and on call MRMs will manage and coordinate the recovery process within the City of Melbourne to the extent that both the City of Melbourne and the nominated service providers have the capacity to do so. When the physical, human and economic resources of the Council and / or the nominated provider groups within the community are exhausted, assistance may be sought from other councils in the North West Metro Region (NWMR) through the NWMR Collaboration Group Resource Sharing Protocol or councils outside the NWMR through the MAV Protocol for Inter Council Emergency Resource Sharing. The City of Melbourne is a signatory to both these Protocols. If required, the resourcing of those recovery services and/or coordination will be escalated to the Department of Families, Fairness and Housing (DFFH) at the regional level.

The process and decision to escalate recovery coordination from municipal to regional level will be the result of on-going consultation throughout the emergency between the MRM and the DFFH Regional Recovery Manager (RRM).

At municipal level the role of the City of Melbourne is to coordinate recovery arrangements across the four recovery environment functional areas:

- Social environment

- Built environment

- Economic environment

- Natural environment.

The social environment considers the impact an event may have on the health and wellbeing of individuals, families and communities. This environment is primarily concerned with safety, security, shelter, health and psychosocial wellbeing.

The built environment considers the impact that an event may have on essential physical infrastructure including essential services, commercial and industrial facilities, public buildings and assets and housing.

The economic environment considers the direct and indirect impacts that an event may have on business, primary producers and the broader economy.

The natural environment considers the impact that an event may have on a healthy and functioning environment, which underpins the economy and society. Components of the natural environment include air and water quality, land degradation and contamination, plant and wildlife damage/loss, national parks and heritage sites.

Recovery initiatives could address specific elements of one recovery environment or they could operate across multiple environments.

Every recovery activity has a lead agency, often with several other agencies supporting them. The impacts of the emergency and community needs will determine if the recovery activity is required. The lead and support agencies for each of the four recovery environments are detailed in the SEMP Tables 12 -15.

Municipal Recovery Manager

The role of the MRM is to:

- Notify the CEO via the MEMO of the nature and extent of recovery activities and the outcomes of the initial internal recovery committee meeting

- Coordinate municipal and community recovery resources through the activation of relevant recovery service coordinators

- Assist with the validation and consolidation of information gathered in the post impact assessment

- Lead the process of establishing priorities for restoration of community services and needs

- Liaise with the MEMPC and the MEMO on the best use of municipal resources

- Establish an information and coordination centre to service the needs of the affected community

- Liaise, consult and negotiate with recovery agencies on behalf of the affected area

- Liaise with the regional recovery committee and DFFH

- Undertake other specific recovery activities as agreed with the City of Melbourne and / or the MEMPC.

Emergency recovery environment coordinators

Recovery is divided into four functional environments (see above). The role of the environment coordinators, if appointed, is to maintain a strategic overview of all aspects of their environment. This includes ensuring a coordinated approach across recovery service teams in the delivery of support to emergency affected people.

In the event of a small scale incident where minimal recovery services provisions are required, the recovery environment coordinator(s) may not be required to be activated as the MRM may deal directly with the specific emergency recovery service coordinator(s).

Emergency recovery service teams

Each recovery environment functional area comprises a series of recovery service teams with nominated coordinators. Each recovery service team aims to link the key municipal organisations involved in a particular area of recovery so as to ensure maximum access to and use of resources and knowledge and to minimise overlap of service delivery in an emergency.

The roles of the recovery service teams are to:

- Plan the recovery process for their area of responsibility

- Co-ordinate the recovery process in the area of responsibility and report back to their recovery environment co-ordinators and the MRM

- Identify local resources and external resources available for recovery

- Identify and involve the community in planning and implementation of the recovery process

- Liaise and communicate with other recovery service teams

- Liaise and communicate within the recovery team as established after an emergency.

Emergency recovery service coordinator

Coordinators are responsible to the MRM. The role of the recovery service coordinator is to:

- Develop and maintain a recovery service providers contact and capability information list for their recovery service

- Convene and co-ordinate a recovery service team

- Should the team be activated, represent their recovery service team on City of Melbourne emergency recovery group formed at the time of an emergency

- Ensure records are kept of recovery service team meetings

- Liaise with other recovery service coordinators and the environment coordinator to ensure co-ordination and information sharing

- Liaise with relevant state-wide organisations/departments through the MRM, which are responsible for specific types of service.

Depending on the nature, scope and expected duration of the recovery activities the MRM may, in consultation with Council Executive, decide to call an initial briefing meeting of all environment coordinators and recovery service coordinators. Such a meeting would be convened as soon after impact as practical. For more information see Internal Recovery Committee below.

Internal Recovery Committee

The MRM should convene a meeting of the Deputy MRM(s) and relevant environment coordinators (if appointed) as soon after an emergency as possible. The MRM may also choose to invite some or all of the recovery service coordinators and the MEMO and CEO to the initial meeting. The functions of this internal recovery committee are to:

- Link and maintain networks with the community that will aid the recovery process

- Identify issues that the MRM and deputy can take to the MEMO

- Coordinate the delivery of recovery services and monitor the needs of the community post emergency

- Sustain an effective recovery program over the duration of the recovery period, within the capabilities of the municipal resources

- Monitor progress of recovery.

Issues that may be addressed at the first meeting of this group include:

- Municipal Secondary Impact Assessment

- Resource management

- Information management

- Capacity of the service providers to support the affected community, Council to coordinate at municipal level and the need to engage with DFFH regarding regional support for recovery operations

- Meeting coordination

- Community engagement

- Reporting processes and requirements

- Frequency of meetings
- Next meeting.

Municipal Recovery Committee

Where the magnitude of the event requires extended management and coordination of recovery process a Municipal Recovery Committee (MRC) may be established.

Triggers for the formation of an MRC may include:

- Advice from one or more government agencies, NGO's or stakeholders that the magnitude or extent of the emergency recovery will be prolonged
- Community feedback or sentiment about the extent or priority of recovery activities.

Membership of the Municipal Recovery Committee

The composition of the committee will vary depending on the nature of the emergency and the area affected. It is generally formed as a sub-committee of the MEMPC. Membership of the MRC may include community leaders and representatives of relevant organisations including:

- MRM and Deputy(s)
- The Lord Mayor or designated Councillor
- City of Melbourne staff, including community development staff
- State government agencies (e.g. DFFH)
- Community groups (e.g. Interest groups, Service clubs, etc.)
- Affected persons
- Non-government organisations (e.g. Red Cross, Salvation Army, Community Health Services)
- Local community leaders
- Local counselling services
- Local business representatives (e.g. Chamber of commerce, etc.)

Functions of the Municipal Recovery Committee

The functions of the MRC may include:

- Provide information on the affected community prior to the event
- Assist in the assessment of impact issues
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies and government departments
- Liaise with DFFH
- Undertake specific recovery activities as determined by the circumstances and the MRC.

Municipal Secondary Impact Assessment (MSIA)

A Municipal Secondary Impact Assessment (MSIA) is a process to determine the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency. Strategies for recovery are developed from the MSIA report and then implemented by the range of available agencies within the local government boundary and/or region.

The Control Agency should provide all data from the Primary Impact Assessment to council (prior to council and agencies being able to enter the area). Once the Incident Controller has declared the area safe, council and agencies will be able to commence the MSIA. An MSIA is a process for determining the impact on the community after an emergency event. Data should be collected as soon as possible after the emergency when it has been declared safe by the Incident Controller. To facilitate this process the City of Melbourne, in conjunction with the Municipal Recovery Committee, will coordinate and activate an MSIA team and shall as early as practicable collect information on:

- Community/township built environment (sewerage, water, electricity access)

- Injured/displaced persons

- Potential isolation of community, homes, businesses

- Damage to local businesses

- Damage to government facilities (schools, hospitals etc.)

- Residential damage

- Transport damage (e.g. roads)

- Impact on people (e.g. well-being, emotional health

The MSIA will provide information and data to inform the following tasks:

- Determine what needs to occur to ensure safety to life and property
- Identify what relief and recovery requirements are needed and to prioritise those requirements to enable restoration of community needs
- Provide advice to relevant government departments, agencies and the community
- Effectively commence recovery operations

The City of Melbourne may co-opt relevant agencies and persons with the appropriate expertise to assist with the coordination of the above tasks. Should the emergency extend beyond the boundaries of the City of Melbourne the impact assessment may be merged with that of the other affected municipality(s). This will be coordinated by the North West Metro Regional Recovery Committee but will require input from City of Melbourne.

The City of Melbourne uses the Municipal Secondary Impact Assessment (MSIA) Guidelines, which was developed in partnership by the fourteen councils in the North West Metropolitan Recovery Collaboration (refer Section 9.4 of this plan).

Relief and Recovery Centres

Relief and recovery centres are established to provide two very different services to emergency affected people.

- Emergency relief relates to immediate needs

- Emergency recovery addresses longer-term issues.

However, depending on the nature and extent of the emergency it is possible that some or all of the functions of both relief and recovery may be provided from the one location. The extent of impact of the emergency on people will determine the best mechanism for delivery of support and assistance to the affected community. City of Melbourne has identified a number of facilities, which may be used for emergency relief. These are listed in Section 9.1 of this Plan. The internal recovery committee will determine the location from which recovery services will be delivered. This may include the on-going use of an emergency relief centre, depending on the nature of the emergency and the availability of the facility.

Wherever possible, a 'one stop shop' approach will be used to deliver as many of these services as possible / practical from a single location. The location of such a facility will be determined by the nature of the emergency.

The City of Melbourne has adopted the Emergency Relief Centre Standard Operating Guidelines that was developed in partnership by the fourteen councils in the North West Metro Region (NWMR) Collaboration Group (refer Section 9.4 of this plan).

The purpose of this standard operating guideline is to provide guidance to Councils staff and relevant agencies who may be called upon to act in an Emergency Relief Centre (ERC) in a particular role function in times of emergency. It is acknowledged that the City of Melbourne will adopt the NWMR structure and operating guidelines to ensure consistency of ERC operating practices and training across the NWMR.

Role of Department of Families, Fairness and Housing

During recovery from an emergency, DFFH:

- Acts as principal recovery planning and coordination agency at regional level

- Assumes a role of facilitation in developing a coordinated response as appropriate to the circumstances (e.g. when the event is beyond the capacity of the municipality, or one or more required recovery services have been exhausted within the municipality)

- Administers personal hardship grants to affected communities

- In larger scale emergencies major grants to individuals and families may be provided

- Provides advice, information and assistance to affected individuals, communities, funded agencies and the City of Melbourne.

6.4 Government assistance measures

The State Government of Victoria, Department of Families, Fairness and Housing and Department of Health produce a range of fact sheets and guidance notes on various topics associated with recovery from emergencies on their website (www.betterhealth.vic.gov.au).

Topics covered include:

- Financial assistance

- Industry and agency support

- Personal support

- Public health.

The municipality and other recovery agencies shall where possible obtain and pay for goods / services through their own supply systems.

Where the goods/services are obtained through the City of Melbourne, they will be assigned to the activity code "Emergency Management" in the first instance (Refer Section 5.5 for further detail).

The MRM, with the assistance of DFFH, will co-ordinate the acquisition of supply of goods / services which cannot be provided by the municipality or participating agencies.

The City of Melbourne may be able to recover some of the relief and recovery costs incurred from the State Government. Further information in relation to funding and reimbursement is contained in the SEMP pages 34-35.

7.   Roles and Responsibilities

7.1 Introduction

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

The SEMP and REMP outline agreed agency roles and responsibilities, noting that existing duties, functions, power, responsibility or obligation conferred on an agency by law, licence, agreement or arrangement prevail to the extent of its inconsistency with this plan (EM Act 2013 s60AK).

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

All agencies with responsibilities under the MEMP should provide written confirmation of their capability and commitment to meet their obligations. This can be evidenced by their endorsement of the draft MEMP, including revisions, before it is presented to the REMPC for consideration.

This Plan details emergency management agency roles and responsibilities for Mitigation, Response, Relief and Recovery, where not previously identified in the SEMP.

7.2 Roles and Responsibilities of Agencies/Stakeholders

As outlined above, agencies/stakeholders are only included here if not already listed in the SEMP or REMP.

Metro Trains:

Activity	Alignment to Victorian Preparedness Framework
Mitigation - Participate in MEMPC meetings - Participate in Review of CERA risks - Participate in multi-agency exercises and training	Core Capability 1
Response (including Relief) - Carry out designated role when MEMP activated - Provide transport support to ERCs/affected persons where	Core Capability 3, 4, 15, 19

Activity	Alignment to Victorian Preparedness Framework
appropriate	
Recovery - Carry out designated role when MEMP activated	Core Capability 19
Assurance and Learning - Participate in Post Incident Debriefs - Identify change/improvement opportunities	Core Capability 21

Royal Children's Hospital and Royal Melbourne Hospital:

Activity	Alignment to Victorian Preparedness Framework
Mitigation - Participate in MEMPC meetings - Participate in Review of CERA risks - Participate in multi-agency exercises and training	Core Capability 1
Response (including Relief) - Carry out designated role when MEMP activated - Provide medical support to affected persons	Core Capability 14
Recovery - Carry out designated role when MEMP activated	Core Capability 14
Assurance and Learning - Participate in Post Incident Debriefs - Identify change/improvement opportunities	Core Capability 21

Appendices

8.   Administration

8.1 Restricted Operational Information

Pursuant to Section 60AI(2) of the EM Act 2013 the information detailed below is excluded from the published Plan as it relates to critical infrastructure, personal information or information that is of a commercially sensitive nature.

Summary of the restricted information (including location within the MEMP, e.g. page or section number)	Reason for restriction	Agency that hold this information in full	Contact point
Contact Directory of City of Melbourne staff and MEMPC members Section 8.2	Personal information	City of Melbourne	City of Melbourne Emergency Management Coordinator
Recovery Service Coordinators and Providers Contacts Section 8.3	Personal information	City of Melbourne	City of Melbourne Emergency Management Coordinator
Distribution List Section 8.5	Personal information	City of Melbourne	City of Melbourne Emergency Management Coordinator
Locations of Emergency Relief Centres (ERCs) Section 9.1 **NB: Public will be advised of location and details of ERC when it is opened during an emergency incident**	Personal information	City of Melbourne	City of Melbourne Emergency Management Coordinator

8.2 Contact Directory

Restricted Operational Information

8.3 Recovery Service Coordinators and Providers Contacts

Restricted Operational Information

8.4 Amendment History

Amdt.No	Date	Page Numbers	Issued By
1	February 2018	Complete Revision	Emergency Management Coordinator
2	June 2018	Replace Cover Page, Page 7,123 -125	Emergency Management Coordinator
3	August 2018	Replace Cover Page, Pages 2,3,5,6,8,11,123-5	Emergency Management Coordinator
4	September 2018	Replace Cover Page, Pages 2,3,5,6,7,8,123,124	Emergency Management Coordinator
5	November 2018	Replace Cover Page, Pages 5, 6, 7, 15, 26, 40, 44, 56, 77, 78, 80, 82, 84, 90, 100, 102, 115, 125, 134, 139, 140, 146, 147, 148	Emergency Management Coordinator
6	May 2019	Replace Cover Page, Pages 1, 3-8, 15, 26, 100, 121, 123-5	Emergency Management Coordinator
7	December 2019	Complete Revision	Emergency Management Coordinator
8	June 2020	Replace Cover Page, Pages 1-2, 5, 8, 91, 100, 107, 123-4	Emergency Management Coordinator
9	August 2020	Replace Cover Page, Pages 5-6, 8,11, 36, 40-42, 124, 129 139-41	Emergency Management Coordinator
10	April 2021	Complete revision	Emergency Management Coordinator

8.5 Distribution List

Restricted Operational Information

9.   Special Plans and Arrangements

9.1 Locations of Emergency Relief Centres (ERCs)

Restricted Operational Information

9.2 Sub plans

Flood Emergency Plan

Melbourne CBD Safety Plan

9.3 Complementary Plans

Emergency Accommodation Plan

Public Health Plan

Influenza Pandemic Action Plan

Heat Health Activation Plan

Melbourne Flood Management Plan

9.4 North West Metro Region Standard Operating Guidelines etc.

Document	Version
Emergency Relief Centre Standard Operating Guidelines	V6. 2018
Municipal Emergency Relief Guidelines	V1. 2019
NME Assistance Protocol	V10.3 2020
Collaboration Emergency Resource Coordination Protocol	2020
Secondary Impact Assessment Guidelines	V4. 2018
Emergency Relief Centre COVIDsafe Pan	V3. 2021