Kingston
Municipal Emergency Management Plan
2024 - 2027

Version 2.0   Public Version

Acknowledgement of Country

The Municipal Emergency Management Planning Committee proudly acknowledges the Bunurong People of the Kulin Nation as the Traditional Owners and Custodians of this land, and we pay our respect to their Elders, past and present and emerging. Council acknowledges the Bunurong's continuing relationship to the land and waterways and respects that their connection and spiritual identity is maintained through ancient ceremonies, songs, dance, art and living culture. Council pays tribute to the invaluable contributions of the Bunurong and other Aboriginal and Torres Strait Island elders who have guided and continue to guide the work we do.

Acknowledgement of agencies involved in developing this MEMP.

Original produced with the assistance of The Six C's Group Pty Ltd

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1. Introduction

1.1 Authority, Governance and Administration

This Municipal Emergency Management Plan (MEMP) has been prepared in accordance with and complies with the requirements of the Emergency Management Act 2013 including having regard to the guidelines issued under s77, Guidelines for Preparing State, Regional and Municipal Emergency Management Plans.

Refer to Appendix 1 for a full list of reference material used in formulating this Municipal Emergency Management Plan (MEMP).

This MEMP refers to a number of organisations and roles by acronym. For a full list of acronyms used in this plan, please refer to Appendix 2.

1.2 Assurance and Approval

A Statement of Assurance (including a checklist and certificate) has been prepared and submitted by the MEMPC pursuant to the Southern Metropolitan Region Emergency Management Planning Committee (SMR-REMPC) Emergency Management Act 2013 (S.60AG).

1.3 Approval

This MEMP has been prepared by the City of Kingston MEMPC and is approved by the SMR-REMPC as per the Emergency Management Act 2013.

1.4 Review

Reviews of the MEMP will be conducted to ensure it remains current, effective, integrated, coordinated, and comprehensive in its approach to emergency management.

The MEMP will be reviewed:

• At least every three years

• After an emergency or incident

• After an emergency management exercise where the exercise identifies an opportunity for improvement

• A change in relevant legislation

• Changes to previously identified hazards

• Changes to MEMPC membership

An urgent update of this MEMP is permitted if there is significant risk that life or property will be endangered if the MEMP is not updated (Emergency Management Act 2013 S.60AM). Urgent updates come into effect when published on the municipal Council website and remain in force for a maximum period of three years. Any major review may be undertaken by a Working Group consisting of members of the MEMPC. The MEMP amendment history is detailed at Appendix 3. Refer to Appendix 4 for a full MEMP distribution list and Appendix 5 for a list of restricted information that is removed from versions of this MEMP for various audiences.

After each major change to the MEMP or associated sub-plans, the MEMPC will determine whether to undertake the MEMP assurance process and resubmit

a statement of assurance to the SMR-REMPC. This MEMP will be reviewed and assessed not later than three years after endorsement. This MEMP is current at the time of publication and remains in effect until modified, superseded or withdrawn.

1.5   Planning Context

This MEMP, prepared by the City of Kingston MEMPC, reflects the shared responsibilities of government, emergency management agencies and communities for the actions they will take to prepare for, respond to, provide relief for and recovery from emergencies. It is important for enhancing resilience that community, emergency services and relief and recovery agencies work together.

This MEMP is the overarching document for the integrated management of emergencies in the municipal area. It is supported by a range of hazard plans as determined by a risk identification process and a number of response-based plans to ensure smooth coordination of service delivery in emergencies. This MEMP is supported by a variety of information, including:

• Management arrangements that contain general information about emergency planning, response, and recovery arrangements; and roles and responsibilities of people and organisations involved in emergency management.

• Sub-Plans, including hazard specific Sub-Plans and Standard Operating Procedures which are to be used during actual emergency events and are designed to be used as stand-alone operational documents.

• Appendices that contain ancillary information including amendment history, roles and responsibilities and an acronym list persons and organisations that have a role in the MEMP.

1.6   Aim and Objectives

The aim of this MEMP is to outline the agreed multi-agency and community arrangements for the prevention of, the response to, relief for and the recovery from emergencies that could occur in the municipality as identified in the Emergency Management Act 2013 Part 6A. The broad objectives of this MEMP are to:

• Implement measures to prevent or reduce the causes and/or effects of emergencies.

• Manage the process for resource supplementation when resources within the municipal are exhausted.

• Assist the affected communities to recover following an emergency.

• Complement other Local, Regional and State planning arrangements.

2. Local Area

2.1   Topography

The City of Kingston is located in the middle and outer southern suburbs of Melbourne, between 15- and 34-kilometres south-east of the Melbourne CBD. The City of Kingston is bounded by the City of Glen Eira and the City of Monash in the north, the City of Greater Dandenong in the east, Frankston City in the south, and Port Phillip Bay and the City of Bayside in the west The City of Kingston's boundaries are Centre Road and Westall Road in the north, Springvale Road, and the Mornington Peninsula Freeway in the east, the Eel Race Drain in the south, Port Phillip Bay in the south-west, and the Frankston railway line and Charman Road in the west.

The City of Kingston is a residential and industrial area, with substantial areas of open space. The City features significant residential areas in the west and south, while there are major industrial nodes around Moorabbin, Braeside, Moorabbin Airport and Clayton South. The central and eastern areas contain significant areas of primary industry, such as high-value horticulture, flower cultivation and quarrying. There are also substantial areas designated for leisure and environmental value, including golf courses and wetlands. The City encompasses a total land area of 91 square kilometres, including significant areas of foreshore.

2.1.1 Geography

The City of Kingston has more than 13km of coastline as well as creeks, waterways, lakes, and wetlands covering natural habitats for a variety of plant and animal life as well as providing recreation and relaxation for locals and visitors including, but not limited to the following:

• Karkarook Park

• Mordialloc Creek Reserve

• Bald Hill Park

• Patterson River

• Edithvale-Seaford Wetland

Five sites within the City of Kingston are of high conversation conservation significance due to their intactness, biodiversity, and rarity of plant species. The five key sites are:

• The Grange Heathland

• Rowan Woodland

• Epsom Conservation Reserve

• Mordialloc Creek Reserve

• Kingston Foreshore Reserve

2.1.2 Environmental Scan

In 2020, the Emergency Management Act 2013 was updated by the Emergency Management Legislation Amendment Act 2018. In response to this, new State, Regional and Municipal plans are required to comply with the new legislation including the inclusion of information on regional context. The Environmental Scan Report Southern Metro Region provides consistent, accurate contextual data and information for emergency planning across the region. The Report can be found here:

https://files.emv.vic.gov.au/2021-05/Environmental%20
Scan%20Southern%20Metro%20V2.pdf

2.2 Map

The map below outlines the City of Kingston suburbs and neighbouring Councils.

GLEN EIRA

MONASH

Oakleigh South

Moorabbin

Clarinda

Clayton South

Highett

Heatherton

BAYSIDE

Cheltenham

Moorabbin Airport

Dingley Village

Mentone

GREATER DANDENONG

Parkdale

Mordialloc

Braeside

Port Phillip Bay

Waterways

Aspendale

Aspendale Gardens

Chelsea Heights

Edithvale

Chelsea

N

0   1   2   3 km

Bonbeach

Patterson Lakes

Carrum

FRANKSTON

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Kingston City Council acknowledges there are places of worship located outside of Kingston (and not shown of this map) that engage with and support our residents.

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City of **KINGSTON**

2.3 Demographics

2.3.1 Population

According to the Australian Bureau of Statistics 2021, the City of Kingston has a resident population of 167,228 people which is projected to grow to 198,340 by 2041.

Within the City of Kingston there is a lower proportion of people in the younger age groups (0 to 17 years) and a higher proportion of people in the older age groups (60+ years) and there are 67,560 private dwellings.

2.3.2 Diversity

The five largest ancestries in the City of Kingston in 2021 were:

• English, 48,963 people or 31%

• Australian 42,799 people or 27.1%

• Irish, 16,873 people or 10.7%

• Scottish 13,571 or 8.6%

• Chinese 10,598 or 6.7%

Over 70% of people speak English.

2.3.3 Socio economics

According to the Socio-Economic Indexes for Areas (SEIFA) as developed by the Australian Bureau of Statistics, the City of Kingston has a relatively low level of social disadvantage compared with the national average with a score of 1044 in 2021. Areas such as Clayton South and Clarinda are areas of highest disadvantage whilst Waterways, Aspendale & Parkdale are areas with the highest advantage.

2.3.4 First Nations

People MEMPC is committed to our Aboriginal and Torres Strait Islander community and acknowledges that First Nations Australian people have a rich and continuous connection to the area that is the City of Kingston. Aboriginal cultural heritage in the City of Kingston is overseen by the following public authorities:

• The Bunurong Land Council Aboriginal Corporation is a Registered Aboriginal Party and incorporated association. The Land Council covers the traditional lands along the eastern side of Port Phillip Bay, including Mornington Peninsula, Western Port and South Gippsland. The Bunurong Land Council provides cultural heritage and environmental land management advice and is the approval body for Cultural Heritage Management Plans.

• Aboriginal Victoria is the state government department responsible for administering the Aboriginal Heritage Act 2006 and works with Traditional Owners to protect and manage Victoria's Aboriginal cultural heritage.

2.4 Crowded Places

Crowded places are locations which are easily accessible by large numbers of people. Crowded places include, but are not limited to, sports stadiums, transport infrastructure, shopping centres, pubs, clubs, hotels, places of worship, tourist attractions, movie theatres, and civic spaces. Crowded places within the City of Kingston include but are not limited to the following:

Crowded Places	Address
Costco	8 Chifley Dr, Moorabbin Airport
City of Kingston foreshore	
RSEA Park – St Kilda Football Club	32/60 Linton St, Moorabbin
Morris Moor	1 Cochranes Rd, Moorabbin
Monash Health - Kingston Centre	400 Warrigal Rd, Cheltenham
Westfield Southland Shopping Centre	1239 Nepean Hwy, Cheltenham

During the summer months, the foreshore and beach areas of the City of Kingston attract numerous visitors, creating vibrant and bustling environments. Between 25 November 2023 to 12 March 2024, 270,154 people enjoyed the beach and foreshore areas. This increased foot traffic has resulted in the development of an annual Summer Safe program with Victoria Police in collaboration with the Kingston City Council and supporting agencies with a focus on increasing public safety.

Annual Events

There are many annual events that occur within the City of Kingston. The following table details the recurring events along with the event location and attendance numbers.

Month	Event Name	Location	Total attendance
March	Mordi Fest	Mordialloc	20,000
April	Pet Expo	Cheltenham	3,000
October	Spring Fair	Clayton South	4,000
December	Carols by Kingston	Chelsea	15,000

Detailed event plans are added to the EM-COP calendar when available.

2.5 Critical Infrastructure

The services provided by critical infrastructure are essential to all Victorians. Critical infrastructure includes those physical facilities, supply chains, systems, assets, information technologies and communication networks which, if destroyed, degraded, compromised, or rendered unavailable for an extended period, would significantly impact on the social or economic wellbeing of the Victorian community. Victoria recognises eight critical infrastructure sectors: banking and finance, communications, energy, food and grocery, government, health, transport, and water.

Critical infrastructure within the City of Kingston is outlined in the Southern Metropolitan Regional Emergency Management Plan.

2.6 Significant Infrastructure

Whilst not critical in nature, there are several locations within the City of Kingston that contain significant infrastructure.

2.6.1 Moorabbin Airport

Located in the geographic centre of the municipality, Moorabbin Airport is the third busiest airport in Australia based on aircraft movement numbers. The entire airport precinct measures 294 hectares. It is bounded by Centre Dandenong Road to the north, Boundary Road to the east, Lower Dandenong Road to the south and Grange Road and Bundoora Parade to the West.

The airport provides a large economic benefit across the municipality as well as increased considerations for planning, development, and recreational activities with significant flight paths over surrounding areas due to the airport's capability of landing corporate jets, turbo props, twin engine aircraft and rotary aircraft.

The 2021 Moorabbin Airport Master Plan envisages:

• Aircraft movements increasing from 268,000 to 375,000 per annum.

• On-Airport jobs growing from 6,500 to 9,050.

• Economic value increasing from $870m to $1.2bn.

• Investment of $800m in high quality facilities and infrastructure.

A copy of the Master Plan is available on the Moorabbin Airport Corporation website (www.moorabbinairport.com.au) Moorabbin Airport formed the Moorabbin Airport Community Aviation Consultation Group (CACG) which meets quarterly and is comprised of representatives from peak community organisations, aviation, business sectors and government. Community bodies and government agencies provide information to the CACG on issues regarding aircraft noise management, flight paths, noise abatement procedures and safety measures where applicable.

2.6.2 Heavy Industry

The City of Kingston's industrial sector is one of the largest and most concentrated in the state. Considerable industry is within the municipality, mainly consisting of light-to-medium range manufacturing and services predominately across Moorabbin, Cheltenham, Dingley Village, Mordialloc, Clayton South, and Braeside.

The City of Kingston and neighbouring municipality Greater Dandenong comprise the greatest concentration of small-to-medium industry in the Melbourne region and the second largest in Australia (outside of Brisbane). This brings a particular risk profile to the municipality with regard to industrial incidents and the use of potentially hazardous chemicals and manufacturing processes.

One of the largest Melbourne metropolitan waste transfer stations / landfill businesses operates within the City of Kingston.

Landfill	Address	Waste Type	Classification
Alex Fraser Clarinda Recycling	275-315 Kingston Rd, Clarinda	Concrete, Bricks Mixed Rubble, Asphalt/ Macadam, and Mixed Waste	Ongoing Monitoring

2.6.3 Westfield Southland Shopping Centre

Westfield Southland is located at 1239 Nepean Highway Cheltenham, Victoria. The centre is defined by a broad retail, services, and entertainment offer. It currently caters to a trade area population of approximately 605,000 residents, with a total accessible market of 1.2 million residents. In 2019, there were 14.6 million annual visitors to the centre which averages 40,000 people per day.

There are a broad mix of approximately 370 specialty stores, with 6,000 allocated car park spaces. Southland has a dedicated train station with travel in both directions along the City and Frankston lines and is only accessible via Southland P1 Blue Car Park. There is also a large bus interchange located under the eastern end of the "Bridge area" with two levels of retail above, accessible via escalators or lifts.

The centre has areas of mass gatherings which include:

• Food Court (Level 3) - 850 seat food court located on level 3 with 17 food tenancies.

• Entertainment, Leisure Precinct (ELP) – 14 screen Village cinema complex with 14 food retailers and

• 6 specialty retailers.

• Centre Court (Level 1) - area that is used for events and has the main escalators and lifts for the centre located within it. The large rotating Super Screen is housed above the Level 3 ceiling space.

Westfield Southland has a dedicated Emergency Planning Committee which is responsible for managing an Emergency Operation Centre in the event of a major incident or emergency, adhering to emergency response procedures, and following a centre specific Terrorist Threat Response Plan (TTRP). All centre-

based staff and contractors undertake rigorous emergency management training and exercises throughout the year as well as performing full centre evacuation drills as per AS:3745 (Planning for Emergencies in Facilities). information regarding the education institutions can be found on EM-COP.

2.6.4 Education Institutions

A range of educational institutions are found throughout the municipality including kindergartens, pre-schools, primary, secondary, and tertiary. Further information regarding the education institutions can be found on EM-COP.

2.6.5 Suburban Rail Loop

Suburban Rail Loop will deliver a 90km rail line linking every major train service from the Frankston Line to the Werribee Line via Melbourne Airport, better connecting Victorians to jobs, retail, education, health services and each other.

Suburban Rail Loop East from Cheltenham to Box Hill will connect major employment, health, education, and retail destinations in Melbourne's east and south east with two sites located within the City of Kingston:

• Heatherton Stabling Yard (Kingston Rd & Dingley Bypass)

• Cheltenham SRL East (Bay Rd & Nepean Hwy) The line will slash travel times, connect people travelling on the Gippsland corridor and building it will create up to 8000 direct jobs. Construction started in June 2022 and trains will be running by 2035.

2.6.6 Eastern Treatment Plant

The Eastern Treatment Plant treats nearly half of Melbourne's sewage and whilst the plant is not located within the City of Kingston the effects of any emergency may impact within the footprint of the City of Kingston.

2.7 Vulnerable People

Planning for the needs of vulnerable individuals before, during, and after emergencies at the municipal level involves several key steps:

• Identifying vulnerability factors.

• Locating vulnerable individuals and communities.

• Establishing relationships with local, community-based service providers who work closely with key groups on a daily basis.

Vulnerability factors may encompass various aspects such as age (including children, youth, and older individuals with or without family or social support), disability, lack of familiarity with an area or environment (e.g., tourists and seasonal workers), language, culture, settlement, health (both physical and mental), social issues (such as family violence, financial stress, homelessness, and poor-quality housing), as well as isolation and disconnectedness.

There are various organisations within the City of Kingston that provide support to vulnerable people. The Kingston City Council Municipal Recovery Manager maintains a list of organisations and services to support vulnerable people within the City of Kingston.

In addition, the Department of Families, Fairness and Housing (DFFH) has a Vulnerable People in Emergencies Policy. The policy applies to organisations funded by DFFH to provider personal care, support and/ or case management services to clients living in in the community.

The Policy can be found here: https://providers.dffh.vic.gov. au/vulnerable-people-in-emergencies-policy

2.8 History of Emergencies

The following table provides a recorded history of emergencies that has affected the City of Kingston since 2011.

Year	Type of emergency
2024	Structure Fire, requiring multi-agency response, relief, and recovery support.
2024	February 2024 Victorian Storm
2024	Hazardous material contamination of Council reserve and residential property, due to high rainfall.
2023	Hazardous material spread on Council owned roads.
2022	Helicopter crash
2022	Structure Fire, requiring multi-agency response, relief, and recovery support.
2022	Structure Fire (factory), requiring multi-agency response, relief, and recovery support.
2022	Flooding – Bicentennial Park, Chelsea
2022	Structure Fire, requiring multi-agency response, relief, and recovery support.
2022	Structure Fire, requiring multi-agency response, relief, and recovery support.

| Year	Type of emergency
2021	October 2021 Victorian Storm
2021	Light airplane crash
2021	June 2021 Victorian Storm & Floods
2021	Structure Fire, requiring multi-agency response, relief, and recovery support.
2021	Structure Fire, requiring multi-agency response, relief, and recovery support.
2020 – 2022	COVID-19 Pandemic
2019	Light plane crash at Moorabbin Airport
2018	Cessna 172 aircraft crashed into suburban street on approach to Moorabbin airport
2017	Structure Fire
2014	Single engine kit plane crashed into a house and lane way in Chelsea
2014	Heatwave
2012	Plane crash at Moorabbin Airport
2012	5.46 magnitude earthquake in Korumburra causing minor damage to properties across Kingston.
2012	Wind gusts of 117km resulted in a large number of requests for assistance across Kingston.
2011	Heavy rain and flash flooding in the southern area of Kingston caused a number of trees uprooted damaging homes and cars.
2011	Structure Fire
2011	High winds caused a large gum tree branch to fall injuring 7 people at Southmoor Primary School
2011	60mm of rain fell in under 24 hours causing flash flooding in the areas of Carrum & Patterson Lakes
2011	Following Cyclone Anthony in the Northern Territory, heavy rainfall caused major flooding across Kingston.

2011 Flash Flooding event

3. Planning Arrangements

3.1   Victoria's Emergency Management Planning Framework

This MEMP supports holistic and coordinated emergency management arrangements within the municipality. It is consistent with the State Emergency Management Plan (SEMP) and the Southern Metropolitan Regional Emergency Management Plan (SMR-REMP). The REMP is a subordinate plan to the SEMP and this MEMP is a subordinate plan to the REMP.

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

The figure below outlines this MEMP's position in Victorian emergency planning hierarchy. This MEMP should be read in conjunction with the SEMP and the REMP.

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┌─────────────────────────────────────────────────────────┐
│            State Emergency Management Plan                │
│                        SEMP                               │
└─────────────────────────────────────────────────────────┘

┌─────────────────────────────────────────────────────────┐
│  Southern Metropolitan Regional Emergency Management Plan │
│                        REMP                               │
└─────────────────────────────────────────────────────────┘

┌─────────────────────────────────────────────────────────┐
│          Municipal Emergency Management Plan              │
│                        MEMP                               │
└─────────────────────────────────────────────────────────┘

┌─────────────────────────────────────────────────────────┐
│           Community Emergency Management Plans            │
└─────────────────────────────────────────────────────────┘
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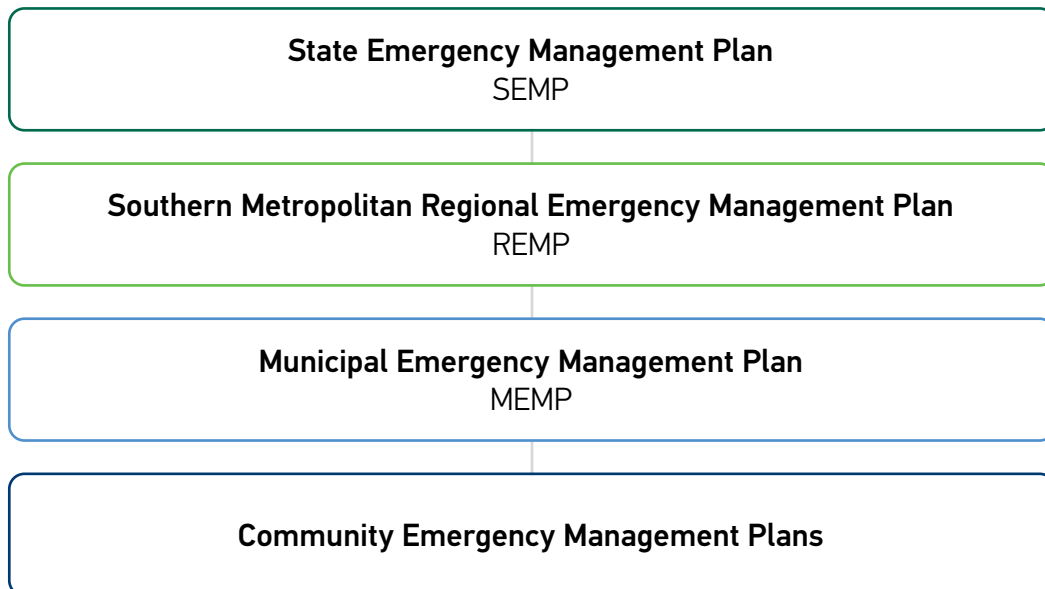
3.2   The Municipal Emergency Management Planning Committee (MEMPC), Sub Committees and Working Groups

The MEMPC is formed pursuant to Sections 59 and 59F of the Emergency Management Act 2013. The MEMPC is a multi-agency collaboration group whose members bring organisation, industry, or personal expertise to the task of developing a comprehensive MEMP for the municipality that promotes a shared responsibility. The figure below outlines this MEMP's position in Victorian emergency planning hierarchy. This MEMP should be read in conjunction with the SEMP and the REMP.

3.2.1 MEMPC Responsibilities

The functions of each Municipal Emergency Management Planning Committee in relation to its municipal district are—

(a) to be responsible for the preparation and review of its municipal emergency management plan; and State Emergency Management Plan SEMP Southern Metropolitan Regional Emergency Management Plan REMP Municipal Emergency Management Plan MEMP Community Emergency Management Plans

(b) to ensure that its municipal emergency management plan is consistent with the State Emergency Management Plan and the relevant regional emergency management plan; and

(c) to provide reports and recommendations to the Regional Emergency Management Planning Committee for the region in which the municipal district is located in relation to any matter that affects, or may affect, emergency management planning in that municipal district; and

(d) to share information with the Regional Emergency Management Planning Committee for the region in which the municipal district is located and with other Municipal Emergency Management Planning Committees to assist effective emergency management planning in accordance with Parts 6 and 6A; and

(e) to collaborate (having regard to any guidelines issued under section 77(2)
    (i) with any other Municipal Emergency Management Planning Committee that the Municipal Emergency Management Planning Committee considers appropriate in relation to emergency management planning, including preparing municipal emergency management plans; and

(f) to perform any other function conferred on the Municipal Emergency Management Planning Committee by or under this or any other Act. The MEMPC governance arrangements are in accordance with requirements set out in the Emergency Management Act 2013 and are detailed in the MEMPC Terms of Reference (available from MEMPC Chair - Council).

A list of MEMPC members is at Appendix 6 and Appendix 7 outlines the MEMPC attendance record.

3.3 Sub Plans and Complementary Plans

3.3.1 Sub Plans

MEMPC acknowledges that they do not have any sub plans to the MEMP. MEMPC acknowledges that as far as it knows, there are no community emergency management plans within the City of Kingston.

3.3.2 Complementary Plans

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

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

Examples of complementary plans are:

• A plan prepared by a water corporation under the Water Act 1989.

• A responsible entity's emergency response prepared under the critical infrastructure resilience arrangements in the Emergency Management Act 2013 Part 7A.

• An individual agency's plan for a specific hazard

• A facility plan in accordance with AS3745 2010

A list of complementary plans that have significance to the comprehensive, coordinated, and integrated emergency management arrangements in the municipal district are detailed below:

• Moorabbin Airport Emergency Management Plan

• Southland Emergency Management Plan

• DFO Emergency Management Plan

• South East Water Emergency Management Plan

• Responding to Intruder Threat – Guidelines for Early Childhood Services and Schools, Department of Education

• Alex Fraser Clarinda Recycling Emergency Management Plan

• Moorabbin Reservoir: Dam Safety Emergency Plan

3.4 Plan Exercising

The MEMP is to be tested on an annual basis. This will be performed in
a manner determined by the MEMPC; previous exercises include:

Exercise Date	Exercise
18 March 2024	Multi agency mass drowning exercise at Patterson River
14 November 2023	Westfield exercise that simulated an armed offender and fire emergency
8 June 2023	Exercise Aether was a table top exercise conducted at the Moorabbin Airport that simulated a pilot failure and crash
27 April 2022	Exercise Peat was designed to test the physical set up of an ERC with Kingston City Council.

4. Mitigation Arrangements

4.1 Victorian Preparedness Framework

The Victorian Preparedness Framework encapsulates an 'all communities, all emergencies' approach which emphasises that emergency management is a shared responsibility across all of Victoria's diverse communities, Victoria's First Peoples, community groups, networks, businesses, individuals, households, visitors to Victoria, government and non-government organisations, and emergency management sector. The Framework sets out 21 core capabilities and their critical tasks as a foundation of how we can mitigate, plan, prepare, respond to, and recover from emergencies and the State Emergency Management Plan outlines who needs to perform those critical tasks to reduce the effects of emergencies on communities.

4.2 Risks

The MEMPC has a key role in reducing risks, mitigating the impact of events, and minimising the consequences of emergencies that may occur in the municipality. At the municipal level, this is achieved by conducting the Community Emergency Risk Assessment (CERA) process using the Victorian State Emergency Service (VICSES) CERA system, to draw on local and expert knowledge to identify risks and strategies for risk management and create safer and more resilient communities.

4.3 Hazard, exposure and vulnerability and resilience

Hazard exposure, vulnerability, and risk are interconnected concepts within the realm of disaster management and risk assessment. Hazard exposure refers to the likelihood of encountering a natural or human-made threat, such as floods, earthquakes, or industrial accidents. This exposure can vary based on geographical location, climate conditions, and human activities. Understanding the extent of hazard exposure is crucial for assessing the potential impact of disasters on communities and infrastructure. Vulnerability, on the other hand, encompasses the susceptibility of individuals, communities, or systems to the adverse effects of hazards. It involves factors such as socioeconomic status, infrastructure quality, access to resources, and institutional capacity. Vulnerable populations, such as the elderly, low-income households, and marginalized communities, are often disproportionately affected by disasters due to their heightened vulnerability. Assessing vulnerability allows for targeted interventions and mitigation measures to reduce the negative impacts of hazards on vulnerable groups and enhance overall resilience. Together, hazard exposure and vulnerability contribute to the determination of risk levels, guiding disaster preparedness, response, and recovery efforts.

4.3.1 Hazard

A hazard refers to any potential source of harm or adverse event that has the capacity to cause damage, injury, or disruption to people, property, or the environment. Hazards can arise from natural phenomena, such as earthquakes, floods, storms, and bushfires, as well as human activities, including industrial accidents, chemical spills, and infrastructure failures. Effective hazard management involves implementing measures to mitigate, prepare for, respond to, and recover from the impacts of these threats, ultimately reducing risk and enhancing resilience in communities and ecosystems.

This MEMP, informed by the CERA assessment, includes hazards that would lead to sources of municipal risks. Risk statements are generated to establish a credible relationship between a source of risk and an element of risk. An overview is provided with detailed information in the online CERA system maintained by VICSES.

4.3.2 Exposure

Exposure refers to the degree or extent to which individuals, communities, or assets are subject to the potential effects of a hazard. It encompasses the physical proximity, frequency, duration, and intensity of interaction with the hazard. Exposure can vary based on factors such as geographical location, population density, land use patterns, and infrastructure development. Effective risk management involves reducing exposure through measures such as land-use planning, building codes, early warning systems, and evacuation procedures, thereby minimizing the potential harm from hazardous events.

4.3.3 Vulnerability

Vulnerability to disaster refers to the susceptibility or predisposition of individuals, communities, or systems to experiencing adverse effects or harm as a result of hazardous events. It encompasses various factors that influence the ability of individuals or groups to anticipate, cope with, resist, and recover from the impacts of disasters. Vulnerability can be influenced by:

• socioeconomic status,

• access to resources,

• age,

• gender,

• health status,

• level of infrastructure development,

• governance structures, and

• environmental conditions, among other factors.

Vulnerable populations, such as the poor, elderly, children, persons with disabilities, and marginalised groups, are often disproportionately affected by disasters due to their reduced capacity to prepare for, respond to, and recover from adverse events. MEMPC recognises this and encourages the inclusion of vulnerable populations in opportunities aimed at enhancing resilience to disasters.

4.3.4 Resilience

Resilience can be described as the capacity of a system, community, or society exposed to hazards to withstand, absorb, adapt to, and recover from their impacts. This includes the preservation and restoration of essential structures and functions. It encompasses the ability of individuals, institutions, businesses, and systems within a city to endure, evolve, and thrive despite facing various chronic stresses and acute shocks. While the MEMPC members prioritise enhancing general community-wide preparedness and resilience, they acknowledge the need for targeted support to reach marginalized sections of the community. These groups include:

• culturally and linguistically diverse (CALD) communities,

• individuals with disabilities,

• youth,

• older adults,

• homeless individuals,

• Indigenous communities,

• new residents, and

• children.

There are various agencies within the City of Kingston that provide community resilience and education programs to different cohorts within the community throughout the year such as Fire Ed, FLAMES, Fire Safety for adult migrants, Bushfire Education for schools, Fire-CAP programs, Seniors Fire Safety, ReadiCommunities, Pillowcase Project and Fire Safe Kids.

4.4 Risk Assessment Process and Results

The CERA tool uses AS/NZS ISO 31000 Risk Management Standard for the identification, risk and consequence assessment and treatment of risks. This risk process is an all-hazards approach through the CERA system in collaboration with VICSES. The CERA assessment process helps identify hazards and assess impacts and consequences based upon the vulnerability or exposure of the community using:

• The history of municipal emergency events and events in similar and neighbouring municipalities

• Municipal demographics and topography

• Known vulnerable locations and people.

• Existing 'single hazard' risk assessments, (e.g., the Victorian Fire Risk Register (VFRR), Strategic Fire Management Planning and Flood studies)

• Subject matter experts and local community representatives

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

For a full explanation of the CERA process visit https://www.ses.vic.gov.au/about-us/emergency-management-training/community-emergency-risk-assessment-cera.

The results of the assessment process are used to inform emergency management planning and to develop risk action plans and help inform communities about hazards and the associated emergency risks that may affect them. The process is documented, and the recommended treatment options presented to the MEMPC for consideration and action. The risks are subject to regular review by the MEMPC.

The progress of implemented treatment options is regularly monitored on at least an annual basis by the MEMPC through reports provided by agencies listed as "owners" of the treatment options at MEMPC meetings or after any significant event.

The likelihood, consequence and risk matrices used for CERA are documented in the National Emergency Risk Assessment Guidelines (NERAG).

The resulting list of risks and CERA risk ratings for the City of Kingston are shown in the table below:

Hazard	Confidence Rating	Residual Risk
Transport Accident – Aircraft	High	High
Bushfire/Grassfire	High	Medium
Civil disturbance	High	High
Essential services disruption	Medium	Medium
Extreme temperatures	High	High
Fire – Structural / Residential fire	High	High
Flood	High	Medium
Hazardous materials release – land	High	Medium
Pandemic	High	High
Storm	High	High

4.5 Mitigation Activities & Treatment Plans

It is our collective responsibility to reduce the impact of emergencies on our communities by fostering social cohesion, promoting education, and enhancing community preparedness. These efforts bolster the capacity and resilience of individuals, enabling communities to effectively prepare for, respond to, and recover from emergencies. Additionally, various agencies within the emergency management sector have distinct mitigation requirements tailored to specific hazards.

Each agency has provided a commitment to undertake, to the best of their ability, their respective mitigation responsibilities and develop treatment plans (if required) as outlined in the State Emergency Management Plan.

4.6 Monitoring and Review

The MEMPC will review the risks via the CERA process at least once every three years or upon a significant emergency event.

4.7 Hazard Tree Electrical Line Clearance

Under the Electricity Safety Act 1998 Division 2A Municipal Emergency Management plans must specify procedures for the identification of trees that are hazardous to electric lines.

All trees or vegetation that may impact an electrical line or infrastructure from a private property must in the first instance be reported to United Energy by calling 132 099. If the tree or vegetation is on a nature strip or median strip it should be reported to the Kingston City Council on 1300 653 356 or via Kingston.vic.gov.au.

The Kingston City Council will refer to their Electric Line Clearance Management Plan 2024/2025 for guidance.

5. Preparedness

In the emergency management context, preparedness includes activities undertaken by individual agencies or stakeholders to prepare for identified hazards or risks such as fire and storm seasons. Activities may include but are not limited to plan review, training or exercising, asset and equipment maintenance or personnel recruitment.

Preparedness activities that will be undertaken to support capability and capacity include:

• Attendance at pre-season briefings.

• All agencies undertaking training in their respective fields.

• Conducting emergency exercises annually.

• Participation in emergency preparedness meetings.

In undertaking preparedness activities, consideration is given to the five core capability elements and the 21 core capabilities detailed in the 2022 Victorian Preparedness Framework.

5.1 Shared Responsibility

This MEMP recognises that building safer and more resilient communities is the shared responsibility of all Victorians, not just the emergency management sector.

In emergency management, shared responsibility refers to the collective obligations and accountabilities held by a range of people. A commitment to shared responsibility recognises that no person/agency actor can be responsible for emergency mitigation, preparedness, response, or recovery, and that shared responsibility in emergency management is everyone's business. Individuals, communities, organisations, businesses, all levels of government and the not-for-profit sector all have some role to play in planning for, responding to and recovering from emergencies.

Shared responsibility paves the way for more resilient communities that are engaged, informed, and involved. Current evidence clearly shows that resilient communities recover more quickly and are better placed to respond to and recover from subsequent emergencies. By sharing the responsibility, we can all minimise the impacts of disasters and build safer communities.

Victoria's shared responsibility approach recognises that communities:

• are best placed to understand and contribute to managing their own risks and driving preparedness, response, and recovery, including through their fundamentally important volunteer contribution.

• should be empowered with the information, capabilities, and opportunities to make decisions and work with agencies for better EM outcomes.

• have networks and relationships that help agencies and communities identify the risks that a community faces, assess the factors that may put some community members most at-risk and identify options to protect the values of most importance to them.

Shared responsibility does not mean equal responsibility. In many cases, the emergency management sector and governments more broadly have the resources and information to make decisions and act on behalf of the Victorian community. However, in major emergencies with far-reaching consequences, the state may not be able to coordinate or provide the support the community expects, and the community's collective resources will be needed. The table below outlines how each part of the community can work together to achieve better outcomes before, during and after an emergency.

People	Function
Emergency management sector	Undertake diverse EM planning, mitigation, preparedness, response, and recovery activities as defined in legislation, regulation and government policy including consideration of shared responsibility for people most at-risk in emergencies in all phases.
Individuals, families, and households	Mitigate emergency risk to oneself and others in the family and household, support response activities by the EM sector and meet their own relief and recovery needs where possible, including planning for the specific needs of those in the family or household most at-risk in emergencies. Examples could include: • being self-sufficient for a defined period (e.g., up to 72 hours) after an emergency event, • a home emergency kit, or • understanding the emergency risks in their neighbourhood. • community members building and strengthening their social connectedness and situational awareness.
Small, medium, and large businesses	Mitigate emergency risk to employees and customers, support response activities by the EM sector and meet their own relief and recovery needs where possible, including consideration of people most at-risk in emergencies. Examples could include: • developing an emergency management plan in accordance with AS3745 Planning for Emergencies in Facilities • developing a Business Continuity Plan
Community groups and networks	Mitigate emergency risk, support response activities by the EM sector, and provide support to and/or encourage people to meet their own relief and recovery needs where possible, including multi-cultural and multi-faith communities; and planning and supporting people most at-risk in emergencies.

6. Response (including Relief)

6.1 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.

The Victorian State emergency management priorities underpin and guides all decisions made during emergencies in Victoria. The priorities are:

• Protection and preservation of life and relief of suffering is paramount. This includes:

  • Safety of emergency response personnel and Safety of 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 to 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 Emergency Management Plan (SEMP) serves as the framework for the allocation of necessary resources to manage emergencies statewide. It facilitates requests for physical assistance from the Commonwealth in situations where State resources are depleted.

Emergency response operations follow a hierarchical structure comprising three tiers:

• state,

• regional, and

• incident levels.

Most incidents are of local concern and coordinated locally. However, if local resources are insufficient, the Regional Emergency Response arrangements enable the mobilization of additional resources, initially from neighbouring regions and then statewide.

All response protocols outlined in this document align with those specified in the SEMP to ensure seamless coordination across government levels. Agencies and councils within the municipality have actively cultivated relationships with neighbouring municipalities, as well as local and regional emergency and support agencies, to facilitate resource support and coordination across operational tiers when needed.

In accordance with *Emergency Management Act 2013* emergencies are classified based on their type and scale. The following table outlines the classification of emergencies:

Term	Definition
Major Emergency	Major emergencies are distinguished by their scale, the effort required to respond to them and their consequences to the community and infrastructure.
	They are defined as:
	a) a large or complex emergency (however caused) which:
	i. has the potential to cause or is causing loss of life and extensive damage to property, infrastructure, or the environment; or
	ii. has the potential to have or is having significant adverse consequences for the Victorian community or part of the Victorian community; or
	iii. requires the involvement of two or more agencies to respond to the emergency; or
	b) a Class 1 emergency; or
	c) a Class 2 emergency.
Non-Major Emergency	A non-major emergency is an event that has occurred on a small scale, where individuals or a family may have had their home or possessions severely damaged or destroyed due to an emergency event such as a house fire or storm.
Class 1 Emergency	a) A major fire; or
	b) any other major emergency for which Fire Rescue Victoria, the Country Fire Authority or the Victoria State Emergency Service Authority is the control agency under the State Emergency Management Plan;
Class 2 Emergency	Which is not—
	a) A Class 1 emergency; or
	b) a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; or
	c) a hi-jack, siege, or riot;

6.2 The Six Cs of Emergency Management

Command, Control and Coordination are familiar and traditional mechanisms in emergency and incident management but over the past few years the sector as developed a supplementary focus on Consequence, Communication and Community Connection. The combination of these 'six cs' is leading to a massive shift in the way the sector approaches emergency management.

This is a modern approach to emergency management and an approach that is inclusive and community focused. It is also one that supports resilience in communities and in the emergency management sector.

Including Consequence, Communication and Community Connection into a well-established and tested emergency management system ensures a better focus on the community being central to everything we do in emergency management.

The Six Cs of emergency management are detailed in the table below:

Term	Definition
Command	Command is the direction of response activities internally within an agency to use its people, resources, governance, systems, and processes to discharge its responsibilities in line with relevant legislation. An agency responding to an emergency identifies the commanders responsible for supervising their personnel and the agency chain of command. Commanders escalate agency issues and provide direction on agency issues through the agency chain of command.
Control	Control is the direction of response activities across agencies, horizontally, including the coordination and tasking of other agencies.
Coordination	Coordination is the bringing together of people, resources, governance, systems, and processes, to ensure effective response to and relief and recovery from an emergency. Coordination operates: • Vertically within an agency as a function of command • horizontally across agencies as a function of the authority to control. Emergency response coordination ensures: • Effective control arrangements are established and maintained. • Information is shared effectively. • The resources required to support the response are accessed.
Communication	Communications involve engaging and providing information across agencies, informing the public, reporting to government, and coordinating with stakeholder agencies during emergencies. While the Emergency Management Commissioner holds primary responsibility for communication during major emergencies, the relevant Control Agency provides support in this function.
Community connection	Ensuring community have a role in all phases of emergency management.

6.3 Response Arrangements

Response arrangements are largely hazard-based, and Control Agencies are responsible for developing and maintaining hazard-specific response plans. These plans include arrangements for readiness, the establishment of control, incident management systems, relief, escalation, and de-escalation. They also include arrangements for communications, coordination, consequence management and community connections. Section 8 outlines roles and responsibilities in emergency management.

6.4 Emergency Management Tiers

To ensure emergency management arrangements are scalable, Victoria has three operational tiers (incident, region, and state) with the option of an 'area of operations' being declared to manage a complex emergency that may be geographically located over several municipalities or several regions. This structure ensures we have strong cooperation and coordination at all levels of an emergency. This means everyone understands their role and can perform their role when the emergency starts.

6.5 Response Escalation Arrangements

Most emergencies in Victoria (such as house fires and traffic accidents) are routinely controlled at the incident tier, with local resources and without broader consequences or communications needs. However, some emergencies have implications beyond the incident tier that require specific actions: they need more resources, have greater consequences and recovery needs. In these cases, regional, state or area of operations arrangements may be enacted to support the incident. In the case an escalation is required the Incident Controller would be notified and they would escalate the request to the regional or state level. There has not been an emergency within this footprint that has required an escalated response.

6.6 Key emergency response roles at the incident tier

	Role	Who	Responsibility
Command	Control Agency	Determined by the type of emergency as outlined in the SEMP.	Respond operationally to the emergency and establish management arrangements.
Control	Incident Controller (IC)	ICs are appointed in line with JSOP 3.08.	Lead and manage incident tier response control.
	Incident Management Team	An IMT is established as required, usually as the incident grows in size and/or complexity. Members are leaders of the functional sections of public information, planning, intelligence, operations, investigation, logistics and finance.	Supports the IC to manage the incident tier operational response.
Coordination	Deputy Incident Controller	Appointed by the IC if required.	Manage and coordinate.
	Incident Emergency Management Team	The IC establishes the IEMT as they require. Members include: • IC, Municipal Emergency Response Coordinator (MERC), Incident Emergency Response Coordinator (IERC) • Representatives from Council. • Incident tier functional representatives of agencies delivering services to the public. • Agency, community and/or business representatives as appropriate	Support the IC to manage the effects and consequences of the emergency.
	Relief Coordination Agency	As per roles and responsibilities outlined in the SEMP.	Coordinate relief assistance for specified relief services.
	Relief Lead Agency	As per roles and responsibilities outlined in the SEMP.	Provide direct relief assistance to individuals, families, and communities and/or indirect assistance for specified relief services at incident tier level.

	Role	Who	Responsibility
Coordination	Relief Support Agency	As per roles and responsibilities outlined in the SEMP.	Support the Relief Lead Agency to provide direct relief and assistance to the public/or indirect assistance for specified relief services at incident tier.
	Municipal Emergency Response Coordinator	Appointed by the Chief Commissioner of Police for each municipal district.	Coordinates agencies, people, and resources within a municipal district to support the municipality's footprint response activities.
	Incident Emergency Response Coordinator	Usually, the most senior Victoria Police member at the scene of the emergency or where control is being exercised at the incident level.	Supervise the initial incident tier response.
	Response Support Agency	As per roles and responsibilities outlined in the SEMP.	Provide services, personnel, or materials to support or assist a control or coordination agency and/or members of the public.

6.7 Evacuation

Evacuation is a risk management strategy that involves the movement of people to a safer location. As with emergency response activities, the main priority when deciding to undertake evacuation is the protection of life.

Evacuation is a scalable activity that may be applied to individuals, a house, a street, a large facility, a suburb/town, or a large area of the State.

Primary responsibilities for evacuation are held by the control agency and Victoria Police as the Evacuation Manager.

In Victoria, evacuation is largely voluntary. The Incident Controller makes a recommendation to evacuate, and it is the choice of individuals as to how they respond to the recommendation. However, in particular circumstances, legislation provides some emergency service personnel with authority to remove people from areas or prohibit their entry.

Special consideration must be given to the evacuation of vulnerable people in the community. Facilities such as hospitals, aged care facilities and educational facilities should have emergency management plans to ensure the health and safety of its occupiers.

6.8 Neighbourhood Safer Places

There are no Neighbourhood Safer Places within the City of Kingston.

6.9 Incident & Regional Control Centres

Emergency response is not just about crews on the ground. When an emergency becomes large and complex the crews on the ground are supported by people in Incident & Regional Control Centres.

Below are the designated Incident and Regional Control Centres:

Control Centre Type	Address
Regional Control Centre	45 Assembly Drive, Dandenong South
Incident Control Centre	45 Assembly Drive, Dandenong South

6.10 Coordination Centres

For larger scale emergencies, each agency will activate their own coordination centre in order to provide support to their staff/volunteers actively involved in the emergency. Support may include planning for additional shifts, providing supplies, coordinating accommodation and meals, managing finances, and sharing information to and from the Incident Control Centre.

6.11 Staging Areas

Staging areas are used by agencies and support agencies as a place where people, vehicles and equipment gather in preparation for being assigned to the emergency. For large, prolonged emergencies staging areas may accommodate people overnight, provide showers, meals and first aid.

There are no predetermined staging areas within the City of Kingston.

6.12 Information Management

Capturing information during emergencies through robust systems and processes is crucial for effective decision-making and response coordination. Having systems ensure that critical data is accurately recorded and readily accessible, enabling responders to assess the situation swiftly and allocate resources efficiently.

Each agency will have their own systems to manage information during emergencies however, EM-COP is a system that provides agencies with a common operating picture where information can be shared between agencies through all phases of emergency management.

6.13 Financial Considerations

All agencies have local arrangements and agreements with relevant suppliers/contractors to provide resources during an emergency that each agency is financially responsible. The Control Agency, unless otherwise agreed, will be responsible for costs associated with requested resources. In some instances, support agencies will undertake cost recovery where mutually agreed upon in writing prior to activation.

Depending on the magnitude of the emergency some government financial assistance may be available for prevention, response, and recovery activities through the Australian Disaster Recovery Funding Arrangements (DRFA) or state government both of which are accessed through Emergency Management Victoria (EMV). DRFA should be contacted as soon as practicable after an event to register a potential application.

 Further information on the DRFA process can be found via this link: https://www.emv.vic.gov.au/how-we-help/disaster-recovery-funding-arrangements-drfa

6.14 Planning for Cross Boundary Events

To ensure continued coordination during emergencies municipalities are grouped together into eight regions across Victoria. The City of Kingston is part of the Southern Metropolitan Region which consists of ten municipalities. The ten municipalities and agencies work together through a Regional Emergency Management Planning Committee (REMPC). The REMPC undertakes planning activities to support capability and capacity across the ten municipalities.

6.15 Resource Sharing Protocols

All response and support agencies within the City of Kingston have the capacity to request additional resources in the event of a large-scale emergency. The Kingston City Council is a signatory to the Municipal Association of Victoria (MAV) Protocol for Inter-Council Emergency Resource Sharing. The Protocol provides an agreed position between Victorian Municipal Councils for the provision of inter-Council assistance for response and recovery activities during an emergency. The purpose of the protocol is to provide the best possible outcomes for emergency management by enhancing the capability of councils and supporting the escalation arrangements consistent with the State Emergency Management Plan. Requests for resources will be made by the MRM or MEMO of the affected Council with approval from their Chief Executive Officer (CEO) to the CEO (or the officer with the delegated authority to action requests for support) of the assisting Council. The protocol is activated once two or more councils become signatories. No further activation is required.
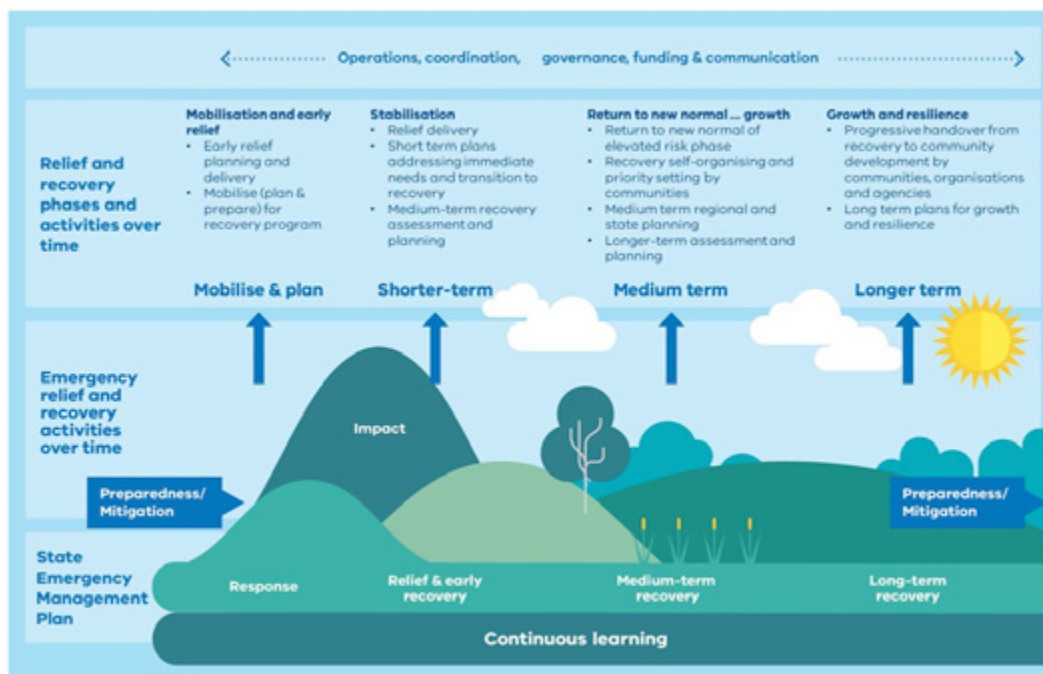
6.16 Emergency Relief

Relief is the provision of assistance to meet the essential needs of individuals, families, and communities during and in the immediate aftermath of an emergency.

Information gathered through impact assessments from the response phase will be used to inform emergency relief planning, activities and decision-making to ensure emergency relief is provided in a timely manner.

Emergency relief services may be provided in a safe location close to the emergency, in emergency relief centres, places where community gather, to isolated communities and to community at home.

Relief operations begin when the emergency occurs with many response, relief and early recovery activities occurring at the same time as outlined in the diagram below:

(Image from ERV Recovery Framework)

6.16.1 Emergency Relief Tier Coordination

Emergency relief is coordinated by Emergency Recovery Victoria at the state level, Department of Families, Fairness and Housing at the regional level and Council at the local level as outlined in the table below:

Tier	Responsibility
State relief coordination	Emergency Recovery Victoria
Regional relief coordination	Department of Families Fairness and Housing
Local relief coordination	Council

As the Relief Tier Coordinator at the local level Council's Municipal Recovery Manager has a responsibility to:

• bring together agencies and resources to ensure effective relief activities; and

• oversee the delivery of relief services.

The MRM will liaise with the Regional Relief Coordinator (DFFH) who then reports to the ERV State Emergency Relief Coordinator.

6.16.2 Emergency Relief Planning Arrangements

MEMPC recognises the significance of emergency relief planning to enhance outcomes for communities. To ensure a collaborative and coordinated approach to emergency relief, the Southern Metropolitan Regional Emergency Relief and Recovery Plan has been developed. The SMR Emergency Relief and Recovery Plan outlines operational details including activation and emergency relief responsibilities.

6.16.3 Emergency Relief Principles

The principles for the coordination and delivery of relief are:

• Emergency-affected communities receive essential support to meet their basic and immediate needs.

• Relief assistance is delivered in a timely manner, in response to emergencies.

• Agencies communicate clear, relevant, timely and tailored information and advice to communities about relief services through multiple, appropriate channels.

• Relief promotes community safety and minimises further physical and psychological harm.

• Relief services recognise community diversity.

• Relief is adaptive, based on continuing assessment of needs.

• Relief supports community responsibility and resilience.

• Relief is well-coordinated, with clearly defined roles and responsibilities.
• Relief services are integrated into EM coordination efforts.

• Relief is coordinated and delivered as close to the community as possible, supported by regional and state-based activities as required.

6.16.4 Emergency Relief Scope

The State Emergency Management Plan outlines the responsibilities for each agency and support agency during emergency relief. Relief activities include:

• Animal welfare

• Community information

• Disbursement of material aid (non-food items)

• Drinking water for households in non-reticulated areas

• Emergency financial assistance

• Emergency shelter such as Emergency Relief Centres

• Food and grocery supply continuity

• Food and water

• Health, medical assistance and first aid

• Psychosocial support

• Reconnecting families and friends

6.17 Transition to Recovery

During the response phase, a plan will be developed to transition from response to recovery. The Incident Controller will take a lead role in facilitating the transition to recovery, working with the Regional Recovery Coordinator and Municipal Recovery Manager, as it marks the end of the response phase which the Incident Controller leads and manages.

The Municipal Recovery Manager is responsible for overseeing and coordinating the delivery of recovery services by Recovery Lead Agencies and Recovery Support Agencies at the local level. The MRM will be guided by the Southern Metropolitan Regional Emergency Relief and Recovery Plan.

This and other arrangements (transition activities and tasks, information management, communication, and signatories) will be documented in a transition agreement developed between the Incident Controller, Emergency Response Coordinator (Victoria Police), State Recovery Coordinator (ERV), Regional Recovery Coordinator (ERV) and the MRM. The level of recovery coordination will depend on the scale of the emergency.

The decisions relating to the timing of the transition of response to recovery coordination, and whether recovery coordination will be transitioned to local and/or state government), will be impacted by a number of key considerations. These include:

- The nature of the hazard/threat and whether there is a risk of a recurring threat.

- The extent of impact on communities, as this may determine if a prolonged transition period needs to be implemented.

- The extent of and known level of loss and damage associated with the incident.

- The considerations for the extent of emergency relief required by affected communities; and

- The considerations for the resources required to coordinate effective recovery arrangements.

7. Recovery

Recovery is the process of coming to terms with the impacts of a disaster and managing the disruptions and changes caused, which can result, for some people, in a new way of living. Being 'recovered' is being able to lead a life that individuals and communities value living, even if it is different to the life they were leading before the disaster event.

The impacts of disasters on affected individuals and communities can be profound, long lasting and life changing. Therefore, recovery is a long-term, multilayered social and developmental process that is more than simply the replacement of what has been destroyed and the rehabilitation of those affected. At its centre, recovery is the complex process of individuals and communities who have been impacted by a disaster event working to resolve the impacts that the event has had on the trajectory of their lives. Recovery provides an opportunity to improve aspects beyond previous conditions by enhancing social infrastructure, natural and built environments, and economies.

Planning for recovery is integral to preparing for emergencies and is not simply a post-emergency consideration. Recovery planning should occur well in advance of any emergency and concurrently with planning for response. Some elements of recovery will continue until well after the affected community is able to manage on its own.

7.1 Recovery Coordination

Recovery tier coordination responsibilities are:

- State and regional recovery coordination: Emergency Recovery Victoria
    - Deliver recovery programs and services (including community services)
- For municipal recovery coordination: Councils
    - Recovery information for community
    - Coordination of community recovery services

Recovery coordination operates at both tier level and activity level.

- Tier level coordination is responsible for oversight of all recovery environments and associated activities.

- Activity level coordination (Recovery Coordinating Agency (RecCA)) is responsible for overseeing the delivery of recovery services by RecLAs and Recovery Support Agencies (RecSAs).

7.2 Recovery Planning Arrangements

MEMPC recognises the significance of recovery planning to enhance outcomes for communities. To improve recovery services and to ensure that individuals and communities are at the centre of recovery this MEMP acknowledges the Resilient Recovery Strategy. The Resilient Recovery Strategy sets agreed outcomes and strategic priorities to guide how government improves recovery approaches and systems and supports and empowers councils and the recovery workforce.

To further ensure a collaborative and coordinated approach this MEMP is aligned with the Southern Metropolitan Regional Emergency Relief and Recovery Plan. The SMR Emergency Relief and Recovery Plan outlines operational details including activation and recovery responsibilities.

## 7.3 Recovery Environments

The SEMP identifies four recovery environments:

1. Social: The emotional, social, spiritual, financial, and physical wellbeing of affected individuals and communities.

2. Economic: The revitalisation of the affected economy.

3. Built: The restoration of essential and community infrastructure

4. Natural: The rehabilitation of the affected environment

These environments together provide a framework within which recovery can be planned, coordinated, delivered, monitored, and evaluated. Each environment contains one or more functional areas that bring together related recovery roles that address specific community needs.

Within the four environments, there are 15 areas of activity. These activities are interrelated across the recovery environments (SEMP Table 13) and describe a community need. Each activity has recovery services – programs, services, and products – that assist in community recovery. Every recovery service has one or more RecLAs, often with several other agencies RecSAs supporting them.

ERV's approach to recovery builds on the SEMP, identifying five lines of recovery that both align to the SEMP recovery environments and include a separate line of recovery for Aboriginal Culture and Healing.
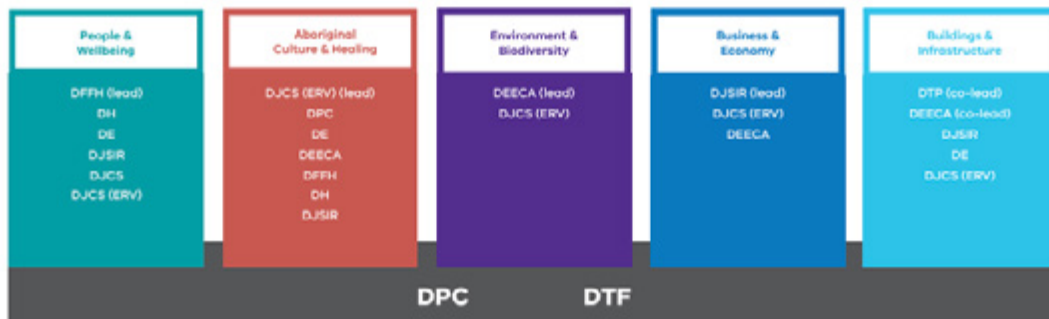
(Image from ERV Recovery Framework)

7.4 Recovery Principles

To facilitate a comprehensive and consistent approach to recovery, the Community Services Ministers' Advisory Council endorsed national principles for disaster recovery in 2009 (replacing those endorsed in 1986). The National Principles for Disaster Recovery (COAG 2011) were further refined in 2018 by the new custodian, the Social Recovery Reference Group (Australia and New Zealand) (SRRG 2018). The principles identify that successful recovery relies on:

• Understanding the community context.

• Recognising the complex and dynamic nature of emergencies and communities.

• Using community-led approaches that are responsive, flexible, engaging communities and empowering them to move forward.

• A planned, coordinated, and adaptive approach based on continuing assessment of impacts and needs.

• Effective communication with affected communities and other stakeholders.

• Recognising, supporting, and building on community, individual and organisational capacity.ERV's approach to recovery builds on the SEMP, identifying five lines of recovery that both align to the SEMP recovery environments and include a separate line of recovery for Aboriginal Culture and Healing.

7.5 Impact Assessment

To build a more accurate and comprehensive picture about the impact of an emergency on affected communities to inform recovery planning, information and data are gathered via a three phased approach as outlined in EMV's Interim Impact Assessment Guidelines 2022:

1. Initial Impact Assessments: They are conducted immediately following the emergency, when safe to do so and intended to be observational and indicative, rather than definitive.

2. Secondary Impact Assessments: This assessment begins four weeks post disaster and may take months to complete depending on the scale of the emergency. This assessment provides a more detailed picture and informs the type and level of assistance needed by affected communities.

3. Post emergency needs assessment: This assessment may take up to twelve months or more depending on the scale of the emergency. This assessment estimates the longer-term psychosocial impacts on a community, displacement of people, the cost of destroyed assets, and the impact that the destruction of assets and business disruption has on how members of the community live and connect with one another.

Whilst the Emergency Management Commissioner (EMC) has overall responsibility for ensuring the coordination, collection, collation, and reporting of information on the impact of emergencies under the Emergency Management Act 2013 agencies perform the roles as indicated in the table below:

Phase	Responsible Agency
Initial Impact Assessments (IIA)	Fire Rescue Victoria
Secondary Impact Assessments (SIA)	Fire Rescue Victoria
Post Needs Assessment	Council

Other agencies may be requested by the Incident Controller to provide specialist capability such as drones, ground observation, airborne information gathering, agricultural and wildlife assessments.

IIA will be completed as soon as possible form the time of activation by the Incident Controller when access is possible to the impacted area.

7.5.1 Transition between IIA and SIA

Generally, the Incident Controller will facilitate the transition from IIA to SIA in consultation with the Incident Emergency Management Team and respective Recovery Coordinator. However, there are instances where SIA may need to take place where no IIA was requested, and in cases like these, the Municipal Recovery Manager (MRM) will determine if an SIA is required in consultation with the Recovery Agency.

7.5.2 Coordination of SIA

Coordination of SIA is the responsibility of the nominated Recovery Coordinator at the relevant tier. Coordination will be undertaken by the:

• MRM as the lead at the local tier

• RRC at the regional tier (where multiple LGAs are performing SIA, or a multi-agency SIA is underway or where support for SIA is required)

• State Recovery Coordinator (SReC) at the state tier

Various information sources and methodologies will be used to collect SIA data including but is not limited to:

• Multi-disciplinary field assessment teams. Local government field teams can comprise a building surveyor, Environmental Health Officer (EHO) and personal support workers being deployed, using a common framework.

• Phone calls and texting to affected communities.

• Information collected at Emergency Relief Centres (ERCs) and Recovery Centres.

• Other platforms such as public notices or public meetings where power, phonelines and/or the internet/NBN may be disabled.

7.5.3 Data Management

To enable expedience of information sharing, data will be shared via the IIA data sharing website under the relevant emergency event folder structure on EM-COP.

7.5.4 Post Emergency Needs Assessment (PENA)

PENA is generally conducted following an emergency, through the joint efforts of response agencies, local government, Non-Governmental Organisations (NGO's), and state government departments and agencies. PENA also incorporates psychosocial support and helps to build a profile of community wide needs, informing decision makers on how to support long term recovery efforts.

Such assessments inform the medium to longer-term recovery process and builds the knowledge base of the total cost of emergencies that informs risk assessment and management decisions.

The nominated MRM and nominated state recovery agency will assess whether PENA is required. PENA should be flexible and adaptable to the circumstances of the emergency event. The need for this stage depends on the nature and scale of the event and builds on and estimates costs based on the initial and secondary impact assessment stages. It provides an additional layer of analysis and evaluation.

Those involved in PENA will use the IIA and SIA data to avoid duplication of tasks and unnecessary burden on the communities in seeking information.

The MRM will make PENA data available to all agencies as required. Other responsible agencies involved in the post emergency needs assessment will report information to the nominated Recovery Coordinator to reduce duplication.

PENA can take months or even years, depending on the nature and scale of the emergency event.

8. Roles and Responsibilities

8.1 Agency Roles and Responsibilities

The SEMP provides for an integrated, coordinated, and comprehensive approach to emergency management (EM) at the state level. The *Emergency Management Act 2013* requires the SEMP to contain provisions providing for the mitigation of, response to and recovery from emergencies (before, during and after), and to specify the roles and responsibilities of agencies in relation to EM.

Subject to S.60AK of the *Emergency Management Act 2013*, an agency that has a role or responsibility under the SEMP in relation to the emergency response to a Class 1 or 2 emergency must act in accordance with the SEMP.

By endorsing the MEMP, agencies with responsibilities within the MEMP agree that they have the capacity and capability to meet their obligations.

The MEMP outlines emergency management roles and responsibilities for all phases of emergency management as detailed in Appendix 8.

9. Lessons Management

MEMPC in accordance with EMV's EM Learn Framework supports a culture of continuous improvement by ensuring we improve the way we learn from events, how we improve our practices and change our behaviour. Lessons management can facilitate learning and improvement resulting in more efficient and effective practices, improving safety, and capturing knowledge. It also provides a platform for knowledge sharing.

The cycle for managing lessons post emergencies includes four steps:
1. Collection
2. Analysis
3. Implementation
4. Monitoring and review.

These steps are underpinned by continuous stakeholder engagement, as shown in the figure.

The MERC has the responsibility of conducting an After-Action Review as soon as practicable after the emergency and all agencies who participated should be represented with a focus on capturing observations and insights which will then be analysed for trends, risk, and lessons. Lessons will then be assessed for implementation for change and improvement.

(Image from Lessons Management Handbook, AIDR)

Appendix 1: Reference material

- State Emergency Management Plan
- Victorian Preparedness Framework
- SMR Regional Emergency Management Plan
- EM – Learn Framework
- Lessons Management Handbook (AIDR)
- Interim Impact Assessment Guidelines 2022
- Emergency Management Act 1986
- Emergency Management Act 2013
- Statement of Assurance advisory material – MEMP or MEMP Sub Plan
- Statement of Assurance Template
- SMR Regional Emergency Relief and Recovery Plan
- Victoria's Resilient Recovery Strategy
- Guidelines for Preparing State, Regional and Municipal Emergency Management Plans
- FRV Incident Data
- Crime Data
- ID Profile data
- Australian Bureau of Statistics Census data
- Kingston City Council Biodiversity Strategy 2018-2023
- Electric Line Clearance Management Plan 2024/2025
- Environmental Scan Report – Southern Metro Region

Appendix 2: Acronym list

Acronym	Description
AIIMS	Australasia Inter Service Incident Management System
ARC	Australian Red Cross
AV	Ambulance Victoria
CERA	Community Emergency Risk Assessment
CFA	Country Fire Authority
DEECA	Department of Energy, Environment and Climate Action
DET	Department of Education and Training
DFFH	Department of Families, Fairness and Housing
EMC	Emergency Management Commissioner
EM-COP	Emergency Management Common Operating Picture
EMLO	Emergency Management Liaison Officer
EMV	Emergency Management Victoria
ERC	Emergency Relief Centre
ERV	Emergency Recovery Victoria
FRV	Fire Rescue Victoria
IC	Incident Controller
ICC	Incident Control Centre
IEMT	Incident Emergency Management Team
IIA	Initial Impact Assessment
LSV	Life Saving Victoria
MAV	Municipal Association of Victoria
MOCC	Municipal Operations Coordination Centre
MEMO	Municipal Emergency Management Officer
MEMP	Municipal Emergency Management Plan
MEMPC	Municipal Emergency Management Planning Committee
MERC	Municipal Emergency Resource Coordinator
MRM	Municipal Recovery Manager
PENA	Post Emergency Needs Assessment
RecCA	Recovery Coordinating Agency
RecLA	Recovery Lead Agency
RecSA	Recovery Support Agencies
RelCA	Relief Coordinating Agency
RelLA	Relief Lead Agency
REMP	Regional Emergency Management Plan
REMPC	Regional Emergency Management Planning Committee
SOP	Standard Operating Procedure
SEMP	State Emergency Management Plan
SIA	Secondary Impact Assessment
TOR	Terms of Reference
VCCEM	Victorian Council of Churches - Emergencies Ministry
VicPol	Victoria Police
VICSES	Victoria State Emergency Service
VPF	Victorian Preparedness Framework
VPR	Vulnerable Persons Register

Appendix 3: MEMP Amendment history

Version	Date	Section Amended	Summary of Amendment	Authorised by
1.0	May 2021	Entire MEMP	Complete re-write	Kingston MEMPC
2.0	April 2024	Entire MEMP	Complete re-write	Kingston MEMPC
2.0	30 May 2024	Final Approval – 2024 Review	N/A	Kingston MEMPC

Appendix 4: Distribution list

The most updated version of this MEMP will be distributed by the MEMPC by:

• Uploading to Council website

• Storing in Councils document management system

• Legal Deposit with National eDeposit system

• Uploading into the Crisisworks library

• Emailing to all members of MEMPC

When an update has been made to the MEMP, the Chair of MEMPC will advise MEMPC members of the change and attach the updated version to the email. Recipients are invited to reply that they have received the updated version and will destroy the outdated version. A copy of this communication will be stored by Council.

Appendix 5: List of restricted information

MEMPC Membership List

MEMPC Agency Attendance Record

Appendix 6: Membership list of MEMPC

RESTRICTED

Appendix 7:
MEMPC Agency Attendance Record

RESTRICTED

Appendix 8: Roles and Responsibilities

Agency	SEMP Roles and Responsibilities Link
Ambulance Victoria (AV)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement-ambulance-victoria
Australian Red Cross (ARC)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement-australian-red-cross
Councils	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement-councils
Country Fire Authority (CFA)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement-country-fire-authority
Department of Energy, environment, and Climate Action (DEECA)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement- department-of-energy-environment-and-climate-action
Department of Families, Fairness and Housing (DFFH)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management- plan-semp/roles-and-responsibilities/role-statements/role-statement-department-of-families-fairness-and-housing
Emergency Management Victoria (EMV)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement-emergency-management-victoria
Emergency Recovery Victoria (ERV)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement- emergency-recovery-victoria
Fire Rescue Victoria (FRV)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement-fire- rescue-victoria
Life Saving Victoria (LSV)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement-life-saving-victoria
Salvation Army	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement-salvation-army
Services Australia	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement-services-australia
St John Ambulance	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement-st-john-ambulance-australia-victoria
Victoria Police (VicPol)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement-victoria-police
Victoria State Emergency Service (VICSES)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement-victoria-state-emergency-services
Victorian Council of Churches – Emergencies Ministry (VCCEM)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities/role-statements/role-statement- victorian-council-of-churches-emergencies-ministry