

AGENDA

ORDINARY MEETING OF COUNCIL

Tuesday, 17 October 2017

To be held Swan Hill Town Hall
53-57 McCallum Street
Commencing at 6pm

COUNCIL:

Cr LT McPhee – Mayor

Cr JN Katis
Cr GW Norton
Cr C Jeffery
Cr L Johnson
Cr B Moar
Cr A Young

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SECTION A – PROCEDURAL MATTERS

- **Open**
- **Acknowledgement to Country**
- **Prayer**
- **Apologies**
- **Confirmation of Minutes**
 - 1) Ordinary Meeting held on 19 September 2017
 - 2) Extraordinary Council Meeting held on 26 September 2017
- **Declarations of Conflict of Interest**
- **Receptions and Reading of Petitions, Memorials, Joint Letters and Deputations**
- **Public Question Time**

SECTION B – REPORTS

B.17.95 PUBLIC HEALTH AND WELLBEING PLAN 2017-21

Responsible Officer: Director Community & Cultural Services
File Number: S28-24-03
Attachments: 1 Public Health and Wellbeing Plan 2017-21

Declarations of Interest:

Bruce Myers - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

The Swan Hill Rural City Council Public Health and Wellbeing Plan 2017-2021 aims to protect and improve the public health and wellbeing in all communities in the municipality.

Discussion

The Victorian Public Health and Wellbeing Act 2008 requires Council to develop a municipal public health and wellbeing plan within 12 months following a general election of Council.

The purpose of the Plan is to promote a strategic and integrated approach to local public health planning. It will be a tool for working across a range of local strategies and initiatives, informing other public health planning processes, and avoiding the duplication of planning effort at the local level.

The Plan integrates with the Council Plan through the strategies and initiatives under the Community Enrichment priority. The Plan also links to other Council activities.

Consultation

Council and other agencies have worked closely with a process coordinated by the Southern Mallee Primary Care Partnership. The resulting Swan Hill Health and Wellbeing Partnership have worked together to develop the Public Health and Wellbeing Plan 2017-2021 Action Plan to guide their direction for the next four years (2017-2021).

In excess of 10 local agencies involved in health and wellbeing were heavily involved in the process, and this document also supports their own organisations' strategic directions.

The Plan will be monitored and reports provided to Council on an annual basis, to ensure the objectives remain relevant and the actions are undertaken by the individual lead agencies involved.

Financial Implications

Not applicable to this report.

Social Implications

The Public Health and Wellbeing Plan identifies key areas of community need and provides strategic direction to improve community health and wellbeing in the municipality.

Economic Implications

Not applicable to this report.

Environmental Implications

Not applicable to this report.

Risk Management Implications

Not applicable to this report.

Council Plan Strategy Addressed

Community enrichment - Help all people to find a place in our community.

Options

1. Council adopt the draft Public Health and Wellbeing Plan 2017-21.

Council must adopt the Public Health and Wellbeing Plan within 12 months of the Council elections.

Recommendations

That Council:

1. **Adopt the Public Health and Wellbeing Plan 2017-21 to the October Council Meeting for adoption.**
2. **Receive an annual report on the progress of the objectives in the Plan.**



Public Health and Wellbeing Plan 2017-2021



Document Information

Document type:	Strategic Document
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Related documents, policies, Procedures:	
Related legislation:	Local Government Act 1989 Health and Wellbeing Act 2008

Evidence of approval:

Signed by the Chief Executive Officer

Signed by the Mayor

Strategic documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the Swan Hill Rural City Council website - www.swanhill.vic.gov.au - to ensure that the version you are using is up to date.

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Part one

Introduction and background

A message from the Mayor

Swan Hill Rural City Council's vision is for a prosperous and healthy community, enjoying quality facilities and services.

We can help to create a healthy community directly, through the delivery of programs like maternal and child health, immunisations and community care services for our elderly residents.

We can also do it through the delivery of art and cultural services, community and land use planning, waste collection and recreational facilities.

Access to income, education, employment, living conditions and social connections also matter when it comes to health.

While Council has strong influence in each of these areas, it is essential that we work alongside health and wellbeing experts in our community to achieve our vision.

The Southern Mallee Primary Care Partnership Swan Hill Health and Wellbeing Partnership includes nine key health and community service organisation from the Swan Hill region.

It was this Partnership that used evidence and community input to identify the three health and wellbeing priority areas that you will see detailed later in this plan. They are:

- Improving mental health
- Healthier eating and active living
- Preventing family violence



It is the organisations within this Partnership, including Council, that will lead the way in this plan's delivery, ultimately aiming to create positive health outcomes for our community.

The Partnership will report on plan outcomes annually and I look forward to seeing some of the excellent initiatives in this plan come to fruition.

Mayor Les McPhee
Swan Hill Rural City Council

Acknowledgement

Swan Hill Rural City Council acknowledges the traditional custodians of the land on which we meet, and pays its respects to their elders, past and present.

About the plan

The Swan Hill Rural City Council Public Health and Wellbeing Plan 2017-2021 (The Plan) aims to protect and improve the public health and wellbeing in all communities in the municipality.

The purpose of the Plan is to promote a strategic and integrated approach to local public health planning.

It will be a tool for working across a range of local strategies and initiatives, informing other public health planning processes, and avoiding the duplication of planning effort at the local level.

The Plan integrates with the Council Plan through the strategies and initiatives under the Community Enrichment priority. The Plan also links to other Council activities.

It is also intended that the Plan links with the priorities of local health and community organisations and is informed by the Victorian Public Health and Wellbeing Plan 2015-2019.

Swan Hill Rural City Council works across a range of areas that influence positive community health and wellbeing outcomes.

Legislative requirements

The Victorian Public Health and Wellbeing Act 2008 requires Council to develop a municipal public health and wellbeing plan within 12 months following a general election of Council.

Local Government's role

Local government has the legislated responsibility to improve, promote and protect public health and does this through a range of functions including:

- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring resources are managed responsibly and efficiently
- Planning for and providing services for the local community; and
- Regularly consulting with the community in relation to service provision.

The below Council services all contribute directly to the health and wellbeing of our communities:

- maternal and child health
- childcare
- kindergarten facilities
- immunisation
- home and community care
- meals on wheels
- environmental health
- community planning
- amenity services like parks and gardens
- waste collection and street cleaning
- libraries
- art and cultural events
- land use planning

In addition, access to income, education, employment, living conditions, supportive relationships, and social connections all matter when it comes to health.

Local government is well placed to influence the social determinants of health. These determinants of health can be strengthened through Council's proactive approach to creating a liveable and healthy community.

Link with the Council Plan

Council is committed to working in partnership with our communities so that together we can create healthier outcomes. As outlined in the Council Plan 2017-2021, Council will endeavour to achieve the following for our community:

We will:

1. Help people find a place in our community.
2. Provide services and support initiatives that create a healthy and safe community.
3. Develop a community with a sense of pride and responsibility/ownership that strives to achieve its aspirations.
4. Have a region with an equipped and productive workforce.
5. Have effective partnerships and relationships with key stakeholders and staff.
6. Have effective advocacy and strategic planning.
7. Provide land use planning that is responsive and which proactively encourages appropriate development.
8. Have infrastructure that appropriately services community needs.
9. Have positive community engagement through appropriate and constructive consultation.
10. Have sound policies and practices that protect and enhance our environment.
11. Have a waste management program that is environmentally and financially sustainable.

Health Framework

Council and the Southern Mallee Primary Care Partnership Swan Hill Health and Wellbeing Partnership have considered the following health frameworks when developing priorities and actions for health and wellbeing in our community.

The **Environments for Health Framework** (Department of Human Services, 2001) identifies four interdependent environments through which councils can continue to protect and improve the health and wellbeing of the community in a systematic way:

Built environment - which focuses on enhancing our surroundings;

Social environment - which focuses on creating opportunities for participation in community life;

Economic environment - which focuses on encouraging growth and prosperity for all members of the community; and

Natural environment - which focuses on protecting and conserving the natural environment so that it continues to nurture our communities.

The **World Health Organisation's Healthy Cities** approach assists with the translation of these environments into the local government setting through the following 11 key parameters:

1. Clean, safe, high-quality environment
2. A sustainable ecosystem
3. A strong, mutually supportive community
4. Meaningful public participation in decision-making
5. Basic needs for all (food, water, shelter, income, safety, work)
6. Access to a range of experiences and resources, with opportunity for a range of contact, interaction and communication
7. A diverse, vital and innovative economy
8. Connections with cultural and biological heritage
9. Creating liveable places through design that promotes active and safer lifestyles.
10. Accessible public health and sickness care services
11. High health status.

Collaboration

Although Council is in a position to have a significant contribution to the health and wellbeing of our communities, it is a shared responsibility.

Building healthier communities requires the involvement of all levels of government, a range of organisations, businesses and participation of community as well as the individuals themselves.

Council is committed to working with communities, agencies and other levels of government to meet the goals and objectives over the coming four years.

The Public Health and Wellbeing Plan 2017-2021 Action Plan has been developed by the Southern Mallee Primary Care Partnership Swan Hill Health and Wellbeing Partnership (the Partnership) to guide their direction for the next four years (2017-2021).

Community partners

The Partnership are key collaborators with the Swan Hill Rural City Council in developing, implementing and evaluating the Public Health and Wellbeing Plan.

The Partnership has been working together on health and wellbeing initiatives since 2012. During 2016 and 2017 the Partnership determined an opportunity to strategically align its prevention efforts by developing this partnership plan together rather than have multiple individual plans.

The Partnership reviewed evidence and community consultation outcomes, set shared priorities and have agreed on the activity and evaluation measures that will be undertaken together.

The Southern Mallee Primary Care Partnership Swan Hill Health and Wellbeing Partnership includes major partners:

Swan Hill Rural City Council

Anglicare Victoria

Mallee District Aboriginal Service

Robinvale District Health Service

Southern Mallee Primary Care Partnership

Mallee Family Care

Mallee Sports Assembly

Swan Hill District Health

Swan Hill Neighbourhood House



Other community partners that make this plan possible include, but are not limited to; local schools, Victoria Police, Youth Council and local committee groups.

Partnership purpose

- To work together in an effective and innovative way to improve the health and wellbeing of local communities
- To support collaboration between Swan Hill agencies, relating to the health and wellbeing of local communities
- To provide a forum for Swan Hill agencies to meet on a regular basis to meet the objective agreed with all parties and identified in the Terms of Reference

Implementation

The implementation of the Plan is about putting into practice the actions and objectives identified in the planning process.

This will involve collaboration with partner agencies, stakeholders and the community to pursue agreed activities and support capacity building approaches.

The Public Health and Wellbeing Plan 2017-2021 Action Plan outlines each of the shared partnership priority directions and the related objectives.

Each objective has its own strategies, with corresponding actions, lead/partners and commitment, and outcomes indicator.

Monitoring and evaluation

It is a requirement of the Public Health and Wellbeing Act that all municipal public health and wellbeing plans be reviewed annually.

Annual monitoring and review of the progress against actions is an important aspect of their implementation. The purpose of the review is to ensure that actions identified in The Plan are being implemented satisfactorily and that they remain the best way for Council to invest in health and wellbeing over the life of the Plan.

The annual review also offers an opportunity to celebrate the achievements of The Plan, inform other related plans and policies, strengthen networks and partnerships and inform resource allocation (Department of Health 2012).

The Victorian public health and wellbeing outcomes framework provides a transparent approach to monitoring and reporting progress in our collective efforts to achieve better health and wellbeing.

A reporting template will be used to capture the progress and evaluate the effectiveness of the Partnership's work.

Population profile

The Swan Hill Rural City Council municipality is home to the townships of Swan Hill, Robinvale, Lake Boga, Nyah, Nyah West, Piangil, Woorinen, Ultima, Manangatang, Boundary Bend and Tresco.

Swan Hill Rural City Council is located on the Murray River in north-west Victoria. Our region is home to 20,584 people (2016 Census data).

With an area covering 6,116km², we have 3,492 kilometres of local roads connecting 11,939 rateable properties.

Our population statistics show our community members are 50.4 per cent male and 49.6 per cent female. We have a median age of 40 years.

Agriculture and manufacturing drive the economy. Our region's gross regional product is \$1.18 billion. Agriculture accounts for almost 16 per cent of the region's total economic output, with more than 40 products grown commercially in the municipality.

Irrigated farming (including stonefruit, grapes, nuts, olives and vegetable production) accounts for over 11 per cent of our economic output, while traditional livestock and broadacre farming accounts for almost four per cent. More than 18 per cent of all jobs in the city are directly related to agriculture.

Tourism and retail sectors are also strong. About 656,000 people visit the municipality each year, injecting about \$95 million into our local economy.

Almost 8,000 of our residents are employed and nearly 45 per cent of these individuals work in agricultural, health care or the retail industry.



Policy context

Council's Public Health and Wellbeing Plan is strongly aligned with the Council Plan 2017-21, which provides the strategic direction for how the organisation will work over the next four years.

The Plan also acknowledges existing documents and work across the organisation and the role this plays in health and wellbeing of our communities.

Relevant issues identified and prioritised elsewhere include disability access and inclusion, open space access, need for improved public transport, strengthening partnerships with the local Aboriginal community, infrastructure allocation and emergency management.

This plan does not seek to duplicate the actions in those plans and work, instead focussing on areas that are supportive of the desired outcomes and evaluating and reporting on health and wellbeing achievements.

Swan Hill Rural City Council plans

Swan Hill Rural City Council has a range of existing policies and strategies that actively promote municipality-wide health and wellbeing including:

- Council Plan 2017-2021
- Municipal Strategic Statement
- Community Plans
- Resilience Action Strategy 2012-2015
- Swan Hill Residential Development Strategy 2006-2030
- Robinvale 2030 Land Use Strategy
- Communication Strategy 2015-2018
- Sustainable Water Use Plan
- Sustainable Living Strategy 2017-
- Waste Management Strategy 2015-2020
- Domestic Wastewater Management Plan
- Swan Hill Economic Development Strategy 2017-2022
- Youth Strategic Plan 2015-2019
- Recreation Reserve Master Plans
- Parks and Reserves Management Strategy
- Environmental Sustainability Strategy
- Emergency Management Plans including Influenza Pandemic Plan and Heatwave Plan
- Active Play Precinct Plan
- Aboriginal Partnership Strategy
- Community Access and Inclusion Strategy
- Active Transport Strategy
- Aboriginal Employment Plan
- Disaster Recovery and Business Continuity Plan
- Child and Youth Friendly Charter 2007
- Parks and Reserves Management Strategy
- Riverfront Masterplan
- Playground Development

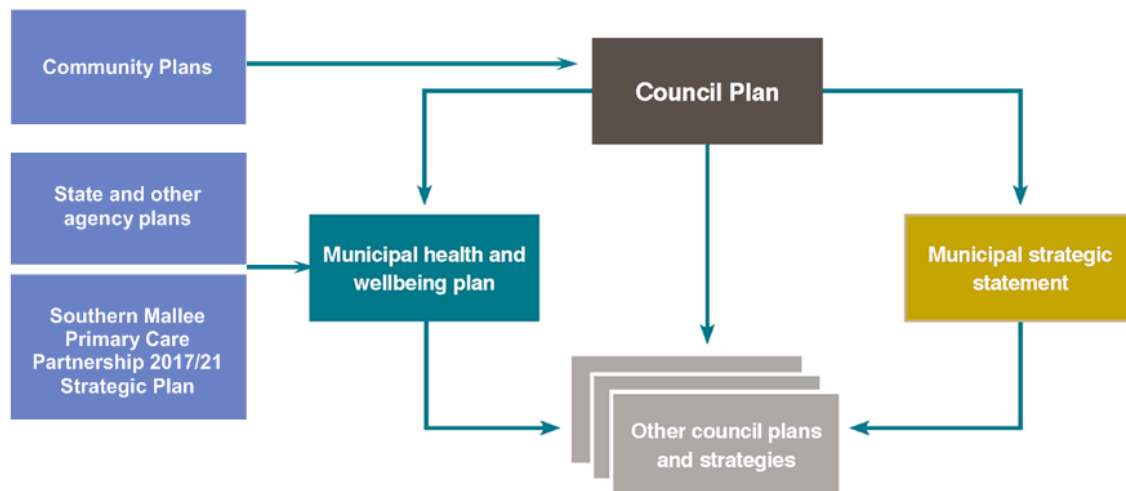
State and other agency plans

- Victorian Health and Wellbeing Plan 2015-2019
- Victorian Health Priorities Framework 2012-2022: Rural and Regional Health Plan
- Southern Mallee Primary Care Partnership 2017-2021 Strategic Plan
- Swan Hill District Health and Robinvale District Health Service commit Integrated Health Promotion funding to the delivery and evaluation of specific actions outlined within this plan including acting as lead agency where defined.

Southern Mallee Primary Care Partnership 2017-2021 Strategic Plan

This Plan connects and reflects the strategic directions of the Southern Mallee Primary Care Partnership;

- Building inclusive and resilient communities strategic direction.
- Strengthen partnerships, the sector and voice of rural communities.
- Strengthen access, equity and integration.



Council Plan 2017-21

Swan Hill Rural City Council plays a key role in shaping the future of our municipality. The Council Plan 2017-2021, Vision and Mission guide the future directions of Council.

The five key strategic areas Council are committed to are:

Economic Growth



We will encourage new business development, provide support for business expansion and will continuously seek to help our existing businesses to prosper.

Community enrichment



We will provide a range of services to individuals and to the broader community that assist all in our community to live healthy, fulfilling lives. We will embrace our role as a regional centre by providing a range of cultural opportunities.

Infrastructure



We will provide and maintain publicly accessible infrastructure that is appropriate for the community's needs in the most effective and efficient manner possible.

Governance and leadership



We will represent our community's interests, conduct our affairs openly and with integrity, reflecting the high levels of governance our community expects. We will plan for our municipality's long term growth and development by committing to a robust program of strategic planning.

Environment



We will adopt work practices and implement policies that reduce our environmental impact, advocate for the protection of our environment and fulfil our regulatory obligations.

Our Vision

A prosperous and healthy community enjoying quality facilities and services.

Our Mission

We will lead, advocate, partner and provide efficient services and opportunities for growth and the wellbeing of our community and environment.

Our Values

Council values our residents and community and will be responsive to their needs. In pursuing our objectives, we believe in, and are committed to, the following values:

Community engagement

We will ensure that our communities are consulted, listened to and informed.

Leadership

We will be at the centre of our community and by actively engaging our community we will form the collective view on strategic issues and will then express our views through strong advocacy.

Fairness

We will value and embrace the diversity of our community and ensure that all people are treated equally.

Accountability

We will be transparent and efficient in our activities and we will always value feedback.

Trust

We will act with integrity and earn the community's trust by being a reliable partner in delivering services and providing facilities.

Victorian Public Health and Wellbeing Plan

On 1 September 2015 the Minister for Health released the Victorian Public Health and Wellbeing Plan 2015-2019.

The vision of the plan is for a Victoria free of the avoidable burden of disease and injury so that all Victorians can enjoy the highest attainable standards of health, wellbeing, and participation at every age.

The plan outlines the government's key priorities over the next four years to improve the health and wellbeing of all Victorians, particularly the most disadvantaged.

As many chronic disease and injuries are preventable, the plan focuses on supporting healthy living from the early years and throughout life.

The health and wellbeing priorities for 2015-2019

The health and wellbeing priorities contained in the plan are:

- healthier eating and active living
- tobacco-free living
- reducing harmful alcohol and drug use
- improving mental health
- preventing violence and injury
- improving sexual and reproductive health.

The plan also identifies the importance of maintaining healthy environments, and responding to the impacts of climate change on people's health and wellbeing.

Outcomes Framework

The Victorian public health and wellbeing outcomes framework provides a transparent approach to monitoring and reporting progress in our collective efforts to achieve better health and wellbeing.

It aligns with the Department of Health and Human Services' outcomes framework, and reflects the public health and wellbeing priorities and platforms for change identified in the Victorian Public Health and Wellbeing Plan 2015-2019, and the intent of the Public Health and Wellbeing Act 2008.

The outcomes framework brings together a comprehensive set of indicators drawn from multiple data sources. These indicators will assist us to track whether our combined efforts are improving the health and wellbeing of Victorians over time.

The evidence

Data profile

The evidence base for the Public Health and Wellbeing Plan includes and explores data and its meaning across the four environments for health – social, built, natural and economic, as well as the cultural environment.

The Swan Hill Rural City Council health and wellbeing data profile compiles the latest population health, Census data and wellbeing indicators and is included in Part Three of this document. This data profile informs the following summary and snapshot of health and wellbeing issues in the municipality.

It is important to note that some issues draw on total municipality characteristics while others represent indicators from smaller surveys and might require further validation. The currency of the data should also be considered. Where there is a comparison with an average this refers to Victoria and the LGA ranking is out of 79 Councils. Please read the data definitions in conjunction with the health and wellbeing data profile.

Summary

The municipality has many health and wellbeing strengths performing better than averages or benchmarks in the following:

- Cancer screening participation rate
- Being able to seek help from neighbours
- High rate of people who volunteer
- High rate of people who attend community events
- People who are members of sporting groups
- Unemployment rate
- Rental housing that is affordable
- Child immunisation rates

There are also some opportunities for improvement where the municipality is performing worse than averages or benchmarks in the following:

- Rate of family violence incidents
- Percentage of social housing
- Rate of homeless people
- Child protection substantiations
- Rate of drug usage and possession offences
- Rate of teenage fertility
- Babies with low birth weights
- Infants fully breastfed at three months
- Children with emotional or behavioural problems at school entry
- Children with speech or language problems
- People reporting being obese
- Daily consumption of sugar-sweetened soft drinks
- People meeting fruit and vegetable consumption dietary guidelines
- Males meeting physical activity guidelines
- Hospital admissions for chronic conditions

Selection of health priorities

In late 2016, members of the Partnership committed to work collaboratively on the development of the Public Health and Wellbeing Plan. This resulted in a review of outcomes from previous plans, recent health and wellbeing data analysis and relevant stakeholder and community consultation.

Based on these reviews a priority setting process took place between all members of the Partnership, using a matrix to rate the priority areas against a series of criteria.

Agency capacity has been developed in recognition of this new way of working via a series of workforce development sessions including collective impact and systems thinking approaches.

It is important to note that actions will continue to be implemented in other priority areas, however they are not the focus of this plan.

Actions outlined in the Public Health and Wellbeing Plan fall under the three selected priority areas

1. Improving mental health
2. Healthier eating and active living
3. Preventing family violence

Some actions outlined build upon on work that is currently underway and take a place-based approach, while other actions build on a life course approach with a strong focus on early years.

Underpinning the planned outcomes from the Public Health and Wellbeing Plan are health inequities and the social determinants of the health.

This plan includes a focus on valuing diversity, particularly with Lesbian, Gay, Bi-sexual, Transgender and Intersex (LGBTI), Indigenous and Culturally and Linguistically Diverse (CALD) community members; supporting our community to eat healthier and be more active; and gender equity, in the prevention of family violence priority.

Priority one Improving Mental Health

Why is it a priority for us?

Mental illness is one of Australia's top three leading causes of disease burden, and the largest contributor to the disability burden in Victoria. Our social connections, including the people we know, the friends we confide in, the family we belong to and the community we live in are central to mental health and wellbeing. Social isolation can lead to stress, anxiety, depression, decreased resilience to traumatic events and suicide¹. A protective factor to social isolation is social connection or participation in activities such as volunteering, which has shown to build social connectedness.

Swan Hill Rural City can influence this priority by building a resilient community that recognises diversity, is socially inclusive and demonstrates strong support for community advocacy, volunteering, access to education and access to support services.

Priority two Healthier eating and active living

Why is it a priority for us?

Unhealthy eating and low fruit and vegetable consumption are risk factors in the development of a number of chronic diseases, including coronary heart disease, stroke and many types of cancer².

Individuals in low and middle socioeconomic areas are more likely to be exposed to cheaper, less nutritional food outlets and face difficulty accessing healthy and nutritious foods. This can often result in poor choices of more affordable and energy dense foods³ which can be a contributing factor to overweight and obesity. Working in conjunction with healthy eating, increased levels of physical activity help to decrease the risk of overweight and obesity, which are major risk factors for diseases such as heart disease, cancer, stroke and respiratory diseases.

Current physical activity guidelines recommend that the adult population accumulate 30 to 60 minutes of exercise at least five days per week, as sedentary behaviour is associated with poorer health outcomes, including an increased risk of type 2 diabetes³.

¹ Volunteering and Connection to the Australian Community, 2015, AMES Research and Policy Unit

² Australian Institute of Health and Welfare 2016

³ VicHealth 2012

More than half (52.8 per cent) of the Swan Hill Rural City population does not meet both fruit and vegetable consumption guidelines. This is higher than the Victorian average of 48.6 per cent⁴.

More than half (61.3 per cent) of male Swan Hill Rural City residents do not meet physical activity guidelines. This is higher than the Victorian average of 52 per cent⁵. In addition, 27.9 per cent of Swan Hill Rural City residents are obese. This figure is higher than the state average of 18.8 per cent, and rates of overweight and obesity are continuing to rise as are the risks of developing associated health conditions⁶.

Building supportive environments for healthier eating and active living through place based and community settings aims to improve both fruit and vegetable consumption and physical activity participation.

Food insecurity occurs when an individual does not have enough food and cannot afford to buy more⁷. Food insecurity has a significant effect on both physical and mental health. Food insecurity in children is likely to have an adverse impact on health and wellbeing through the child's life trajectory⁸.

The Partnership consultation process identified that food security is an area for improvement within the catchment, and requires more investment to improve access to sufficient, safe and nutritious foods for all.

Breastfeeding is the optimal way to feed a child and both the National Health and Medical Research Council and World Health Organisation recommend exclusive breastfeeding until six months of age, at which time solids are introduced and complementary breastfeeding is recommended to be continued⁹. Breastfeeding protects an infant from illness in infancy and throughout life. It also protects mothers from breast and ovarian cancer – potentially reducing future health care costs.

Rates of infants fully breastfed at three months (42.1 percent) are among the lowest in the state (51.8 percent). Swan Hill Rural City has a higher proportion of children (36%) aged 0-5 attending public dental clinics with at least one decayed, missing or filled tooth and a higher number of average teeth that are decayed, missing or filled (2.14) compared to the state average (31% and 1.32 respectively). Of great

concern is our rate of potentially preventable hospitalisations due to dental conditions for 0-4 year olds, which at 8.27 per 1,000 population is more than double the state average (3.85 per 1,000). Poor oral health in childhood is the strongest risk factor for poor oral health in adulthood¹⁰.

Swan Hill Rural City fertility rates are high for total fertility and for teenage fertility, and rank as second and first in the state respectively. A proportion of children with emotional or behavioural problems at school entry, and those with speech or language problems at school entry are also ranked high, at six and 11 in the state respectively.

Investment in promotion and support of oral health, breastfeeding and other aspects of health and wellbeing in early years is widely recognised as the most effective life stage for long term health and wellbeing outcomes.

Priority three Preventing family violence

Why is it a priority for us?

Australia's first Royal Commission into family violence included in its report a recommendation that councils report on measures they plan to take to reduce family violence and respond to the needs of victims. Intimate partner violence is the biggest contributor to ill health and premature death of Victorian women aged 15 to 44 years¹¹. Preventing family violence is a major priority for the State Government. The Victorian Public Health and Wellbeing Plan 2015-2019 identifies preventing violence and injury as a key strategy for promoting health and wellbeing.

Swan Hill Rural City has an LGA rank of 3 for family violence incidents per 1,000 population, a rate of 28.9 compared to the Victorian average of 12.4. Implementing a whole community approach will allow for more efficient use of resources to address the issue, and will allow the community to adopt mutually respectful attitudes, behaviours and beliefs. Promotion of gender equity is a primary prevention of family violence focus, aiming to achieve cultural change in the community.

⁴Victorian Population Health Survey 2014

⁵Victorian Population Health Survey 2014

⁶Australian Bureau of Statistics 2017

⁷World Food Program (WFP), What is Food Security?, 2017, access: <https://www.wfp.org/node/359289>

⁸National Rural Health Alliance (NRHA), Food Security and Health in Rural and Remote Australia, Rural Industries Research & Development Corporation, 2016, access: <https://nrdc.infoservices.com.au/items/16-053>

⁹Department of Education and Early Childhood Development, 2014

¹⁰Dental Health Services Victoria Rural City of Swan Hill Oral Health Profile, access: <https://www.dhsv.org.au/oral-health-programs/LGA-oral-health-profiles>

¹¹Victorian Health Promotion Foundation 2017



Action Plan



All organisations in the Partnership will support each specific action. Key partners are listed against each action in the following plan.

Key terms

- Objective: Desired result or aim achieved through the implementation of strategies/
- Desired Outcome: Intended community impact
- Strategies and Specific Actions: Actions to be completed by the Partnership to achieve objectives
- Lead/Partners and Commitment: Agencies accountable for ensuring the strategies are completed within the specified timeframe (Bold agencies indicate lead) and the resources/capacity available
- Outcomes Indicator: Specific actions completed, including measure and timeframe

Abbreviations

SHRCC	Swan Hill Rural City Council
SMPCP	Southern Mallee Primary Care Partnership
SHDH	Swan Hill District Health
RDHS	Robinvale District Health Service
MDAS	Mallee District Aboriginal Service
MFC	Mallee Family Care
SHNH	Swan Hill Neighbourhood House
MSA	Mallee Sports Assembly



Priority one

Improving Mental Health

Objective 1

To increase community engagement and understanding of mental wellbeing and social inclusion.

Desired outcome

Community members have increased understanding of mental wellbeing and are engaged in our community; inclusive community

Strategies	Specific Actions	Lead/ Partners and Commitment	Outcomes Indicator
1. Community education/ awareness sessions	1.1 Deliver Mental Health First Aid (MHFA)	SHDH, RDHS	Number of programs delivered community/agency, pre and post survey.
	1.2 Deliver <ul style="list-style-type: none"> • Teen MHFA, • Aboriginal MHFA 	RDHS MDAS, SMPCP	Number of programs delivered community/agency, pre and post survey.
	1.3 Coordinate Mental Health awareness raising activities.	MFC, RDHS, Anglicare	Attendance to mental health events and activities. Sponsorship from key stakeholders and participant feedback.
	1.4 Partner with headspace Swan Hill to promote mental wellbeing and service access for young people aged 12-25	SHDH, SHRCC, MDAS, MFC	Number of activities implemented, reach of activities. Attendance trends at headspace Swan Hill.
	1.5 Deliver the Achievement Program within RDHS and SHRCC (mental health priority)	RDHS, SHRCC	Organisation specific evaluation on mental health initiatives.

Strategies	Specific Actions	Lead/ Partners and Commitment	Outcomes Indicator
2. Community social connection events	2.1 Deliver collaborative community events/programs. Harmony Day Play in The Park	SHRCC Anglicare, MFC	Attendance numbers, qualitative surveys, post evaluation of events.
	2.2 Coordinate the following events; Youth Blackout Day/ Event, National Sorry Day, NAIDOC Week, Reconciliation Week	MDAS (supported by partner agencies)	Attendance numbers, qualitative surveys, post evaluation of events.
3. Recognition of diversity	3.1 Support the LGBTI inclusion Committee facilitation and coordination of activities	SHDH, LGBTI Inclusion Committee members	Three committee meetings held annually (minutes recorded); number of actions implemented; reach of actions.
	3.2 SHDH implement Inclusive Practice Action Plan	SHDH	Action Plan Outcome Report, by Dec 2019.
	3.3 Implement HEY (Healthy Equal Youth) grant initiatives	SHDH	HEY outcome report, by Dec 2017.
	3.4 Explore building partner capacity cultural awareness via training and information sharing	MDAS, SMPCP, Anglicare, MFC, SHDH	Training developed Number of participants
	3.5 Coordinate the Tree Project; Skills Program, Multicultural Program	RDHS	Participant Attendance Records. Feedback received
	3.6 Explore opportunities to support the implementation of health and wellbeing initiatives within the SHRCC Aboriginal Partnership Plan	MDAS,SHRCC	Number of initiatives implemented



Strategies	Specific Actions	Lead/ Partners and Commitment	Outcomes Indicator
	3.7 Investigate the development of a partnership Reconciliation Plan	MFC, SMPCP	Outcomes reported to partnership
4. Building community resilience	4.1 Investigate a Swan Hill building social inclusion and resilience initiative	SHNH	Outcomes reported to partnership
	4.2 Implement Engage! Program Plan	SHDH	Engage! Report Dec 2017. Application for re-funding by Dec 2017
	4.3 Explore opportunities to enhance and build volunteering in Swan Hill; <ul style="list-style-type: none"> Develop volunteer scoping document focused on volunteering opportunities and the coordination of volunteering together 	SHNH	Volunteer scoping document developed.
	4.4 Review renewed Community Plans (Council Plan 7.1.1)	SHRCC	11 Community Plans reviewed.
	4.5 Advocate on behalf of our communities for priority issues and opportunities (Council Plan 7.1.3)	SHRCC	Number of advocacy efforts made.



Priority two

Healthier eating and active living

Objective 1

To increase food security in Swan Hill and surrounds.

Desired Outcome

Increased access to sufficient, safe and nutritious food for all communities within the Swan Hill municipality

Strategies	Specific Actions	Lead/ Partners and Commitment	Outcomes Indicator
5. Coordinate approach to increasing food security	5.1 Establish Swan Hill Food Security Working Group	SHDH, SMPCP , Anglicare, MFC, MDAS, MSA, SHRCC, SHNH	Number of agencies/ community members involved (minutes); implementation of action plan.
	5.2 Facilitate food security Forum	SHDH	Forum held (19 October 2017), number of attendees; feedback via survey; engagement in working group/focus areas.
	5.3 Develop and implement food security action plan to guide Swan Hill Food Security Working Group	SHDH, SMPCP , Anglicare, MFC, MDAS, MSA, SHRCC, SHNH	Development of action plan. Number of initiatives completed.
	5.4 Build food knowledge capacity with community services	SHDH , MFC, Anglicare, MDAS	Structured and ad hoc implementation of capacity building sessions with community services staff; increase services staff knowledge; number of staff engaged; number of cooking programs delivered.

Strategies	Specific Actions	Lead/ Partners and Commitment	Outcomes Indicator
6. Increase food literacy	6.1 Continue to deliver and/or support food related programs.	MDAS, RDHS, SHRCC, SHDH, MFC	Number of programs delivered and participant attendance. Program effectiveness from initiative specific evaluation.
	6.2 Continue involvement in the Victorian Healthy Eating Enterprise (VHEE)	SHDH, SMPCP	Attend VHEE quarterly meetings and report back to Partnership and Swan Hill Food Security Working Group.
	6.3 Increase community engagement at the Robinvale Community Garden	RDHS – Robinvale College	Community member attendance records. Community groups involved.
7. Encourage access to locally grown produce	7.1 Increase community engagement at the Robinvale Community Garden	RDHS – Robinvale College	Community member attendance records. Community groups involved.
	7.2 Support edible garden activities in schools and community	RDHS, SHDH, SHRCC	Number of gardens supported, outcomes of support provided; Number of services ordering plants/ planting gardens; Number of students engaged in the school garden.

Objective 2

Build supportive environments for healthier eating and active living for children and young people.

Desired Outcome

Improved access to sufficient, safe and nutritious foods and physical activity opportunities for children and youth in the Swan Hill municipality

Strategies	Specific Actions	Lead/Partners & Commitment	Outcomes Indicator
8. Support Early Childhood Services and Primary Schools to implement activities that support the Achievement Program (AP)	8.1 Provide place based support to individual Early child hood centres and primary schools working on healthy eating and physical activity AP benchmarks	SHDH, RDHS Early Childhood Services Primary Schools	Number of settings engaged with AP; benchmarks achievements; other activities supported/implemented.
9. Support Early Childhood Services to implement activities that support the Smiles 4 Miles Program	9.1 Provide place based support to individual ECS under Dental Health Services Victoria (DHSV) Smiles 4 Miles Program	SHDH, RDHS Early Childhood Services DHSV SHDH Dental Services	Number of settings engaged in Smiles 4 Miles; award achievements; other activities supported/implemented.
10. Increase number of children using active transport to school	10.1 Facilitate Walk to School (W2S) program	SHRCC, SHDH, RDHS Primary Schools	Number of schools/students engaged in W2S, feedback from schools/students, report to and from VicHealth. Feedback from parents as able.
11. Create supportive environments for breastfeeding	11.1 To raise awareness of the benefits of breastfeeding through marketing and education	SHDH, RDHS, SHRCC, MDAS	Evidence of implementation of marketing and education; reach (e.g. social media posts) and feedback of initiatives implemented.
	11.2 To reduce stigma associated with breastfeeding in public and increase visibility of breastfeeding in our community	SHDH, RDHS, SHRCC, MDAS	Number of initiatives conducted; change to community and mothers perception/barriers to breastfeeding.

Strategies	Specific Actions	Lead/ Partners and Commitment	Outcomes Indicator
	11.3 Enable settings to create supportive environments for breastfeeding	SHDH, RDHS, SHRCC, MDAS	Number of settings supported; evidence of supportive environments
12. Support and educate parents of young children to develop healthy habits in early years	12.1 Deliver the INFANT program	SHDH, RDHS	Number of sessions provided, feedback via survey/telephone follow up to all registered.
	12.2 Facilitate and support programs, such as; <ul style="list-style-type: none"> • New Mothers Programs • Baby Rhyme Time at the Library sessions • Healthy Developmental Stages Book Project • Oral health awareness at immunisation sessions 	SHRCC, SHDH, RDHS, MDAS, MFC	Number of attendees/ number of sessions.
13. Support and educate women in pregnancy to develop healthy habits	13.1 Facilitate and support a positive pregnancy programs and antenatal classes	SHDH	Numbers in attendance for programs/classes, feedback from attendees and those providing intervention.
	13.2 Facilitate and support antenatal classes	RDHS	Numbers in attendance for programs/classes, feedback from attendees and those providing intervention.
	13.3 Build capacity of services to support healthy habits in pregnancy	SHDH	Number attendees, feedback from attendees; services engaged.
14. Increasing water consumption & decreasing sugary drinks consumption (junior sporting clubs, community wide)	14.1 Conduct a needs assessment and develop an action plan in partnership with relevant stakeholders	MSA	Needs assessment and action plan developed.
15. Early Years direction	15.1 Develop SHRCC Municipal Early Years Plan (Council Plan 6.3.3)	SHRCC	By early 2018

Objective 3

Build supportive environments for healthier eating and active living for the whole community

Desired Outcome

Improved access to sufficient, safe and nutritious foods and physical activity opportunities for all communities within the Swan Hill municipality.

Strategies	Specific Actions	Lead/ Partners and Commitment	Outcomes Indicator
16. Promote opportunities for community members to be active including use of active transport	16.1 Support national promotional days/weeks	SHDH, SHRCC, RDHS	Number of specific events promoted, reach of activities.
	16.2 Implement SHRCC active transport strategy (ATS) actions (Council Plan 8.5)	SHRCC, SHDH, RDHS	ATS actions implemented.
17. Promote healthy lifestyle key messages community wide	17.1 Continue implementation of community wide marketing campaign (Print and radio media; social media; local signage, merchandise) of healthy lifestyle messages.	SHDH	Future outcome indicators to be determined.
	17.2 RDHS health news (Community Newsletter) and Facebook page.	RDHS	Distribution numbers
	17.3 MDAS monthly newsletter	MDAS	Distribution numbers
18. Promote Healthy Eating and Physical Activity education programs	18.1 Heart Foundation Community walking group	RDHS, SHDH, MDAS	Number of walks/walkers, Attendance; Pre and Post survey assessment.
	18.2 QuickHands Exercise Boxing Program	RDHS	Attendance numbers, qualitative surveys, pre and
	18.3 HEAL	RDHS, SHDH,	Attendance numbers, qualitative surveys, pre and post
	18.4 Healthy Supermarket Tours	RDHS, SHDH,	Attendance numbers, qualitative surveys, pre and
	18.5 Boundary Bend health promotion	RDHS	Attendance numbers, qualitative surveys, pre and
	18.6 MDAS Bootcamp	MDAS	Attendance numbers, qualitative surveys, pre and



Priority three

Preventing family violence

Objective 1

To promote gender equality as a primary prevention of family violence.

Desired Outcome

To achieve cultural change in the community in reducing gender inequality (and reduce the prevalence of family violence).

Strategies	Specific Actions	Lead/ Partners and Commitment	Outcomes Indicator
19. Embed gender equity and non-violent norms into organisation structures and cultures (strategy 2: workplace change; Loddon Mallee Action Plan)	19.1 Implement outcomes of the SMPCP Family Violence Primary Prevention Workshop;	SMPCP, All partners	Number of outcomes implemented.
	19.2 Undertake an organisational gender equity audit	SMPCP, All partners	Organisation specific Working party formed and audit undertaken.
	19.3 Develop a gender equity organisational action plan/ strategy	SMPCP, All partners	Organisational specific action plan developed.
	19.4 Investigate and implement appropriate training in gender equity and prevention of violence	SMPCP, All partners	Training provided, number of attendees, effectiveness of training survey.
20. Promote campaigns to raise public awareness of the prevalence, seriousness and underlying drivers of violence against women and the need for change (strategy 5: campaigns & communication; Loddon Mallee Action Plan)	20.1 Develop a media engagement strategy	SMPCP, All partners	Media engagement strategy developed.
	20.2 Promote national campaigns e.g. White Ribbon Day	SMPCP, All partners	Number of campaigns promoted.



Part three

Evidence and statistics

Demographics

Annual population change

	LGA measure	State measure
Actual annual population change, 2004-2014	-0.2%	1.7%
Projected annual population change, 2014-2024	0.4%	1.7%

Population by age and sex, 2014

	Females	Males	Total	LGA measure	State measure
0-14	2,009	2,158	4,167	20.2%	18.3%
15-24	1,223	1,397	2,620	12.7%	13.3%
25-44	2,385	2,563	4,948	24.0%	29.2%
45-64	2,474	2,711	5,185	25.2%	24.4%
65-84	1,628	1,527	3,155	15.3%	12.8%
85+	323	182	505	2.5%	2.0%
Total	10,042	10,538	20,580	100.0%	100.0%

Projected population by age group and sex, 2024

	Females	Males	Total	LGA measure	State measure
0-14	2,127	2,242	4,369	20.4%	18.4%
15-24	1,251	1,327	2,578	12.0%	12.1%
25-44	2,558	2,659	5,217	24.4%	28.9%
45-64	2,434	2,508	4,942	23.1%	23.6%
65-84	1,918	1,880	3,798	17.7%	14.9%
85+	319	192	511	2.4%	2.2%
Total	10,607	10,808	21,415	100.0%	100.0%

Fertility Rate

	LGA measure	LGA rank	State measure
Total fertility rate	2.5	2	1.8
Teenage fertility rate	41.9	1	10.4

Diversity

	LGA measure	LGA rank	State measure
People of Aboriginal and Torres Strait Islander origin	5.4%	1	0.9%
People born overseas	12.6%	40	27.7%
Top 5 overseas countries of birth	Italy	1.5%	
	India	1.4%	
	United Kingdom	1.3%	
	New Zealand	0.8%	
	Vietnam	0.8%	
People born in a non-English speaking country	10.1%	29	20.9%
People who speak a language other than English at home	12.4%	28	24.2%
Top 5 languages other than English	Italian	2.8%	
	Punjabi	0.9%	
	Vietnamese	0.9%	
	Mandarin	0.5%	
	Cantonese	0.5%	
People with low English proficiency	2.8%	25	4.2%
Top 5 ancestries	English	36.0%	
	Australian	27.8%	
	Italian	6.5%	
	Irish	6.5%	
	Scottish	3.2%	
New settler arrivals per 100,000	257.5	30	682.5
Humanitarian new settler arrivals	1.9%	26	9.3%
People who believe multiculturalism makes life better	33.9%	71	51.0%

Social engagement and crime

	LGA measure	LGA rank	State measure
Family violence incidents per 1,000 population	28.9	3	12.4
Drug usage and possession offences per 1,000 population	9.5	6	5.1
Total offences per 1,000 population	110.1	10	82.6
People who feel safe on the streets alone	61.3%	58	61.2%
People who believe other people can be trusted	35.9%	62	39.1%
People who spoke with more than 5 people the previous day	82.8%	13	78.4%
People who are definitely able to get help from neighbours	71.2%	12	54.5%
People who help as volunteers	28.4%	27	19.3%
People who feel valued by society	57.1%	31	52.9%
People who attend a local community event	73.1%	27	55.7%
People who are members of a sports group	31.3%	39	26.5%
People who are members of a religious group	21.0%	17	17.9%
People who rate their community as an active community	91.4%	30	81.8%
People who rated their community as a pleasant environment	92.7%	69	95.1%
People who rated their community as good or very good for community and support groups	58.2%	66	61.3%

Socio-economic characteristics

Economic and employment characteristics

	LGA measure	LGA rank	State measure
Index of Relative Socio-Economic Disadvantage (IRSD)	950	10	1,010
Percentage of highly disadvantaged SA1s	35.0%	21	20.0%
Unemployment rate	5.4%	44	6.3%
People with income less than \$400 per week	43.3%	29	39.9%
Females with income less than \$400 per week	50.7%	26	47.1%
Males with income less than \$400 per week	36.0%	28	32.1%
Families headed by one parent	14.6%	46	15.5%
Percentages of families headed by a female	82.4%	36	82.8%
Percentage of families headed by a male	17.6%	44	17.2%
Low income families with children	11.9%	10	8.7%
Median household income	\$886	52	\$1,216
Gaming machine losses per adult population	\$422	43	\$553
People who delay medical consultation, unable to afford	16.8%	21	14.4%
People who delayed purchasing prescription medication, unable to afford	14.0%	11	11.1%
People with food-insecurity	3.9%	43	4.6%

Housing, homelessness and transport characteristics

	LGA measure	LGA rank	State measure
Households with mortgage stress	11.8%	34	11.4%
Households with rental stress	21.4%	62	25.1%
Rental housing that is affordable	77.4%	20	19.1%
Median house price	\$202,938	65	\$393,000
Median weekly rent for 3-bedroom home	\$270	51	\$340
New dwellings approved per 1,000 population	2.6	74	11.6
Social housing dwellings	636	NA	85,386
Social housing as a percentage of total dwellings	7.3%	6	3.9%
Homeless people (estimated) per 1,000 population	7.9	6	4.0
Journeys to work which are by car	70.6%	28	66.2%
Journeys to work which are by public transport	0.6%	62	11.1%
People with at least 2 hour daily commute	3.2%	56	11.6%
Dwellings with no motor vehicle	8.5%	16	8.7%

Education characteristics

	LGA measure	LGA rank	State measure
Full-time equivalent students	3,774	NA	914,073
Year 9 students attaining national minimum literacy standards	88.1%	64	92.0%
Year 9 students attaining national minimum numeracy standards	92.8%	64	95.6%
People 19 years old having completed year 12	76.0%	68	88.2%
People who did not complete year 12	65.8%	15	43.7%
People who completed a higher education qualification	25.8%	64	45.7%
Students attending public schools	68.5%	25	61.6%

Health and Wellbeing

Health conditions

	LGA measure	LGA rank	State measure
People reporting asthma	12.6%	25	10.9%
People reporting type 2 diabetes	4.7%	41	5.0%
People reporting high blood pressure	27.2%	34	25.9%
People reporting heart disease	4.7%	77	6.9%
People reporting osteoporosis	5.3%	40	5.3%
People reporting arthritis	19.7%	49	19.8%
People with dementia (estimated) per 1,000 population	17.8	50	16.8
People reporting being obese	27.9%	7	18.8%
Females reporting being obese	17.1%	52	17.2%
Males reporting being obese	38.1%	1	20.4%
People reporting being pre-obese	32.8%	32	31.2%
Females reporting being pre-obese	29.7%	10	24.3%
Males reporting being pre-obese	36.0%	49	38.4%
Cancer incidence per 1,000 population	6.3	32	5.2
Cancer incidence per 1,000 females	5.8	29	4.8
Cancer incidence per 1,000 males	6.7	33	5.6
People reporting poor dental health	5.7%	40	5.6%
Notifications of pertussis per 100,000 population	29.2	72	80.9
Notifications of influenza per 100,000 population	204.1	52	293.8
Notifications of Chlamydia per 100,000 population	244.4	58	330.7

Health behaviours

	LGA measure	LGA rank	State measure
People over 18 who are current smokers	15.1%	30	13.1%
People at increased risk of alcohol-related harm on a single occasion of drinking	52.5%	20	42.5%
People who do not meet dietary guidelines for either fruit or vegetable consumption	52.8%	25	48.6%
Females who do not meet dietary guidelines for either fruit or vegetable consumption	48.5%	20	43.4%
Males who do not meet dietary guidelines for either fruit or vegetable consumption	57.1%	38	54.0%
People who drink sugar-sweetened soft drink every day	15.7%	24	11.2%
People who do not meet physical activity guidelines	51.5%	57	54.0%
Females who do not meet physical activity guidelines	41.3%	75	56.1%
Males who do not meet physical activity guidelines	61.36%	13	52.0%
Breast cancer screening participation	60.9%	5	52.0%
Cervical cancer screening participation	61.8%	42	61.5%
Bowel cancer screening participation	39.7%	35	37.6%

Children and young people characteristics

	LGA measure	LGA rank	State measure
Babies with low birth weight	7.5%	16	6.6%
Infants fully breastfed at 3 months	42.1%	74	51.8%
Children fully immunised between 24 and 27 months	95.9%	16	90.5%
Children attending 3.5 year old maternal child health checks	66.3%	47	66.1%
Kindergarten participation	97.5%	37	98.1%
Children with kindergarten fee subsidy	50.0%	5	26.8%
Children with emotional or behavioural problems at school entry	8.0%	6	4.6%
Children with speech or language problems at school entry	20.9%	11	14.2%
Children developmentally vulnerable in one or more domains	21.0%	30	19.5%
Children developmentally vulnerable in two or more domains	10.5%	27	9.5%

Aged and disability characteristics

	LGA measure	LGA rank	State measure
People with need for assistance with core activities	5.7%	34	5.0%
People of all ages with severe and profound disability living in the community	4.5%	32	4.0%
People aged over 65 years with severe and profound disability living in the community	13.9%	17	13.7%
People receiving disability services support per 1,000 population	8.8	35	8.9
Disability support pension recipients per 1,000 eligible population	80.4	25	51.3
People aged over 75 who live alone	38.2%	40	35.9%
Percentage of people aged 75 years who live alone who are female	73.5%	35	73.9%

Aged and disability characteristics continued

	LGA measure	LGA rank	State measure
Percentage of people over 74 years who live alone who are male	26.5%	45	26.1%
Aged care residential place	212	NA	51,131
Age pension recipients per 1,000 eligible population	740.2	45	707.4

Life expectancy, wellbeing, injury and mortality

	LGA measure	LGA rank	State measure
Female life expectancy	83.7	46	84.4
Male life expectancy	77.3	68	80.3
People reporting fair or poor health status	16.1%	33	15.9%
Females reporting fair or poor health status	10.1%	63	15.6%
Males reporting fair or poor health status	21.6%	12	16.2%
People reporting high/very high psychological distress	8.2%	69	12.6%
People reporting adequate work-life balance	50.2%	39	53.1%
Unintentional injuries treated in hospital per 1,000 population	130.9	2	61.0
Intentional injuries treated in hospital per 1,000 population	4.1	14	3.0
Unintentional injuries due to falls	30.6%	71	38.7%
Indirect standardised death rate per 1,000	5.7	35	5.3
Avoidable deaths among people aged less than 75 years, all causes, per 1,000 population	138.9	17	109.0
Avoidable deaths among people aged less than 75 years, cancer, per 100,000 population	22.9	47	23.8
Avoidable deaths among people aged less than 75 years, cardiovascular disease, per 100,000 population	32.8	9	23.0
Avoidable deaths among people aged less than 75 years, respiratory disease, per	10.2	31	8.1

Service System

Primary Health Network (PHN)	Murray
Primary Care Partnership (PCP)	Northern Mallee Primary Care Partnership (Robinvale area) and Southern Mallee Primary
Most frequently attended public hospital	Swan Hill District Health

Access

	LGA measure	LGA rank	State measure
General practitioners per 1,000 population	1.2	41	1.2
General practice clinics per 1,000 population	0.5	19	0.3
Allied health service sites per 1,000 population	0.9	38	0.9
Dental services per 1,000 population	0.1	63	0.3
Pharmacies per 1,000 population	0.2	46	0.2
People who could definitely access community services and resources	84.2%	61	85.2%
People who live near public transport	38.4%	49	73.9%
People with private health insurance	31.8%	76	48.0%

Child protection, family services and youth justice utilisation

	LGA measure	LGA rank	State measure
Child protection investigations completed per 1,000 eligible population	32.6	13	19.4
Child protection substantiations per 1,000 population eligible population	20.7	6	11.4
Child FIRST assessments per 1,000 eligible population	22.3	10	10.1

Hospital Utilisation

	LGA measure	LGA rank	State measure
Hospital inpatient separations per 1,000 population	557.5	8	441.6
Percentage of inpatient separations from public hospitals	84.5%	10	61.4%
Percentage of inpatient separations from private hospitals	15.5%	70	38.6%
Inpatient separations from most frequently attended public hospital	61.9%	19	NA
Average length of stay (days), all hospitals inpatient	2.7	60	2.8
Average length of stay (days), public hospital inpatients	2.7	72	3.0
Average length of stay (days), private hospital inpatients	2.6	25	2.4
Annual change in inpatient separations between 2004/05 and 2014/15	2.5%	42	3.0%
Projected annual change in inpatient separations between 2014/15 and 2026/27	1.4%	63	3.1%
ACSC (PPH) separations for all conditions per 1,000 population	39.2	8	26.0
ACSC (PPH) separations for acute conditions per 1,000 population	14.7	14	11.2
ACSC (PPH) separations for chronic conditions per 1,000 population	23.4	6	13.3
ACSC (PPH) separations for vaccine preventable conditions per 1,000 population	1.3	40	1.7
Average length of stay (days), all ACSC (PPH) separations	3.7	68	4.0
Emergency department presentations per 1,000 population	555.2	1	263.0
Annual change in emergency department presentations between 2004/05 and 2014/15	-1.4%	79	3.0%
Projected annual change in emergency department presentations between 2014/15 and 2016/27	0.6%	73	3.1%
Primary care type emergency department presentations per 1,000 population	282.2	2	103.0

Health and aged services utilisation

	LGA measure	LGA rank	State measure
GP attendances per 1,000 population	6,290.1	23	5,889.0
GP attendances per 1,000 females	7,256.1	20	6,740.9
GP attendances per 1,000 males	5,369.5	24	5,019.2
Specialist attendances per 1,000 population	1,071.4	69	1,363.5
Diagnostic imaging services per 1,000 population	1,068.1	24	970.6
People who attended a GP	96.36%	7	90.1%
Females who attended a GP	100.0%	3	94.4%
Males who attended a GP	90.3%	17	85.6%
People who attended a specialist	33.1%	56	34.3%
Females who attended a specialist	36.0%	53	37.6%
Males who attend a specialist	30.3%	55	30.9%
GP attendances bulk billed	90.1%	10	82.8%
Specialist attendances bulk billed	31.5%	31	30.4%
Diagnostic imaging services bulk billed	65.0%	62	75.0%
People receiving prescriptions	79.3%	11	71.1%
Females receiving prescriptions	86.5%	9	76.9%
Males receiving prescriptions	72.4%	13	65.3%
Average patient contribution for prescriptions	\$8.09	62	\$9.09
HACC clients aged less than 65 years per 1,000 target population	451.6	24	305.3
HACC clients aged 65 and over per 1,000 target population	1,104.2	26	737.8
Clients that received Alcohol and Drug Treatment Services per 1,000 population	9.1	10	5.0
Registered mental health clients per 1,000 population	17.9	18	11.9



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B.17.96 YOUTH ENGAGEMENT POLICY

Responsible Officer: Director Community & Cultural Services
File Number: S23-15-18
Attachments: 1 Youth Engagement Policy

Declarations of Interest:

Bruce Myers - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

The Council Policy concerning Youth Engagement is due for review. The review process to date has resulted in no change to the intent of the policy.

Discussion

The Youth Engagement Policy confirms Council's commitment to actively empower, enhance, enable, and engage young people and value and support their contributions to the community.

Consultation

The Youth Engagement Policy has been reviewed in consultation with the Director Community and Cultural Services, the Senior Youth Officer and Family, Youth and Children Manager.

Discussed with Councillors at an assembly.

Financial Implications

Nil

Social Implications

The Youth Engagement Policy will assist Council to respond to the needs of young people in our planning, policy, advocacy and delivery of services.

Economic Implications

Nil

Environmental Implications

Nil

Risk Management Implications

Nil

Council Plan Strategy Addressed

Community enrichment - Help all people to find a place in our community.

Options

Recommendations

That Council adopt the Youth Engagement Policy.

POLICY TITLE YOUTH ENGAGEMENT POLICY

POLICY NUMBER POL/COMM802

PURPOSE

This policy confirms Council's commitment to actively empower, enhance, enable, and engage young people and value and support their contributions to the community. It will assist Council to respond to the needs of young people in our planning, policy, advocacy and delivery of services.

SCOPE

Youth engagement refers to all young people aged between 12-25 years living in the municipality.

This policy applies to all Council's services that impact on young people.

DEFINITION

Youth engagement is ensuring that young people have the ability to provide input on important issues and can work with Council, and the community to develop practical solutions to issues that affect their lives now and into the future. Youth engagement provides the opportunities and support needed for young people to feel connected to their community and empowered to create positive change.

Youth participation is the process of building partnerships between adults and young people to promote the role of young people in decision making on issues that affect them – within services, programs, and society more broadly (Youth Affairs Council VIC, 2004).

POLICY

Council will:

- Support the rights of local young people to live in a safe, caring, inclusive, non-discriminatory and just community.
- Work to create an organisational culture that promotes and protects the safety, wellbeing and rights of children and young people in order to provide a child and young person a safe environment.
- Be an active partner in improving the health and well-being of young people in the municipality, including a range of preventative initiatives on matters that are important to them.
- Support young people to have a voice and participate in decision-making that affects their lives so that they are able to play an integral role and make a positive contribution to their community.
- Support young people to celebrate multiculturalism and diversity and ensure their different interests are recognised, promoted and supported.
- Provide access to information, services and resources for young people and their families.

- Promote, support and provide opportunities for young people's leadership and participation in Council activities in their community.
- Utilise the Youth Engagement and Participation Guide as an organisational resource to assist employees to engage with young people and embed youth engagement principles and processes into the culture of Council.
- Involve young people in identifying, designing and leading community events and initiatives.
- Promote and identify volunteering, leadership, education, employment and training opportunities within Council where young people can build skills and strengthen their civic engagement.

RELATED POLICIES/DOCUMENTS

Youth Strategy 2015-2019

Youth Engagement and Participation Guide 2014

Child and Youth Friendly Charter 2007

The Swan Hill Region Workforce Development Strategy 2013

Better Youth Services Pilot Report 2010

Rural Youth Access Research- Swan Hill and Manangatang 2011

Public Participation Policy POL/GOV002

Involving Communities in Council's Decision Making Process PRO/GOV002

RELATED LEGISLATION

Child Wellbeing and Safety Act 2005

United Nations Convention on the Rights of the Child 1989

Child, Youth Families Act 2005

Health Records Act 2001

Equal Opportunities Act 2010

Working with Children Act 2005

The Victorian Charter of Human Rights and Responsibility's Act 2006

Privacy and Data Protection Act 2014

Signed: _____ **Mayor** **Date:** _____

B.17.97 SWAN HILL HEALTHY MINDS NETWORK

Responsible Officer: Director Community & Cultural Services
File Number: 21-01-00
Attachments: Nil

Declarations of Interest:

Bruce Myers - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

The Swan Hill Healthy Minds Network recently advised Council that it has formally disbanded. Recent activities associated with Mental Health Week highlighted the importance of celebrating the achievements of the Network.

Discussion

In 2003 and 2004 there was an unprecedented number of suicides in the Swan Hill municipality, and following a public meeting which attracted 600 residents, the Swan Hill Healthy Minds Network was established in August 2004. The aim was to provide awareness of mental health and the services offered in Swan Hill and surrounding areas.

The Swan Hill Healthy Minds Network analysed the evaluations and found areas highlighted included support groups, education, youth and service access/awareness. This information, as well as that obtained from agencies, allowed for the development of the Swan Hill Healthy Minds Network Plan.

One of the strategies for the Network was the promotion of a range of contact numbers that are accessible 24 hours per day, 7 days per week, and any referral processes to services provided in Swan Hill. These contact numbers assisted people requiring immediate support, with the confidence that they are speaking to a qualified person who can provide confidential advice and are able to refer them to a local agency for ongoing assistance to de-stigmatise mental illness through support of these agencies.

The aim of de-stigmatising mental illness remains very relevant, and is a key goal of annual Mental Health Week activities.

The Network was also heavily represented in discussions facilitated by Council from 2010, which have led to a greater focus on mental health in this region and has ultimately resulted in the Commonwealth establishing a headspace operation in Swan Hill.

The Network was recognized in 2006 when it received the National Award for the Health & Wellbeing category of that years' local government award in Canberra. There was significant interest from other regions, who subsequently established their own versions.

The Network has advised there are now a number of agencies locally providing similar services such as headspace and Mallee family Care who as full time office are better placed to achieve an outcome. The decision was made to formally disband the Network effective 30 August 2017.

Consultation

Not applicable for this report.

Financial Implications

Not applicable for this report; Council did however provide some secretarial support during the tenure of the Network.

Social Implications

Not applicable for this report.

Economic Implications

Not applicable for this report.

Environmental Implications

Not applicable for this report.

Risk Management Implications

Not applicable for this report.

Council Plan Strategy Addressed

Community enrichment - Provide services and support initiatives that create a Healthy and Safe Community.

Options

Not applicable; this report is for noting.

Recommendations

That Council:

- 1. Note the contents of this report.**
- 2. Write to the former Chair of the Healthy Minds Network, congratulating them on the achievements of the Network.**

B.17.98 AUDIT COMMITTEE

Responsible Officer: Director Corporate Services
File Number: S15-28-01
Attachments: 1 Confidential Minutes 21-9-17

Declarations of Interest:

David Lenton - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

Council's Audit Committee met on 21 September, 2017 and this report summarises the items that were discussed at the meeting.

Discussion

The Audit Committee met on 21 September 2017 and as well as the usual procedural items the agenda items included:

1. The Committee requested a progress report in relation to the Drag Strip repairs to be included in the Agenda for duration of project.
2. Town Hall Fee Structure presentation to come to the next Audit Committee meeting. A written report will be sent out to Committee prior to the meeting.
3. An Internal Audit Review for Aged Care Packages was discussed with a list of proposed reviews to be determined between RSM and management to be discussed at next meeting.
4. VAGO Closing Report and Final Management Letter were discussed with a pleasing outcome and no issues arising.
5. Asset Revaluations – Fair Values was discussed noting that Council has qualified Civil Engineers for this and report was accepted by Committee.
6. Annual Financial Report & Performance Report FY2017 was discussed and accepted by the Committee.
7. CEO reported that the rewrite of the Local Government Act was still progressing. Health and Wellbeing Act- Rooming Houses registration and compliance is being enforced by Council.

Consultation

Not applicable.

Financial Implications

The sitting fees paid to independent members on the Audit Committee is adjusted annually by CPI. Sitting fees are included in Councils Budget.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

The Audit Committee helps to oversee Councils risk management practices. Internal and other audits are routinely done to reduce the risk to Council.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Not applicable.

Recommendation

That Council note the contents of this report.

Attachment

- Audit Committee Confidential Minutes
21 September 2017

B.17.99 PRESENTATION OF ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Responsible Officer: Director Corporate Services
File Number: S15-28-09
Attachments: Nil.

Declarations of Interest:

David Lenton - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

Council's Annual Report incorporating the Financial and Performance Statements and the Audit Opinions, were completed and delivered to the Minister on 28 September 2017.

Following the expiry of the statutory advertising period, the Annual Report is now presented for Council's consideration and endorsement.

Discussion

Following the completion of all statutory requirements, Swan Hill Rural City Council's Annual Report for the year ended 30 June 2017 is presented for consideration and endorsement by Council. The format of the Annual Report is consistent with the model recommended by Local Government Victoria.

Some of the highlights of the 2016/17 year were:

- Secured funding for the redevelopment of the Regional Livestock Exchange
- Successfully transitioned Commonwealth Aged Care Packages Program to a new, not for profit provider
- Conducted 2016 General Election of Councillors
- Opened the internationally acclaimed Da Vinci Machines Exhibition at the Swan Hill Regional Art Gallery
- Reconstructed and widened River Road, Swan Hill
- Installed 85kw solar power system at the Splatt and Beveridge Street Council Offices
- Completed the streetscape upgrade around the Brown Street shops
- Pioneer Settlement won Silver in the 2016 Cultural Tourism Category of the Regional Tourism Awards
- New Local Law No 2 was adopted
- Council gazetted an additional 2,000 kilometers of Local Roads for B-Double use
- New footpaths were constructed in Nyah West to link the Primary School, Pre-School and Post Office
- Funding for the construction of the Robinvale Town Levee bank was secured

It is pleasing that all of Councils Financial Accountability Statements again received unqualified audit opinions.

Council remains in a good financial position, achieving an Accounting Surplus of \$7.3 million for the year. This is the eighth successive annual surplus. After adjusting for grants received in advance the adjusted surplus was \$3.0 million. Council needs to continue to achieve operational surpluses to ensure sufficient cash is available to fund future capital works like the replacement of roads and other community assets. The adjusted rates determination surplus was \$292,000 better than budget.

The Statement of Financial position continues to indicate Councils good financial base. Current assets exceed current liabilities by \$15 million. \$800,000 was repaid to lending institutions during the year. The budgeted new borrowings were not required and have been deferred until 2017/18.

I take this opportunity to formally thank the Finance Department, the Leadership Team, Councillors and Council auditors for all contributing to a successful year and completion of the annual reporting process for the 2016/17 financial year.

Consultation

The availability of the Annual Report for inspection has been advertised in accordance with the Local Government Act.

The Annual Report is a key element of Councils communication with the community.

Financial Implications

Council remains in a good financial position.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

It is important that Council continue to generate an operational surplus in order to help ensure ongoing financial sustainability including the ability to replace assets when necessary.

Council Plan Strategy Addressed

Effective and efficient utilisation of resources. - Effective and efficient utilisation of resources.

Options

Not applicable.

Recommendation

That Council consider and endorse the 2016/17 Annual Report of Swan Hill Rural City Council as presented.

B.17.100 KEY STRATEGIC INITIATIVES FOR 2017/18 STATUS REPORT FOR THE FIRST QUARTER

Responsible Officer: Director Corporate Services
File Number: S16-28-03
Attachments: 1 Key Strategic Initiative Document

Declarations of Interest:

David Lenton - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

This is the first quarterly report identifying the status of the Key Strategic Initiatives from the Council Plan for the 2017/18 financial year. This report also provides updates for any actions that were carried over from previous years. This is the first report in relation to the Council Plan 2017-21.

Discussion

The Council Plan 2017-21 includes 86 initiatives and 226 actions through which the achievement of the Council Plan may be measured over its four-year term. Each action has a nominated responsible officer who is a member of the Leadership Team, reflecting the importance placed on achieving targets.

There are 59 actions in total identified for the 2017/18 period.

The following four actions were completed during the first quarter:

3.2.4 Develop New Residents Guide

6.7.1 Survey community need for off-leash dog park

8.4.2 Lodge funding application for Robinvale levee

15.1.1 Nominate a Councillor to represent Council on the Murray Darling Association

As some actions span over a number of years they cannot be marked as completed until later years.

The progress of all actions is outlined in the table below and the comments section of the attachment to this report.

Year	No. of Actions	Total completed	No longer applicable	Complete/ Ongoing	Outstanding	Completed this 1/4
Rolled over from previous Council Plan	6	0	0	0	6	
2017/18	59	4	0	0	55	4
2018/19	61	0	0	0	61	
2019/20	17	0	0	0	17	
2020/21	83	0	0	0	83	
Future years	0	0	0	0	0	
Total	226	4	0	0	222	Total - 4

Consultation

Council consulted the community during the development of the Council Plan 2017/21.

Financial Implications

Actions are funded through existing resources or the Annual Budget process.

Social Implications

Implementation of the actions will improve a number of social outcomes for our community.

Economic Implications

Implementation of the actions will improve a number of economic outcomes for our community.

Environmental Implications

Implementation of the actions will improve a number of environmental outcomes for our community.

Risk Management Implications

Monitoring of Council's progress to implement the Council Plan helps to reduce risks associated with governance and reputation.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Not applicable for this report.

Recommendation

That Council adopts the Key Strategic Initiatives first quarter status report for 2017/18.

1	Objective	Strategic Initiatives	How we will know we have achieved this	By When	Directorate	Officer/s	Completed Date MMY	Comments as at 30 September 2017
Legend	Completed	Currently underway/Ongoing	Action yet to be taken					
Initiatives carried over from previous Council Plan								
	12. Celebrating our identity	12.1 Pursue funding for the redevelopment of the Swan Hill Regional Art Gallery	12.1.1 Provide final designs and all costs and contingencies	2016-17	DCCS	DCCS		Review of redevelopment options in context of Riverfront Masterplan underway. Surveys requesting community feedback begun in November 2014, concluding in February 2015. Update with Gallery Advisory Committee June 2015. ELT review of project 22 June. Or Assembly discussion November 2015. Awaiting Riverfront Investment project to be undertaken to determine next steps. ONGOING
	12. Celebrating our identity	12.5 Develop and implement a Cultural Plan	12.5.3 Development continues	2014-16	DCCS	CDLM		Ongoing.
	13. Aboriginal identity	13.1 Review and implement identified actions following the review of Aboriginal Partnership Plan	13.1.2 Implement actions identified in Aboriginal Partnership Plan	2014-17	DDP	ECDM		Aboriginal Community Partnership Strategy adopted September 2017. The Actions within the Plan will continue to be implemented. New strategy in draft format. Murray River Cultural Centre Feasibility Study has commenced. To go to Council Meeting for adoption in 2017. ONGOING
	15. Housing	15.3 Review of the Municipal Strategic Statement (MSS) taking into consideration appropriate accommodation options	15.3.1 Commence MSS review	2014-15	DDP	DM		Review of MMS has commenced. ONGOING
	19. Infrastructure	19.2 Actively pursue suitable alternative opportunities arising from decommissioned irrigation infrastructure	19.2.6 Modernisation undertaken, Channel decommissioned.	2016-17	DI	DI		Further discussion with Council required. Works to commence soon. ONGOING
	19. Infrastructure	19.2 Actively pursue suitable alternative opportunities arising from decommissioned irrigation infrastructure	19.2.7 Gain ownership of the available land for future development	2016-17	DI	DI		Working with GMW planners on identifying ownership. Council have provided information to GMW in relation to land parcel ownership. GMW are to complete their own review of this information as part of their project plan. ONGOING
ECONOMIC GROWTH								
	1. Encourage and attract new business to our region	1.1 Formulate new ways to encourage new business development.	1.1.1 Identify and investigate suitable land parcels for new business.	2017-18	DDP	ECDM		
			1.1.2 Apply for funding through Regional Development Victoria (RDV).	2017-21	DDP	ECDM		No funding has yet been applied for through RDV for new projects. Discussions have been held in relation to building a large new dairy on Winlaton Road, Lake Boga and additional value-add products.
			1.1.3 Develop a business expansion or relocation strategy.	2018-19	DDP	ECDM		
			1.1.4 Commence an Investment attraction campaign	2018-19	DDP	ECDM		
		1.2 Identify the types of businesses suited to this region and develop investment prospectuses	1.2.1 Perform an industry gap analysis	2017-18	DDP	ECDM		
			1.2.2 Review the Investment Attraction policy	2019-20	DDP	ECDM		

			1.2.3 Develop suite of industry and business prospectuses	2017-21	DDP	ECDM		
			1.2.4 Market the opportunities available	2017-21	DDP	ECDM		
		1.3 Investigate and identify potential export opportunities and facilitate connections	1.3.1 Analyse the region's products and identify where we have competitive advantages that may provide opportunities for growth.	2017-18	DDP	ECDM		
			1.3.2 Investigate what role Council can play with development of new markets	2018-19	DDP	ECDM		
			1.3.3 Facilitate connections and partnerships to achieve market access.	2018-21	DDP	ECDM		
			1.3.4 Encourage the establishment of value adding industries.	2017-21	DDP	ECDM		
		1.4 Pursue new businesses that are upstream processors for our local produce	1.4.1 Engage with local industry to identify opportunities.	2017-18	DDP	ECDM		
			1.4.2 Work with industry to establish new businesses	2018-21	DDP	ECDM		
		1.5 Promote new technologies and new ways of working.	1.5.1 Investigate and market opportunities for internet based business.	2018-19	DDP	ECDM		
			1.5.2 Promote and educate industry and the community to encourage the uptake of new technologies through training and workshops.	2019-20	DDP	ECDM		
		1.6 Increase the availability of appropriate housing to support growth of industry and agriculture	1.6.1 Investigate the housing needs and identify appropriate solutions	2017-18	DDP	DDP		
			1.6.2 Facilitate combined public and private sector investment to diversify housing stock	2019-21	DDP	DDP		
	2. Assist existing businesses to expand and increase their efficiency	2.1 Encourage the growth of agriculture through appropriate advocacy and strategic planning	2.1.1 Advocate for improved transport links	2017-18	DDP	DDP CEO		
			2.1.2 Review the Municipal Strategic Statement (MSS) to ensure the growth of agriculture is supported	2017-18	DDP	DM		
			2.1.3 Implement the Rural Land Use Strategy	2017-21	DDP	DM		

	2.2 Investigate opportunities for agricultural businesses to establish new enterprises	2.2.1 Engage with local industry to identify opportunities, for example clean energy on farms	2017-18	DDP	ECDM	Currently working with a number of agricultural businesses to establish new business or add on enterprises. Eg Dairy add on product.
		2.2.2 Investigate opportunities for agri-tourism products and experiences e.g. paddock to plate, farm stays.	2018-19	DDP	ECDM	Initial audit of Farm Gates between Robinvale and Swan Hill has been undertaken. Next stage is to develop product / experiences based on seasonality and product type and location. Audit to be undertaken in other outlying areas and stage the implementation.
	2.3 Encourage organisations to joint tender for works and services	2.3.1 Investigate and where possible implement shared contracts and services with the region's Councils	2017-18	DDP DCS	CSC	Ongoing discussion and liaison via Loddon Mallee Procurement Excellent Network.
		2.3.2 Conduct workshops and provide advice to local business and tenderers to improve their tendering processes	2018-19	DCS	DCS CSC ECDM	
	2.4 Actively pursue opportunities for regionally focused infrastructure.	2.4.1 Advocate for additional and upgraded infrastructure that will improve efficiency of local businesses e.g. rail freight	2017-18	DI	CEO DDP	Murray Regional Transport Forum has been successful in securing funding for a study.
		2.4.2 Advocate for adequate and alternative utilities supplies.	2017-18	DI	DDP	Ongoing
	2.5 Investigate options for investment in renewable energy technologies for the municipality.	2.5.1 Complete and adopt a study	2018-19	DDP	SEO	The Virtual Renewable Power Station Project showed promise in assisting businesses reduce their electricity costs, particularly those that rent their premises from a third party and was completed in May 2017. To develop further this concept a new project called Solar Access Solar Gardens has been proposed and funding has sought from the State Government through the New Energy Jobs fund Round 2. We were informed recently that the application was unsuccessful. Officers are currently pursuing alternative sources of funding to complete this body of work. Sustainability Victoria have release details of grants available for businesses to undertake basic and detailed energy assessments. This information is publicly available and was provided to the Economic Development Unit to raise the profile of the grants to the business community.
		2.5.2 Facilitate renewable energy projects	2018-21	DDP	DI EPAM SEO	A number of solar farms are under construction or in advanced planning stages. Meetings have been held with State and Federal politicians to raise awareness of the need to fund a network upgrade to allow more solar energy to enter the grid and be used in Melbourne.
	2.6 Encourage and assist existing business to pursue value adding to their industry	2.6.1 Undertake forums and discussions with industry to understand opportunities	2017-18	DDP	ECDM	
		2.6.2 Complete an analysis of relevant industry data	2017-18	DDP	ECDM	
		2.6.3 Identify and prioritise government grant applications	2017-21	DDP	ECDM	
		2.6.4 Develop business prospectus	2018-19	DDP	ECDM	
	2.7 Improve the commercial position of the Pioneer Settlement	2.7.1 Implement the Day product review	2017-20	DDP	GMPS	Ongoing
		2.7.2 Review the promotion plan	2018-19	DDP	GMPS	Has been put on hold until new Marketing and Sales coordinator starts. Position advertised September 2017.
		2.7.3 Enhance the Heartbeat of the Murray night time product by improving operational effectiveness and adding additional elements to the visitor experience	2017-18	DDP	GMPS	Review of operational effectiveness has taken place and will be implemented from 1 November 2017. Additional elements to improve visitor experience have been quoted and awaiting approval for installation.

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	2.8 Utilise Swan Hill Incorporated, market and promote the region as a place to live, work and invest.	2.8.1 Continue agreement with Swan Hill Incorporated	2017-21	DDP	ECDM		In progress.
3. Have a region with an equipped and productive workforce	3.1 Assist local businesses to up-skill and retain their workforce.	3.1.1 Identify skills shortages and training gaps	2018-19	DDP	ECDM		
		3.1.2 Advocate for support for regional training opportunities	2018-19	DDP	ECDM		
		3.1.3 Create partnerships to deliver short courses and training	2018-21	DDP	ECDM		
	3.2 Promote the benefits of the region as a place to live, work and invest.	3.2.1 Participate in regional expos	2017-21	DDP	ECDM		No regional expo opportunities in past three months have been applicable.
		3.2.2 Support regional promotion of the municipality	2017-21	DDP	ECDM		Council signed new MoU with Murray Regional Tourism Board in August 2017 and continues partnership with Swan Hill Inc to leverage and collaborate on regional promotional opportunities.
		3.2.3 Advertised all job vacancies with a link to a website that outlines regional information	2017-18	DDP	ODM		
		3.2.4 Develop New Residents Guide	2017-18	DDP	ECDM	Sept 2017	Launched in September 2017. Media release published in The Guardian on 27/08/17. Complete.
	3.3 Implement the Workforce Development Strategy.	3.3.1 Complete a project to quantify labour force data from within the municipality, with a particular focus on agricultural sector	2018-19	DDP	ECDM		
	3.4 Encourage the development of appropriate accommodation for various workforces	3.4.1 Review the Municipal Strategic Statement (MSS) and Planning Scheme to ensure diverse housing and land is available	2017-18	DDP	DM		
		3.4.2 Investigate opportunities for improved public transport.	2018-19	DDP	ECDM		Continued support and involvement in Mallee Local Transport Forum.
		3.4.3 Investigate alternative ways to provide accommodation.	2018-20	DDP	ECDM		
	3.5 Improve the employability skills of the long term unemployed and unskilled in Robinvale and district.	3.5.1 Continue to facilitate the Robinvale Employment Network project.	2017-20	DDP	RENPC		
4. Provide land use that is responsive and which proactively encourages appropriate development.	4.1 Review of the Municipal Strategic Statement (MSS).	4.1.1 Revise Municipal Strategic Statement (MSS) and refer back to the Minister for approval	2017-18	DDP	DM		Review has commenced.
	4.2 Identify and zone appropriate land for future development	4.2.1 Identified land through strategic work program	2018-21	DDP	DM		
		4.2.2 Rezone land as approved by Council	2017-21	DDP	DM		
	4.3 Investigate and develop options for de-watered farming land	4.3.1 Complete audit of areas with de-watered land	2018-19	DDP	DM		

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			4.3.2 Develop and implement strategy to address issues	2019-20	DDP	DM		
		4.4 Review of the availability and suitability of industrial land in Swan Hill and Robinvale.	4.4.1 Complete an Industrial Zones Strategy	2017-18	DDP	DM		
			4.4.2 Amend planning scheme as appropriate	2018-19	DDP	DM		
		4.5 Review Small towns for further housing development.	4.5.1 Develop and implement Small Town Strategy	2019-20	DDP	DM		
COMMUNITY ENRICHMENT								
5. Help all people find a place in our community.	5.1 Review and implement the Aboriginal Partnership Plan.	5.1.1 Undertake initiatives with the intent to work toward developing a Registered Aboriginal Party (RAP).	2017-18	DDP	ECDM		New Aboriginal Partnership Plan adopted by Council at September, 2017 Council Meeting.	
	5.2 Investigate opportunities to develop Aboriginal leadership capabilities.	5.2.1 Investigate leadership opportunities e.g. scholarship, grants, host a forum with young people and local service providers.	2018-19	DCCS	SYO		Korri Youth Council of Victoria held their Blackout event in Swan Hill in June 2017, and was targeted at engaging young aboriginal community members. Around 90 attended on the day.	
	5.3 Establish and maintain partnership with organisations that support Culturally and Linguistically Diverse (CALD) communities.	5.3.1 Participate in the Settlement Services group to provide support to new arrivals through adapting how services are provided.	2017-18	DCCS	DCCS			
		5.3.2 Assist with the delivery of multi-cultural events	2017-21	DCCS	CDLM		Planning has commenced for 2018 Harmony Day celebration.	
		5.3.3 Review of service access plans to ensure inclusion	2018-19	DCCS	DCCS		Review of CAIS plan.	
	5.4 Develop and implement Disability Action Plan	5.4.1 Adopt the plan	2017-18	DDP	ECDM		Community consultation for CAIS (previously the DAP) closed Friday, 22 September 2017. Council received no community feedback. The CAIS was discussed at the disability service providers network, and people were happy with the document and it generated conversation but no comments or recommendations were received. The CAIS shall now be presented back to Council for adoption in November.	
			5.4.2 Implement the actions within timelines.	2018-20	DDP	RAC	Council have developed a Community Access and Inclusion Strategy (CAIS) with an implementation plan. The consultation included multiple mediums for input with feedback received from 62 members of the community, 11 service providers and 26 Council staff. Council adopted the draft for Community comment in August 2017. community comment closed 15 September 2017 and the CAIS is expected to go back to Council for adoption in November 2017.	
	5.5 Implement actions from the Youth Strategy 2015-19.	5.5.1 Review make up and role of Youth Council.	2017-18	DCCS	FYCSM		A review of the make up and role of Youth Council was undertaken by Youth Council and discussed at Council Assembly in July and September 2017.	
		5.5.2 Implement actions in the Youth Strategy within budget and timelines.	2017-21	DCCS	FYCSM		2017-2018 Annual Operational Plan has been prepared and actions are being implemented.	
		5.5.3 Improve partnerships and relationships with other youth services.	2017-21	DCCS	FYCSM		Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2017-2018 Annual Operational Plan.	
		5.5.4 Hold youth specific events	2017-21	DCCS	FYCSM		Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2017-2018 Annual Operational Plan.	

	5.6 Strengthen our connection with youth	5.6.1 Review the structure of the Youth Council with young people.	2017-18	DCCS	FYCSM	A review of the make up and role of Youth Council was undertaken by Youth Council and discussed at Council Assembly x 2 in July and September 2017.
		5.6.2 Deliver a responsive and relevant program of Youth Services.	2017-21	DCCS	FYCSM	Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2017-2018 Annual Operational Plan.
		5.6.3 Deliver the actions within the Youth Strategy.	2017-21	DCCS	FYCSM	Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2017-2018 Annual Operational Plan.
		5.6.4 Develop work placement and work experience programs.	2017-18	DCS	ODM	
		5.6.5 Implement the Robinvale Employment Program in accordance with the funding agreement.	2017-20	DDP	RENPC	
		5.6.6 Maintain and develop our partnerships with youth agencies.	2017-21	DCCS	FYCSM	YACVic Rural Officer will be co-located at Youthis on appointment of the new Officer. Youth Support Program staff attend relevant network meetings including Southern Maltese Sub Regional Group, Child Youth and Family Network, Victorian Rural Youth Services, and spend one day per week at Headspace with Swan Hill College Wellbeing Team.
	5.7 Develop and implement Cultural Services Plan	5.7.1 Develop and adopt a plan	2017-18	DCCS	CDLM	Staff input has been received at Cultural Services team meetings. An action plan has been drafted.
		5.7.2 Implement initiatives within timeframes and subject to adequate resourcing	2017-21	DCCS	CDLM	Awaiting finalisation of plan.
6. Provide services and support initiatives that create a healthy and safe community	6.1 Review and implement actions within the Public Health and Wellbeing Plan.	6.1.1 Review the Plan, including actions, to address violence against women.	2017-18	DCCS	DCCS	Review has commenced. Booked into the October 2017 Council Meeting for consideration.
		6.1.2 Report on status of actions biannually	2017-21	DCCS	DCCS	
	6.2 Strategically position Council's ongoing role regarding the community-based aged care reforms	6.2.1 Produce an options paper on integration of Commonwealth Home Support Program to National Standards.	2018-19	DCCS	CCSM	Options paper completed - investigation of findings and responses to be developed.
		6.2.2 Ascertain how HACC/Commonwealth Home Support Program services can be delivered within funding levels.	2017-20	DCCS	CCSM	In progress.
		6.2.3 Develop positive Aging Plan	2018-19	DCCS	CCSM	
	6.3 Review and determine Council's role in early years and child care services	6.3.1 Review early years services	2018-19	DCCS	FYCSM	
		6.3.2 Produce a report on outcomes and provide recommendations	2018-19	DCCS	FYCSM	
		6.3.3 Develop an Early Years Plan (EYP)	2018-19	DCCS	DCCS	
		6.3.4 Implement EYP actions within timeframes and resources	2019-20	DCCS	FYCSM	

	6.4 Improve personal and community safety by working with partners on community safety issues	6.4.1 Promote awareness of the Community Charter for the Prevention of Violence against Women.	2018-19	DCCS	DCCS			
		6.4.2 Implement the requirements of Child Safety Standards.	2017-18	DCCS	DCCS	Child Safe Directive and Reporting Procedure reviewed by ELT in September 2017.		
		6.4.3 Expand and continue CCTV operation	2019-20	DI	DI			
		6.4.4 Enforce local laws and develop a MOU with Victoria Police to support additional community crime prevention measures.	2019-19	DDP	PHRSC			
	6.5 Plan for the future provision of sport and recreation facilities and services	6.5.1 Support the development of sport and recreation clubs across the municipality.	2017-21	DDP	CRGO ECDM	Priority projects will be identified for the future provision of sport and recreation facilities in the Recreation Reserves Master Plan (Final DRAFT stage) and Aquatics Strategic Plan (to be delivered 2017/18). Clubs will continue to be supported through Council's Community Grants Programs.		
		6.5.2 Complete and implement the Recreation Reserve Master Plan.	2017-21	DDP	ECDM	Masterplan nearing completion. Final version shall be presented to Council in October 2017.		
	6.6 Expand library services in Robinvale and review the delivery of library services in our small communities.	6.6.1 Scope, fund and complete Robinvale Library Project within limitations.	2019-20	DCCS	CDLM	Funding is listed in the major projects budget.		
		6.6.2 Develop an effective partnership arrangement with Robinvale P-12 College	2018-19	DCCS	DCCS			
		6.6.3 Confirm that the new library is meeting the Robinvale community's needs.	2020-21	DCCS	CDLM			
	6.7 Investigate the need for an off leash dog park	6.7.1 Survey community needs for off-leash dog park.	2017-18	DDP	PHRSC	Survey completed. Report of suggested locations is being prepared for consideration by Council.		
		6.7.2 Develop a project scope if the community need is identified.	2018-19	DDP	PHRSC			
	7. Develop a community with a sense of pride and responsibility/ ownership that strives to achieve its aspirations.	7.1 Support the capacity of communities to self-manage and self-regulate.	2017-21	DDP	CDRC	Lake Boga-Due for review Nov 17 Swan Hill - Due for review Piangli - Due 2020 Woodriven - review completed 2016 - currently prioritising projects Nyah - Due now Boundary Bend - review complete, finalising photos etc Beverford - due 2018 Ultima completed 2017 Manangatang - currently underway Wemen - due 2018		
		7.1.2 Implement ways to encourage all communities to actively participate in the community grants program.	2018-19	DDP	CDRC	All communities are encouraged via email and by Council reps at TRG meetings to apply for the community grants. TRG are encouraged to distribute the grant info throughout their community and networks.		
		7.1.3 Advocate on behalf of our communities for priority issues and opportunities.	2017-21	DDP	CDRC	Continue to work with the TRG to prioritise their projects, updating implementation plans on a yearly basis to reflect their hopes and aspirations.		
		7.1.4 Sponsor Loddon Murray Community Leadership Program	2017-21	DDP	CDRC	Support is provided on an annual basis subject to the Annual Budget process. COMPLETE/ONGOING		

		7.2 Review each of our Community Plans	7.2.1 Develop and publish new Community Plans	2017-21	DDP	CDRC		As per comments in 7.1.1.
		7.3 Plan for the development of the Swan Hill Regional Art Gallery precinct.	7.3.1 Determine the long-term site for Swan Hill Regional Art Gallery.	2017-18	DCCS DDP	DCCS CDRC		
			7.3.2 Prepare final Gallery designs for approval and costed.	2018-19	DCCS DDP	DCCS CDRC		
			7.3.3 Secure funding and complete the project	2019-21	DCCS DDP	DCCS CDRC		
INFRASTRUCTURE								
8. Infrastructure that appropriately service community needs	8.1 Manage Council's roads and road related infrastructure in line with the Road Management Plan	8.1.1 Complete 100% of inspections outlined in Road Management Plan (RMP) by identified time frames.	2017-21	DI	WM		New Road Management Plan (RMP) commenced on 1 July 2017. Council Officers are meeting all timeframes set out in the RMP.	
		8.1.2 Ensure 100% defects are repaired in line with RMP timeframes	2017-21	DI	WM		All defect repair timeframes are being met in accordance with RMP. An internal 'Safety Action Plan' process has been implemented and shall be used in instances where appropriate warning of a defect is required until a suitable repair or treatment can be completed.	
	8.2 Advocate for funding for an active trail between Lake Boga and Swan Hill.	8.2.1 Complete project scope and plan to enable future funding submission	2018-19	DDP	CRGO ECDM			
	8.3 Advocate for improved transport routes across the region.	8.3.1 Work with the Central Murray Regional Transport Forum (CMRTF) to identify regional priority projects	2017-21	DI	DI			
		8.3.2 Advocate with CMRTF for funding for identified projects	2017-21	DI	DI			
		8.3.3 Advocate with the Rail Freight Alliance for funding for suitable rail projects	2017-21	DI	DI			
	8.4 Pursue funding for a levee bank at Robinvale.	8.4.1 Complete detailed design	2017-18	DI	EPAM		1. Design Completed January 2017 2. CHMP completed ready for AAV approval 3. Env'tal Assessment / Native veg replacement is in progress 4. Council applied for the Crown Land Approval	
		8.4.2 Lodge funding application	2017-18	DI	DI	2017	Council secured \$710,000 through the 2016-17 NDRGS and first instalment received \$355,000.	
	8.5 Review the Swan Hill Active Transport Strategy	8.5.1 Review the Strategy	2018-19	DDP	CDRC		The Active transport Strategy is to be reviewed every four years due 2018.	
		8.5.2 Adopt the reviewed Strategy	2018-19	DDP	CDRC			
	8.6 Review the way that we procure and maintain our Infrastructure.	8.6.1 Continuously improve the efficiency of our works and maintenance crew.	2017-21	DI	WM		Tablet computers are progressively being rolled out to Work Teams. These enable staff to record daily completion of tasks.	
		8.6.2 Identify opportunities to rationalise assets and facilities that do not have an identified service need.	2018-19	ELT	DI			

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		8.7 Maximise community benefits from the opportunities presented at the Chisholm Motor Sports Complex.	8.7.1 Continue to work with Community Groups of Chisholm Motor Sports complex.	2017-21	DDP	CRGO		Council is continuing to work with the Chisholm Reserve User Group Working Party to establish an incorporated body. Commercial Services have begun developing a draft lease agreement which will replace the Recreation Reserve Agreements that Council currently has in place with each individual user group. The Incorporated Body (once established) will have sub lease agreements with each user group. Clubs will continue to be supported through Council's Community Grants Programs.
	9. Infrastructure that is provided and appropriately maintained in accordance with agreed standards	9.1 Implement Swan Hill and Robinvale riverfront masterplan.	9.1.1 Identify and successfully apply for funding opportunities	2017-21	DDP	ECDM CDRC		Lighting up Riverside Park grant application submitted \$270,000.
			9.1.2 Ensure projects complete in accordance with timelines.	2017-21	DDP	ECDM CDRC		
			9.1.3 Identify and encourage private sector investment	2017-21	DDP	ECDM CDRC		
		9.2 Ensure developers comply with the Infrastructure Design Manual where relevant to local standards	9.2.1 Improve internal and external stakeholders understanding of the Infrastructure Design Manual	2018-19	DI	EPAM		Ongoing through: 1. IDM Council group meetings and shared information. 2. Pre-approval/Engrin referral discussions with Developers and/or Consultants.
			9.2.2 Develop local policy position in areas where the Infrastructure Design Manual can be varied	2018-19	DI	EPAM		Ongoing discussions and consultation with key stakeholders including; IDM Author, Design and Development Consultants and Council Staff.
		9.3 Upgrade Swan Hill Livestock Selling Complex	9.3.1 Implement upgrade project	2017-19	DI	FOLEC		Tender and quotation documents released for response and cost.
			9.3.2 Identify funding opportunities for future stages	2018-19	DI	DI		
		9.4 Review the Road network and classify each road.	9.4.1 Complete a service review of the road network	2018-19	DI	EPAM		Council Officers in Assets are currently reviewing the road network in line with the Road Management Plan and Road Register. It is anticipated that something will be ready over next few weeks. Once done, further discussion and consultation will be concluded with key stakeholder.
			9.4.2 Identify and pursue funding opportunities for upgrades.	2018-21	DI	DI		
		9.5 Plan and deliver Council's capital works program and Major Project Plan.	9.5.1 Minimise capital works and major project carry overs from year to year.	2017-21	ELT	DI		
			9.5.2 Complete Major Projects Plan review each year	2017-21	DCS DI	FM EPAM		Major Projects review will occur in October 2017.
			9.5.3 Minimise project budget overruns	2017-21	ELT	DI		
	10. A strong focus on asset management systems and planning	10.1 Actively pursue opportunities from decommissioned irrigation infrastructure	10.1.1 Work with Goulburn Murray Water to decommission channel number 9.	2017-18	ELT	DI		Working with GMW planners on identifying ownership. Council have provided information to GMW in relation to land parcel ownership. GMW are to complete their own review of this information as part of their project plan. ONGOING
			10.1.2 Identify opportunities for land parcels taken over by Council.	2017-18	ELT	DCS DI		Initial discussions held with ELT and Council. CEO has met with GMW regarding land tenure issues that need to be resolved.
			10.1.3 Identify funding opportunities to upgrade newly available land	2017-21	ELT	DI		

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	10.2 Complete the Recreation Reserve Masterplan	10.2.1 Adopt the Recreation Reserves Masterplan	2017-18	DDP	CRGO		The Recreation Reserves Master Plan study is in final draft stage and is expected to be presented to Council Assembly on 24 October 2017 for consideration.
		10.2.2 Establish a long term operational maintenance program for Council managed reserves	2018-19	DI	WM		Currently in initial planning stage.
		10.2.3 Investigate funding options to implement actions within the Masterplan.	2017-21	DDP	DDP ECDM		The Robinvale Cricket nets project has been invited to full application stage under the Community Sports Infrastructure Fund. The submission is due on 27 September 2017.
		10.2.4 Review and update user agreements between Council and recreation reserve users groups	2018-19	DDP	ECDM		A number of Recreation Reserve Agreements are yet to be returned from clubs. All clubs have been contacted and it has been requested that they return these documents as soon as possible (Agreements were posted to clubs in mid April).
		10.3.1 Produce usage report, including analysis of non-Council facilities that provide similar services	2017-18	DI	EPAM		
		10.3.2 Identify opportunities to rationalise Council assets	2018-19	DI	EPAM AC		1. Review usage, operating and maintenance cost vs income received at the end of lease before further renewal for the agreement. 2. Council Building Evaluation works has been tendered out. \$75,000 per year has been allocated over the next three years. This will help projecting the lifespan of those building and align future projects accordingly.
		10.4.1 Plan and deliver assets for the current and future needs of our growing community and changing environment.	2018-19	DI	EPAM AC		Council has recently engaged Pacasetter Services to conduct full review for Civic asset Module. Report has been handed to Asset Management staff for its review (ongoing).
		10.4.2 Develop and update policies, strategies and registers.	2017-18	DI	EPAM AC		1. Develop Council Lease Policy, Draft Policy and Report, is ready to be presented to ELT. 2. Consultant is currently drafting the Transport Asset Management Plan 3. Updating the Asset Register is depending on Pacasetter findings.
		10.4.3 Complete a centralised asset register	2018-19	DI	EPAM		Review existing Register as recommended through Pacasetter Report.
GOVERNANCE AND LEADERSHIP							
11. Positive community engagement by appropriate and constructive consultation	11.1 Develop Council's systems and processes to improve our customer service, efficiency and effectiveness of our operations	11.1.1 Undertake Council Services Review.	2018-19	ELT	DCS		
		11.1.2 Implement the new IT Strategy.	2017-21	DCS	ITM		
		11.1.3 Implement Customer Service Strategy actions	2017-21	DCS	ODM		
	11.2 Use social media as a medium for community consultation and communication	11.2.1 Introduce facebook advertising	2017-18	DCS	ODM		
		11.2.2 Increase the use of online survey tools	2018-19	DCS	ODM		

	11.3 Establish new and alternative methods of consultation.	11.3.1 Research and report to council on contemporary consultation methods	2018-19	DDP	ECDM		A discussion paper has been developed and shall be presented to Council Assembly in October 2017.
		11.3.2 Investigate the use of multilingual publications	2019-20	DDP	ECDM		
		11.3.3 Increase the use of social media, online survey tools.	2018-19	DCS	ODM		
		11.3.4 Increase the use of current and professional networks and contacts to canvass opinion and share information.	2017-21	CEO	ELT		
		11.3.5 Review Councils Communication strategy.	2018-19	DCS	ODM		
	11.4 Champion a culture that values strong community engagement.	11.4.1 Include effective community engagement processes in all planning and project delivery plans	2018	CEO	ELT		Beef Producer consultation on the Saleyards redevelopment through the establishment of a working group will deliver a better result.
		11.4.2 Conduct training for staff	2018-19	DCS DDP	ECDM ODM CDRC		
		11.4.3 Implement a project management system.	2017-18	ELT	DI		
	11.5 Develop a strong positive message and image for Council and the region	11.5.1 Publish two community newsletters a year	2017-21	DCS	ODM		
		11.5.2 Use facebook advertising and social media to promote Council	2017-21	DCS	ODM		
		11.5.3 Use established connections/partnerships to promote a positive Council image	2017-21	CEO	ELT		
12. Effective and efficient utilisation of resources	12.1 Continually improve workplace safety and staff health and wellbeing.	12.1.1 Participate in MAV Workcover self insurance scheme	2017-18	DCS	ODM		MAV self-insurance scheme will be operational before the end of the calendar year 2017.
		12.1.2 Develop and implement an OH&S framework	2017-18	DCS	ODM		
		12.1.3 Implement National Assessment Tool (NAT) auditing across the organisation	2017-21	DCS	ODM		
		12.1.4 Test the Business Continuity Plan	2017-21	DCS	ODM		Testing of the plan is scheduled for October 2017.
		12.1.5 Review and develop Councils Risk Framework and Strategy	2017-18	DCS	ODM CSC		
	12.2 Review results of community satisfaction survey, submissions and community consultations to identify and respond to changes in service demand or expectations	12.2.1 Participate in annual community satisfaction survey	2017-21	DCS	ODM		The next survey is scheduled for February 2018.

				12.2.2 Review, report and act as appropriate on survey results, formal submissions and specific consultations	2017-21	CEO	ELT		
		12.3 Implement a Project Management System.		12.3.1 Review and improve current processes	2017-18	ELT	DI		
				12.3.2 Implement a centralised Project Management System utilised throughout the organisation.	2017-18	ELT	DI DCS		
		12.4 Review council services for efficiency, effectiveness and quality.		12.4.1 Prioritise services for a detailed review	2017-18	CEO	ELT		
				12.4.2 Identify relevant benchmarks for a service review	2018	CEO	ELT		
				12.4.3 Implement an improvement plan	2018-21	CEO	ELT		
				12.4.4 Implement the IT Strategy	2017-21	DCS	ITM		
	13. Effective partnerships and relationships with key stakeholders and Staff	13.1 Engage and partner with organisations, business and individuals to increase co-operation and avoid duplication of resources when common objectives are identified		13.1.1 Conduct Skills audit of community organisations	2018-19	DDP	CORC		
				13.1.2 Identify area in which to increase co-operation	2018-21	CEO	ELT		
				13.1.3 Form strategies and partnerships for key issues / projects	2018-21	CEO	ELT		
		13.2 Encourage and support Council representatives to obtain positions on relevant boards that support council's activities, providing these duties do not conflict with Council responsibilities.		13.2.1 Identify Key Board positions	2018-19	CEO	ELT		
				13.2.2 Discuss Board position opportunities regularly at Councillor Assemblies and Management meetings.	2017-21	CEO	ELT		
				13.2.3 Develop advocacy strategies	2018-19	CEO	ELT		
				13.2.4 Train staff and Councillors on Governance responsibilities and industry based awareness.	2018-19	CEO	DCS		
		13.3 Ensure regular dialogue with neighbouring municipalities and other stakeholders		13.3.1 Schedule regular meetings with Murray River Shire, Bairnsdale Shire and Murray River Group of Councils.	2017-21	CEO	ELT		The Mayor recently contacted newly elected Councillors to Murray River Shire advising them of our desire to have a strong and cooperative relationship. Council continues to play an active role in the Murray River Group of Councils.
				13.3.2 Schedule meetings with State Government Representatives.	2017-21	CEO	ELT		

	13.4 Ensure we have appropriately skilled staff that are aligned to the organisational values of Council and are recognised accordingly.	13.4.1 Implement ongoing training and education program	2017-21	DCS	ODM		Training and development programs are established as part of the annual staff performance review process.
		13.4.2 Recognise achievements in innovation and best practice, including through the staff awards	2017-21	CEO	ODM		Staff awards were held in August 2017.
		13.4.3 Pursue industry and professional recognition for staff	2017-21	ELT	ODM		
		13.4.4 Utilise management and leadership development programs.	2017-18	CEO	ELT		The CEO, Directors and Managers are engaged in a leadership development program for 2017/18
		13.4.5 Increase cross-organisational awareness and resource sharing.	2017-21	CEO	ELT		
		13.4.6 Invite Councillors to all staff recognition events.	2017-21	CEO	ODM		
	13.5 Council to lead the conversation on Bridge placement with the community.	13.5.1 Represent councils views at stakeholder meeting	2017-18	CEO	DI		Council has requested a review of the heritage values of the Swan Hill bridge and has requested authorities review the location of a new bridge in light of the BPAC Engineers Australia Report.
		13.5.2 Conduct public engagement and awareness campaign	2018-19	CEO	DI		
14. Effective advocacy and strategic planning	14.1 Improve effectiveness of Council's advocacy	14.1.1 Identify the key issues to be advocated for.	2017-21	CEO	ELT		
		14.1.2 Develop and implement an Advocacy Strategy.	2017-21	CEO	ELT		
	14.2 Work with Swan Hill District Health and Robinvale District Health Services to develop joint advocacy strategies for improved health services for our community	14.2.1 Adopt the health precinct plan into the Swan Hill Planning Scheme	2017-18	DDP	DM		
		14.2.2 Regular meetings with relevant bodies to determine needs	2017-21	CEO	DDP		
		14.2.3 Advocate State and Federal Government.	2017-21	CEO	DDP DCCS		
	14.3 Advocate to State and Federal governments to fund priorities in Community Plans, Major Projects Plan and other key Council plans and strategies	14.3.1 Develop marketing material on key issues.	2018-19	CEO	ELT		
		14.3.2 Strategically meet with key stakeholders and policy makers.	2017-21	CEO	ELT		The MRGC has been particularly useful for Council in regional advocacy.
ENVIRONMENT							
15. Sound policies and practices that protect and enhance our environment	15.1 Be actively involved in external discussions that affect the Murray River, its tributaries and lake systems	15.1.1 Nominate a Councillor to represent Council on the Murray Darling Association.	2017	CEO	CEO	2017	Swan Hill Rural City Council has withdrawn its membership to the Murray Darling Association.

			15.1.2 Lodge submissions to Federal agencies via Murray River Group of Councils and report to Council.	2017-18	CEO	CEO	CEO has contributed to the Murray River Group of Councils advocacy campaign ACT 2017.
	15.2 Maintain and improve the condition of Lake Boga foreshore and its environs within our area of control in collaboration with other stakeholders.		15.2.1 Continue restoration works.	2017-21	DI DDP	WM PHRSC	
			15.2.2 Chair and attend Lake Boga Land and On Water Management Plan meetings	2017-21	DDP	DDP	Meetings of the committee are regular and a variety of projects are underway.
	15.3 Seek to influence how environmental water is used within the municipality		15.3.1 Attain membership to Catchment Management Authorities (CMA).	2017-18	CEO	CEO	
			15.3.2 Seek a position on CMA committees	2017-18	CEO	CEO	
	15.4 Investigate opportunities to improve stormwater runoff from townships into the River		15.4.1 Complete an investigation	2019-20	DI	EPAM	1. Key issues identified with needed work scoped and costed through updating the 10 Year Major Projects Plan. 2. Concerns are captured through Sysaid, investigated with tasks assigned to the engineering design staff where needed.
			15.4.2 Action recommendations	2020-21	DDP	DM	
			15.4.3 Identify funding opportunities and submit applications	2019-20	DI	EPAM	Ongoing
	15.5 Investigate alternative energy for council buildings, and a community solar option.		15.5.1 Identify additional buildings to connect to renewable energies.	2017-18	DI DDP	WM SEO	Council has joined Sustainability Victoria Local Government Energy Saver Program to take advantage of initiatives targeted at identified resource constrained Municipalities. Stream 1: Establish Local Government Corporate Emissions Profile and Reduction Plan. Stream 2: Local Government Owned Facility Energy Audits. Stream 3: Implementation of Retrofit Work funding opportunities of up to \$100,000. Ongoing investigation into solar options for facilities. Investigation of natural gas connection to Council owned buildings where possible.
			15.5.2 Prepare a business case for each option.	2017-18	DDP DI	SEO WM	Sustainability Victoria has made available funding to identified resource constrained councils including the Swan Hill Rural City Council to participate in the Local Government Energy Saver Program and Council has accepted the invitation to participate. There are 3 streams and are as follows: Stream 1: Establish Local Government Corporate Emissions Profile and Reduction Plan. Stream 2: Local Government Owned Facility Energy Audits Stream 3: Implementation of Retrofit Work based on dollar for dollar funding. Streams 1 and 2 represent the business case for energy savings and must be completed before stream 3 can be accessed with selected Council buildings identified for upgrades. This program is largely being overseen by the Engineering Department with SEO assistance as required. The Virtual Renewable Power Station Project showed promise in assisting the community to reduce their electricity costs, particularly those that rent their premises from a third party and was completed in May 2017. To develop further this concept a new project called Social Access Solar Gardens has been proposed and funding has sought from the State Government through the New Energy Jobs fund Round 2. We were informed recently that the application was unsuccessful. Officers are currently pursuing alternative sources of funding to complete this body of work.
	15.6 Advocate for improved control on private and public land of feral pests and weeds		15.6.1 Engage with local Landcare groups	2018-19	DDP	SEO	Council works closely with Landcare to undertake a range of pest and weed control particularly on roadsides. Landcare Group members are encouraged to undertake works on their own properties at the same time with most doing so. Compulsory works on private property can be coordinated by DEWLP through compliance programs and currently no compliance programs are earmarked for the Swan Hill Municipality. Council receives funding for this work from the State Government which has totalled \$300,000 over the last 5 financial years. This funding is subject to the political appetite for this program by the incumbent State Government. At this present time no funds are allocated from rates for this work. Council has developed a close working relationship with the Eastern Mallee Landcare Consortium, located within the Mallee CMA, and is in the process of establishing relationships with landcare groups that are situated within the North Central Catchment Management Authorities boundary. These areas include Swan Hill, Tyndler, Lake Boga and Ultima.

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			2018-19	DDP	SEO		Boxthorn has been sporadically been treated on roadsides through the Roadside Weeds and Pest Program funded by the State Government over the last 5 years. Greater emphasis will be placed on Boxthorn control on roadsides in the up coming program as Landcare groups shift their focus from rabbits to boxthorn. Currently a brochure is being developed by EDU with input and funding from the SEO to raise the awareness of boxthorn to the general public to encourage to control of this species on private property.
			2018-19	DDP	EDC		External funding \$1M obtained by Industry with Council's assistance.
		15.7 Review our work methods to reduce the environmental impact of what we do	2017-18	DI	FOLEC		Fuel consumption figures captured and reports being established within fleet management system
			2018-19	DDP	FOLEC		Established plant committee to review plant and equipment requirements, current and future. Utilisation of all plant and vehicles captured and reports being established. Car pooling established across whole of council. Car pool booking system established and accessible for all council staff.
			2018-19	DI	WM		We are electing to use (where possible) less obtrusive means of auguring so as to minimise damage to earth integrity and use compaction rather than concrete. Removing excess sprinklers to eliminate excessive watering, ongoing investigations into reclaiming storm water.
			2017-21	DI	WM		Use of recycled materials used in Nyah Road median strip, (recycled material borders, drought tolerant plants, low maintenance landscaping). On-going in other areas as replacement is required.
		15.8 Define Councils approach to fulfilling our environmental enforcement obligations	2018	DDP	SEO		The planning scheme covers all the requirements for Council's environmental enforcement obligations. The SEO assists the Planning Department with illegal native vegetation removal. DELWP have developed amended native vegetation management rules which will be coming into force in the near future and the Planning Scheme will need to be amended to incorporate all relevant changes.
16. A waste management program that is environmentally and financially sustainable	16.1 Review and implement the Waste Management Plan.	16.1.1 Approve a revised and updated Waste Management Plan.	2017-18	DI	EPAM		Ongoing Review
		16.1.2 Implement identified actions.	2018-21	DI	EPAM		1. Ongoing Progressive Capping 2. Ongoing Investigation into relocating the MRF from Gray Street to the Swan Hill Landfill site. 3. Implementing Key Schedule Capital Works (Ongoing)
	16.2 Investigate opportunities for green waste and organic collection service	16.2.1 Review data for current green waste service	2018-19	DI	EPAM		Green waste service in place and it is expanding. Organics has been investigated by EDU. (Ongoing)
		16.2.2 Develop and implement a green waste information campaign	2018-19	DI	EPAM		Council officers are a running green waste management media campaign in September each year. A plan in place for promoting free green waste disposal at Robinvale and Swan Hill Landfill one week end per year.
		16.2.3 Investigate organic waste disposal opportunities	2017-18	DDP	ECDM		Prospectus for Organic Waste Project has been developed and distributed seeking interest.
	16.3 Continue to lobby for a state-wide container deposit scheme	16.3.1 Have the container deposit scheme identified as a priority in the Loddon Mallee Waste Resource Recovery Forum	2017-21	CEO	DI		
	16.4 Develop projects that can be funded from the Victoria Sustainability Fund that provide environmental benefits for our community	16.4.1 Identify projects	2018-21	DDP	DM SEO		
		16.4.2 Secure funding for identified projects.	2019-20	DDP	DM SEO		

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CEO	Chief Executive Officer
DCS	Director Corporate Services
DDP	Director Development & Planning
DI	Director Infrastructure
DCCS	Director Community & Cultural Services
ODM	Organisational Development Manager
ITM	Information & Technology Manager
GMPS	General Manager Pioneer Settlement
DM	Development Manager
PHRSC	Public Health & Regulatory Services Manager
RENPC	Robinvale Employment Network Coordinator
SEO	Senior Environment Officer
ECDM	Economic & Community Development Manager
CDRC	Community Development & Riverfront
EDC	Economic Development Coordinator
CRGO	Community Recreation & Grants Officer
EPAM	Engineering Projects & Assets Manager
AC	Assets Coordinator
FOLEC	Fleet Operations & Livestock Exchange
WM	Works Manager
CCSC	Community Care Services Coordinator
CDLM	Cultural Development & Libraries Manager
SYO	Senior Youth Officer

B.17.101 REVIEW OF THE MUNICIPAL EMERGENCY MANAGEMENT PLAN

Responsible Officer:	Director Infrastructure
File Number:	S13-24-01
Attachments:	1 Municipal Emergency Management Plan (V4) 2 Municipal emergency Management Plan (V5) 3 Schedule of Changes

Declarations of Interest:

Stan Antczak - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

This report seeks a Council resolution to adopt the recently reviewed Municipal Emergency Management Plan (MEMP) that was endorsed by the Municipal Emergency Management Planning Committee (MEMPC) at its last committee meeting held 1 September 2017.

Discussion

The Emergency Management Act 1986, Part 4 Section 20(1), requires municipal councils to prepare and maintain a MEMP.

The plan addresses the prevention of, response to and recovery from emergencies within the Swan Hill municipality. Council accepts responsibility for management of municipal resources and the coordination of community support to counter the effects of an emergency during both the response, and recovery from, emergencies. This includes the management of:

- The provision of emergency relief to persons affected by or responding to an emergency,
- Municipal assistance to agencies during the response to and recover from emergencies; and
- Recovery activities within the municipality, in consultation with the Department of Health and Human Services.

The Emergency Management Manual Victoria (EMMV) contains policy and planning documents for emergency management in Victoria, and provides details about the roles different organisations play in the emergency management arrangements.

The specific responsibilities of Council's Municipal Emergency Resource Officer (MERO) and Municipal Recovery Manager (MRM) are detailed in the MEMP and a full list of responsibilities can be found in the Emergency Management Manual Victoria <https://www.emv.vic.gov.au/policies/emmv> (Part 6 Appendix 3).

The Emergency Management Act 1986, Part 4 Section 21(4), states the function of a MEMPC is to prepare a draft MEMP for consideration by the municipal council.

The MEMP (Version 4) was last presented to Council in April 2015.

The Emergency Management Act 1986, Part 4 Section 21A(1), requires that at least once every three years, an audit of the MEMP is undertaken by the Director of the Victoria State Emergency Service to assess whether the MEMP complies with guidelines issued by the Coordinator in Chief.

The plan has undergone major changes in readiness for the upcoming audit scheduled for November 2017:

- New Council document style
- Parts 1-6 now align with Part 6 of the Emergency Management Manual of Victoria (EMMV) template.
- Section 6 re-written

A more comprehensive list of changes is listed in attachment 3 (Schedule of Changes).

Consultation

Representatives from VICSES, Victoria Police, CFA, DHHS, Red Cross, DELWP and Swan Hill District Health, along with Council staff have contributed to the amendments at the last MEMPC meeting held 1 September 2017. The plan was subsequently reviewed and accepted by the Committee via email.

Financial Implications

The cost to administer the MEMP, which equates to 1 day per fortnight, is absorbed within the Engineering Services salary costs at approximately \$4,900 annually.

Social Implications

The economic and social effects of emergencies may include loss of life, destruction of property, and dislocation of communities. The plan helps the community to better manage these risks.

Economic Implications

The plan aims to reduce the negative impacts of emergency events by providing a framework for an efficient and effective response.

Environmental Implications

Natural resource management issues are included in the MEMP.

Risk Management Implications

The purpose of councils MEMP is to assist in managing the risks to our community posed by emergencies.

Council Plan Strategy Addressed

Community enrichment - Provide services and support initiatives that create a Healthy and Safe Community.

Options

1. Adopt the recently reviewed MEMP
2. To not adopt the recently reviewed MEMP and make further changes.

Recommendation

That Council adopts the amended Municipal Emergency Management Plan, Version 5.



Municipal Emergency Management Plan 2011



The economic and social effects of emergencies including loss of life, destruction of property, and dislocation of communities are inevitable.

The Swan Hill Rural City Council Municipal Emergency Management Plan has been produced pursuant to Section 20(1) of the Emergency Management Act 1986. This Plan addresses the prevention of, response to and recovery from emergencies within the Swan Hill Rural City Council and is the result of the co-operative efforts of the Emergency Management Planning Committee and assistance from Victoria State Emergency Service North West Regional Headquarters, and recognises the previous planning activities of the Municipal area.

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- I:** CONTACT DIRECTORY

PART ONE

INTRODUCTION

1. MUNICIPAL ENDORSEMENT

This plan has been produced by and with the authority of the Swan Hill Rural City Council pursuant to Section 20(1) of the Emergency Management Act 1986.

The Swan Hill Rural City Council understands and accepts its roles and responsibilities as described in Part 4 of the Emergency Management Act 1986.

This plan is a result of the co-operative efforts of the planning committee after consultation with those agencies and organisations identified therein.

The Common Seal of the
Swan Hill Rural City Council
was hereunto affixed this

Twenty Second day of November 2010

approving and adopting this plan.

In the presence of

..... Chief Executive Officer.

..... Councillor.

..... Councillor.

November 2010

PART ONE**2. STATEMENT OF AUDIT**

This Plan has been audited in accordance with the guidelines issued by the Minister for Police & Emergency Services and a report detailing the results of the audit has been forwarded to the Swan Hill Rural City Council (Council).

The Plan is required to be submitted for further audit within three years from the date on the current certificate of Audit.

3. AIM

The aim of this Plan is to detail the agreed arrangements for the prevention of, the response to, and the recovery from, emergencies that could occur in the Swan Hill Rural City as identified in Part 4 of the Emergency Management Act, 1986.

4. OBJECTIVES

The broad objectives of this Plan are to: -

- a. Implement measures to prevent or reduce the causes or effects of emergencies.
- b. Manage arrangements for the utilisation and implementation of Municipal resources in response to emergencies.
- c. Manage support that may be provided to or from adjoining Municipalities.
- d. Assist the affected community to recover following an emergency.
- e. Complement other local, regional and state planning arrangements.

5. RISK ASSESSMENT

The Municipal Emergency Management Planning Committee (MEMPC) has conducted a Risk Assessment of all perceived emergency hazards within the municipality.

The MEMPC has utilised the Emergency Risk Management model based on the Standard ISO 31000 to analyse the hazards identified in the community.

A summary of the assessment outcomes is included in Part 4 of this Plan.



Certificate of Audit

THIS IS TO CERTIFY THAT THE
MUNICIPAL EMERGENCY MANAGEMENT PLAN OF

Swan Hill Rural City Council

*Has been audited in accordance with the Guidelines issued by the
Minister and has been assessed as*

"Complying with the Guidelines"

A handwritten signature in black ink, appearing to read 'T. White'.

Trevor White

Chief Officer, Operations

1 December 2014

Date

PART TWO

AREA DESCRIPTION

1. TOPOGRAPHY

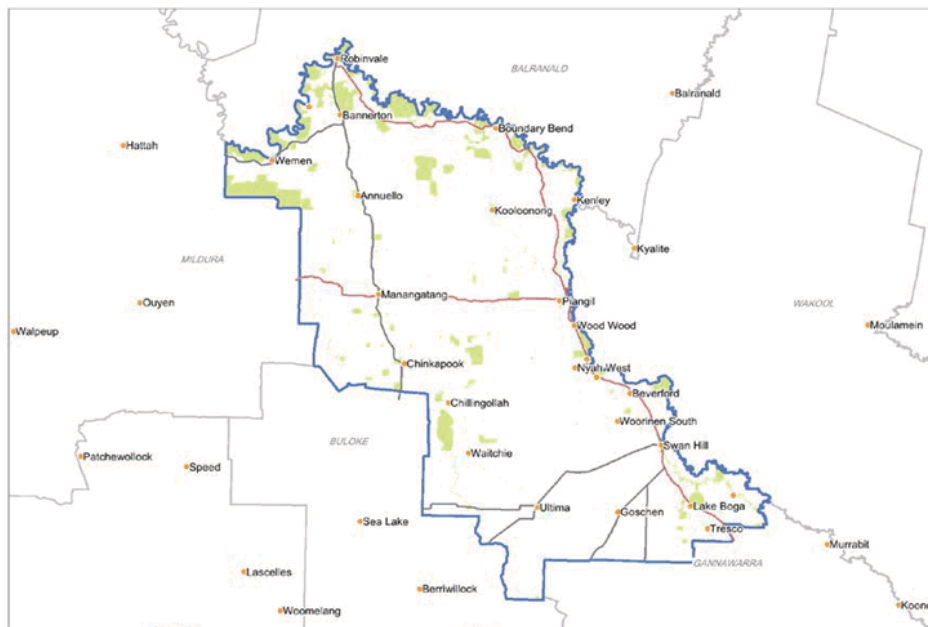
The Rural City of Swan Hill covers an area of 6,700 square kilometres in the North Western part of Victoria immediately adjacent to the Murray River. The main centre is Swan Hill, located at the junction of the Murray and Little Murray (or Marraboor) rivers with other smaller townships within the Municipality being Lake Boga, Robinvale, Manangatang, Nyah, Nyah West, Piangil, Woorinen South and Ultima.

Adjacent to the Murray River the land is basically flat alluvial floodplain with a gradual slope in the North West direction. Significant stands of river red gums are located in areas adjacent to the Murray River. Away from the river flats the area is relatively flat with low undulating mallee sand hills originally covered with semi arid mallee scrub. The majority of the area has now been cleared of native vegetation and is used for primary production with dry land farming in wheat, cereals and sheep away from the Murray River, and irrigation pursuits including pastoral, dairying, stone fruits, grapes, market gardening, citrus and nut production in areas close by the river where water is available. Average rainfall is relatively low being in the range of 300 mm to 350 mm, with hot summers and mild winters.

The area is served by a good network of roads, with the Murray Valley Highway being the main North South link adjacent to the Murray River and the Mallee Highway being the main East West link through Manangatang and Piangil and is a major transport link between South Australia and Stuart Highway at Balranald NSW. There are also a number of rail lines through the municipality that cater for both passenger and freight (primarily seasonal grain).

Bridges for the main Murray River crossings are located at Swan Hill, Nyah, Piangil (Tooleybuc) and Robinvale.

There are registered aerodromes at Swan Hill and Robinvale.



PART TWO

2. DEMOGRAPHY

* Concentrations of population within the Rural City of Swan Hill exist primarily in Swan Hill itself, with a population of approximately 10,770 and in the rural townships of:-

Beverford
Lake Boga
Manangatang
Nyah
Nyah West
Piangil
Robinvale
Ultima
Wood Wood
Woorinen South

Apart from Robinvale which has a district population of approximately 6,000 – 8,000, the remaining townships all have population levels less than 750 people. Farming areas are more densely populated nearer to the Murray River due to the smaller irrigation holdings in those areas as opposed to the larger dry farming holdings away from the river.

** Of the total population 6.5% (1350) are aged 0-4 years, 15.0% (3085) aged 5-14 years, 12.7% (2,629) 15-24 years, 39.0% (8,078) 25-54 years, 11.1% (2,282) aged 55-64 years, and 15.5% (3,208) aged 65 years and over, making the median age of persons 46 years. The Shire's birth rate was 125 babies per annum.

The people of the municipality are largely English speaking Caucasian. However, there are also significant numbers of Aboriginal, Pacific Islanders, African, Asian and Italian people living in the areas near to the Murray River. 8.3% of the population speaks a language other than English at home.

Emergency Services should be aware of the potential difficulty in communicating with some of these groups.

From an industrial point of view wheat, sheep and cattle farming, dairy farming and horticulture play major roles in the local economy. Irrigation from the Murray River is of vital importance in that context. Tourism has some effect on the economy and a high standard of professional business and service organizations operate within the municipality. Not only do they service this municipality, but also neighbouring areas in both Victoria and New South Wales.

* Australian Bureau of Statistics

(http://stat.abs.gov.au/itt/r.jsp?RegionSummary®ion=215031404&dataset=ABS_NRP9_ASGS&geoconcept=REGION&datasetASGS=ABS_NRP9_ASGS&datasetLGA=ABS_NRP9_LGA®ionLGA=REGION®ionASGS=REGION)

** Swan Hill Rural City Council Heatwave Sub-Plan 2012

PART TWO**3. MAPS**

A set of maps detailing the area covered by this plan can be found in Appendix A.

4. HISTORY OF EMERGENCIES

Over the years the municipality has experienced a relatively low number of emergencies of consequence.

Those with the most widespread impact have been either wind/hail storms or flood. That impact has primarily involved property damage and not loss of life.

Since the Second World War “major flood levels” have been experienced in the region in the following years:-

1956, 1973, 1974, 1975, 1981, 1983, 1989, 1993, 2011

Generally, stock and crop losses were experienced, but minimal threats to residences and human life.

A chemical spill caused a fire in a production shed at a local factory in March 2008.

A significant fire at Pental Island 2014.

PART THREE

MANAGEMENT ARRANGEMENTS

1. MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE

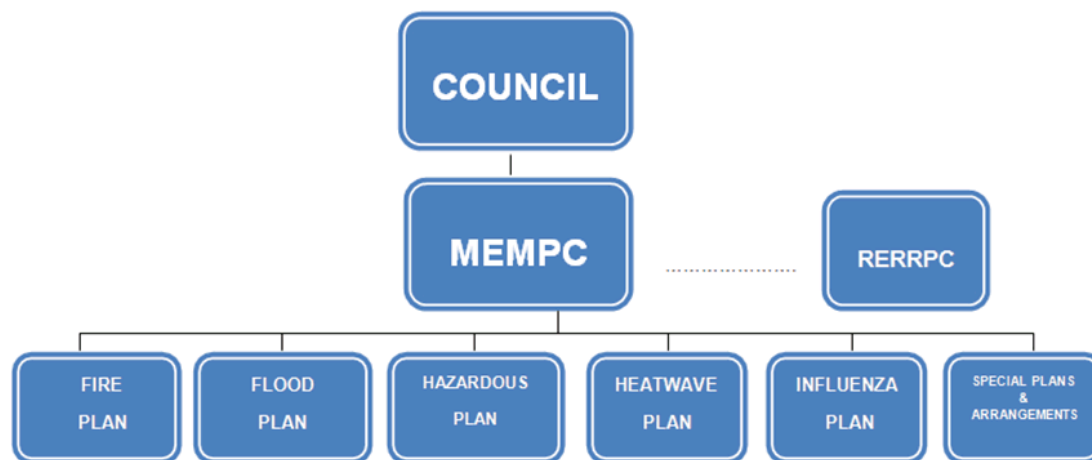
This Committee is formed pursuant to Section 21 (3) & (4) of the Emergency Management Act, to formulate a plan for the Council's consideration in relation to the prevention of, response to and the recovery from emergencies within the Swan Hill Rural City.

Chairperson	Councillor
Municipal Emergency Resource Officer	Works Manager
Deputy Emergency Resource Officer	Technical Officers – Works
Municipal Recovery Manager	Economic & Community Development Manager
Deputy Municipal Recovery Manager	Community Care Services Manager
Deputy Municipal Recovery Manager	Community Care Services – Assessment Team Leader
MEMPC Executive Officer	Engineering Administrative Officer
Municipal Emergency Response Co-ordinator	Senior Sergeant Swan Hill Police
Deputy Municipal Emergency Response Co-ordinator	Senior Sergeant Swan Hill Police
Ambulance Representative	Ambulance Victoria
Regional VICSES Rep	Regional Officer Emergency Management
Local VICSES	Swan Hill Unit Controller
Fire Service	CFA Group Officer - Mid Murray Group
CFA Regional Representative	Operations Manager

Functional Area representatives and others with special expertise, though not permanent members, may be seconded to the Committee from time to time.

Telstra	Health and Medical	Red Cross
Lower Murray Water	Sunraysia Rural Water Authority	Grampians Water
Grampians Wimmera Mallee Water	Goulburn Murray Water	Powercor
VicRoads	Police	Army Reserve
V/Line Regional Network and Access	Media	VicTrack

PART THREE



The Municipal Emergency Management Planning Committee during the development of the Plan has received information and advice from representatives of the following agencies and organisations.

Ambulance Victoria	Australian Red Cross	Country Fire Authority
Department Environment, Land, Water and Planning	Department of Health & Human Services	VICSES
Centrelink	Environment Protection Authority	Goulburn Murray Water
Kleenheat Gas	Lower Murray Water	Powercor
Salvation Army	Swan Hill Ministers Fraternal	Swan Hill Rural City Council
Telstra	Victorian Education Department	Victoria Police
VicRoads		

PART THREE**2. MUNICIPAL EMERGENCY MANAGEMENT FUNCTIONS**

Council accepts responsibility for management of municipal resources and the co-ordination of community support to counter the effects of an emergency during both the response to and recovery from emergencies. This includes the management of:

- (a) The provision of emergency relief to persons affected by or responding to an emergency
- (b) Municipal assistance to agencies during the response to and recovery from emergencies
- (c) Recovery activities within the municipality, in consultation with the Department of Human Services.

In order to carry out these management functions, the Council will form a Municipal Emergency Coordination Group (MECG). This group will consist of:

- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Chief Executive Officer
- Municipal Emergency Response Co-ordinator
- Others co-opted as required

The MECG or part thereof will convene when the scale of the emergency dictates the requirement for the provision of any of the functions outlined above. Members of the MECG will liaise to determine what level of activation is required.

The specific responsibilities of the MERO and the MRM are detailed below.

PART THREE

3. MUNICIPAL EMERGENCY RESOURCE OFFICER

Council has appointed the **Works Manager** to fulfil the function of Municipal Emergency Resource Officer pursuant to Section 21(1) of the Emergency Management Act. Council has appointed **Technical Officers (Works)** as Deputy MERO's.

Responsibilities:

1. To be responsible for the co-ordination of municipal resources in responding to emergencies.
2. To establish and maintain an effective infrastructure of personnel whereby municipal resources can be accessed on a 24 hour basis.
3. To establish and maintain effective liaison with agencies within or servicing the municipal district and the MRM.
4. To maintain the Municipal Emergency Co-ordination Centre(s) at a level of preparedness to ensure prompt activation when necessary.
5. To facilitate the arrangement of a post emergency debrief as requested by the Municipal Emergency Response Co-ordinator.
6. To ensure procedures and systems are in place to monitor and record all expenditure by the municipality in relation to emergencies.

Municipal Authority

The MERO is responsible for the co-ordination of municipal resources in responding to emergencies, and has full delegated powers to deploy and manage Council's resources during emergencies.

A current computerised database of municipal resources is maintained and regularly updated by the **Works Manager** (MERO) and is accessible 24 hours a day. Maintenance is ongoing, with a complete check every 12 months.

Resource Database

The municipality has a database of all assets and resources which can be utilised in an emergency.

PART THREE

4. MUNICIPAL RECOVERY MANAGER

Council has appointed the **Economic & Community Development Manager** to fulfil the function of Municipal Recovery Manager (MRM) pursuant to Section 21(1) of the Emergency Management Act. Council has appointed the **Community Care Services Service Provision Team Leader** and the **Community Care Services Assessment Team Leader** as the Deputy MRM's.

Responsibilities:

1. Co-ordinate municipal and community resources within the Municipality during recovery.
2. Immediately following an emergency assist with:
 - The collation and evaluation of information gathered in the post impact assessment.
 - The establishment of priorities for the restoration of community services and needs.
3. The MRM is to liaise with the appointed MERO for the best use of municipal resources to enable the recovery by individuals or the community from the effects of an emergency.
4. Establish an Information and Recovery Co-ordination Centre (as distinct from MECC) to be located at the Municipal Offices or a location appropriate to the emergency that has occurred.
5. Liaise, consult and negotiate on behalf of the affected area with recovery agencies and the municipality.
6. Liaise with the Regional Recovery Management Committee or Department of Human Services.
7. Undertake specific recovery activities as determined by the municipality.
The MRM may delegate duties to provide for effective management of the recovery functions.

PART THREE

5. MUNICIPAL EMERGENCY MANAGEMENT EXECUTIVE OFFICER

Council has appointed the **Engineering Administrative Officer** to fulfil the function of Municipal Emergency Management Executive Officer.

Responsibilities: The role of the Executive Officer is to manage the process of the MEMPC meetings. This includes, but is not limited to;

1. Proposing meeting dates to the Chair
2. Sending out invitations/reminders to the Committee
3. Preparing Agendas
4. Arranging Minute taking at meetings.
5. Following up action items to ensure those made responsible have actioned them.
6. Act as the Plan caretaker and custodian of the planning process.
7. Actioning planning amendments identified during the planning process and Committee meetings.
8. Managing the process of Plan amendment distribution.
9. Confirming regular updates of contact lists and other sections of the Plan
10. Recording outcomes of the Risk Management process and subsequent reviews.

Other MEMP duties as determined by the Committee/Council.

6. MUNICIPAL FIRE PREVENTION OFFICER

Council has appointed the **Senior Authorised Officer** to fulfil the function of Municipal Fire Prevention Officer, as required by the Country Fire Authority Act 1958.

Responsibilities: The role of the MFPO is to:

1. Manage the Municipal Fire Prevention Committee (MFPC) as Chairperson and Executive Officer
2. Undertake and regularly review Council's fire prevention planning and plans (together with the MFPC)
3. Liaise with Fire Services, Brigades, other Authorities and Councils regarding fire prevention planning and implementation
4. Advise and assist the Municipal Emergency Management Planning Committee on Fire Prevention and related matters
5. Ensure the MEMPlan contains reference to the Municipal Fire Prevention Plan
6. Report to Council on fire prevention and related matters
7. Carry out statutory tasks related to fire prevention notices and infringement notices
8. Investigate and act on complaints regarding potential fire hazards
9. Advise, assist and make recommendations to the general public on fire prevention and related matters
10. Issue Permits to Burn (under Section 38 of the Country Fire Authority Act 195) and
11. Facilitate community fire safety education programs and support Community Fireguard groups in fire prone areas.

PART THREE**7. CONTROL, COMMAND AND COORDINATION**

Victoria bases its emergency response arrangements on the guidelines within the State Emergency Response Plan (Part 3 EMMV). The State Emergency Response Plan identifies Victoria's organisational arrangements for managing the response to emergencies. These guidelines are based around the management functions of control, command and coordination.

Additionally, in order to meet the objectives of emergency management in Victoria, those performing the control, command and coordination functions need to ensure:

- The consequences of the emergency are managed; and
- There is communication that meets the information needs of communities, government, agencies and business.

CONTROL

The overall direction of response activities in an emergency; operating horizontally across agencies. The control function is responsible for emergency response activities and the command and coordination functions provide support to those performing the control function.

Additionally, in order to meet the objectives of emergency management in Victoria, those performing the control, command and coordination functions need to ensure:

- The consequences of the emergency are managed and,
- There is communication that meets the information needs of communities, government, agencies and business.

Refer to the Emergency Management Manual Victoria pages 3-4 to 3.15, sections 3.2.5 to 3.5.10, Control responsibilities and Major Emergency category classification for more information regarding Control, including:

- Control Agency
- Controllers and Line of Control
- Principles of Control
- Control of Class 1 and 2 emergencies.

The Incident Control Centre in which this municipal district is situated, are at the following locations:

Level 3 – DELWP Bendigo (Cnr Midland Hwy & Taylor St Epsom) & Irymple (308-390 Koorlong Avenue Irymple)

Level 2 – SES (Rutherford Street Swan Hill)

The Regional Control Centre in which this municipal district is situated is located at Valentine's Walk Bendigo VIC.

PART THREE**COMMAND**

The internal direction of personnel and resources of an agency, operating vertically within an agency. Authority to command is established in legislation or by agreement within an agency.

For more information regarding Command, including:

- Chain of command,
- Principles of support agency command,
- Roles of support agency commanders, and
- Functional Command.

Refer to the Emergency Management Manual Victoria pages 3.16, section 3.6 Command.

COORDINATION

The bringing together of agencies and resources to ensure effective response to and recovery from emergencies.

The main functions of emergency response coordination are to:

- Ensure effective control has been established and maintained in response to an emergency.
- Ensure effective information sharing.
- Systematically acquire and allocate resources in accordance with the requirements imposed by emergencies.

Emergency response coordination operates throughout the management of response, including during the provision of immediate relief, and during the transition to recovery.

7.1 PRINCIPAL ROLE OF EMERGENCY RESPONSE COORDINATORS (All Levels)

- Ensure that the appropriate control and support agencies are in attendance, or have been notified by the incident 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 Emergency Management Team (EMT) or, if the Incident Controller is unable to attend or there are several disparate emergencies within the municipality, form and chair an EMT.
- Arrange for the provision of resources requested by control and support agencies and escalate unfulfilled requests to the next level of emergency response coordination.

PART THREE

- Ensure timely warnings and information are provided to the community and support agencies by the control agency.
- Ensure that the Incident Controller has developed and issued an incident action plan (including objectives and strategies for managing the incident).
- Consider the need for the declaration of an emergency area.
- Provide the next level of emergency response coordination with information and 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.

7.2 INCIDENT EMERGENCY RESPONSE COORDINATOR

This is usually the senior member of the Victoria Police present at the initial scene of an emergency. Primary duties listed in 3.6.1

7.3 MUNICIPAL EMERGENCY RESPONSE COORDINATOR

A police officer designated by the relevant Divisional Superintendent, or his/her deputy is known as the Municipal Emergency Response Co-ordinator (MERC) for the Swan Hill Rural City Council.

In addition to the roles listed under Section 3.6.1, undertake the following;

- Take an active role in emergency management planning at a local level including representation on the MEMPC.

During an emergency:

- Ensure the Municipal Emergency Resource Officer is advised of the emergency, is available to provide access to municipal resources if required and is receiving information as appropriate.
- Attend, or arrange a delegate to attend the Municipal Emergency Coordination Centre, if activated.
- Advise the Regional Emergency Response Coordinator regarding emergencies which have the potential to require supplementary resources from outside the municipal district.

Escalation of unfilled requests in relation to Class 1 and 2 Emergencies will be via the following process, from the Incident Emergency Response Coordinator to Municipal Emergency Response Coordinator, to the Regional Emergency Response Coordinator then to the Emergency Management Commissioner, via the Senior Police Liaison Officer.

PART THREE

Any Control or support Agency requiring municipal assistance will request that support through the MERC who will pass on all the requirements to the MERO, (for details of financial arrangements see the Emergency Management Manual part 8, Appendix 1.)

For more information regarding Coordination see: EMMV Part 3.7 pages 3-18 to 3-23.

Note: Control and Coordination for warlike acts, acts of terrorism, hi-jack, siege or riot are the responsibility of Victoria Police.

7.4 REGIONAL EMERGENCY RESPONSE CO-ORDINATOR

In addition to the roles listed under Section 6.1, the response roles, responsibilities and duties of the Regional Emergency Response Co-ordinator are:

- Responsible to the Emergency Management Commissioner for the effective co-ordination of resources or services within the Emergency Response Region, having regard to the provisions of section 13 (2) of the Emergency Management Act 1986.
- In an emergency, arrange to provide regional resources requested by a Municipal Emergency Response Co-ordinator, to response of recovery agencies.
- In circumstances where requested resources are not available within the region, to request the resource through the Emergency Management Commissioner
- Monitor the provision of emergency relief and supply.

7.5 EMERGENCY MANAGEMENT TEAM (Incident Control level)

The function of the Emergency Management Team is to support the Incident Controller in determining and implementing appropriate Incident Management strategies for the emergency.

If an emergency requires a response by more than one agency, the Incident Controller is responsible for forming the Emergency Management Team.

The Emergency Management Team consists of;

- Incident Controller.
- Support and Recovery functional agency commanders (or their representatives).
- The Emergency Response Coordinator (or representative)
- Other specialist persons as required.

For detailed information in relation to roles and responsibilities of the Emergency Management Team see EMMV Part 3, Section 3.7.4, Page 22, and Section 8 Appendix 10, page 8-49 Emergency Management Team Arrangements.

PART THREE

The Emergency Management Team consists of:

- Incident Controller.
- Support and Recovery functional agency commanders (or their representatives).
- The Emergency Response Coordinator (or representative)
- Other specialist persons as required.

For detailed information in relation to roles and responsibilities of the Emergency Management Team see EMMV Part 3.7.4, Page 22 and Practice Note *Emergency Management Team* (available on Emergency Management Victoria website (www.emv.vic.gov.au)).

8. MUNICIPAL EMERGENCY CO-ORDINATION CENTRES (MECC)

The MECC will co-ordinate the provision of human and material resources within the municipality, during emergencies. It will also maintain an overall view of the operational activities within this Plans area of responsibility, for record, planning and debrief purposes. The MECC may also become operational during support operations to a neighbouring municipality. Administrative staff for the MECC will be drawn from Municipal employees.

Provision of MECC functions may in the first instance be conducted from an appropriate Police Station. The Emergency Response Co-ordinator may request activation of an identified MECC if required.

The primary Municipal Emergency Co-ordination Centre for Council is:-

**Swan Hill Municipal Depot,
56 Saleyards Road, Swan Hill.**

An agreed set of Standard Operating Procedures for use in the MECC is available from the Swan Hill Municipal Depot and from the MERO.

9. COMMAND CENTRE

The centre established by an agency for the command / control functions within their own agency. Council may establish an operations centre, if necessary, to control its own resources in an emergency.

PART THREE**10. DEBRIEFING ARRANGEMENTS**

A debrief should take place as soon as practicable after an emergency. The Municipal Emergency Response Co-ordinator will convene the meeting and all agencies who participated should be represented with a view to assessing the adequacy of the Plan and to recommend any changes. Such meetings should be chaired by the Chairperson of the MEMPC.

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

11. FINANCIAL CONSIDERATIONS

Financial accounting for Municipal resources utilised in emergencies must be authorised by the MERO or the MRM and shall be in accordance with the normal financial arrangements of Council.

Control 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.

Council 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.

PUBLIC WARNINGS AND INFORMATION.**12. WARNINGS**

12.1 Warnings should be used under specific circumstances where community action is necessary primarily to protect lives, and also for the protection of property or the environment. Details of warning arrangements are set out in the Victorian Warning protocol (EMMV Part 8, Appendix 10, page 8:48) which is available on Emergency Management Victoria website (www.emv.vic.gov.au).

It is important to ensure that public information and warning is maintained at an optimum level. This will provide the public with the necessary information to develop an understanding and awareness of the issues associated with the prevention of, response to and recovery from emergencies.

PART THREE**13. INFORMATION MANAGEMENT**

During emergency response activities information is needed by all participating agencies, persons affected and the wider community. The following list summarises the principles which should be kept in mind by those responsible for managing the flow of information:

- Get information to the people who need it.
- Get the right information to the right people.
- Ensure it is consistent, timely, user-friendly, accurate, compatible and useful.

All agencies involved in the response to the incident have a responsibility to collect, analyse, and disseminate relevant information received regarding the incident, as appropriate. Further information regarding warnings and information is available from EMMV.

14. DISSEMINATION

Immediate use of the media should be made to avoid phone congestion. The public should be advised to direct calls to appropriate agencies and centres with adequate facilities, staff and knowledge to answer questions or disseminate information.

The "Standard Emergency Warning Signal" may be used to assist in the delivery of public warnings and messages for major emergencies. The use of SEWS must be authorised by the Incident Controller.

15. METHODS

All methods of disseminating information should be considered including:

- Radio Stations.
- Television.
- Emergency Alert (Telephone based system)
- Agency Information line (i.e. Bushfire enquiry, SES information line).
- CALD group radio stations or newspapers.
- Community Newsletters.
- Information Centres (One Stop Shops).
- Door knocks.
- Vehicle mounted Public Address Systems.
- Local Community Groups.

PART THREE**16. VULNERABLE PEOPLE**

Vulnerable People in an Emergency (As assessed by funded agencies supplying services)

A list of vulnerable people in an emergency is available on the State Vulnerable Persons Register, this list is directly available to Police, DHS and identified municipal staff and is validated every six months by the responsible agency.

The list is maintained by the funded agencies responsible for supplying services and assessing their clients' vulnerability against the DHS adopted Vulnerable Persons Guidelines.

The Vulnerable persons register is accessible to authorised persons via Crisisworks under the vulnerable persons tab (<https://Swanhill.mecccentral.com/mecc/public>).

The status and accuracy of the Vulnerable Persons Register is monitored by Councils Vulnerable Persons Register administrator on a regular basis and issues identified are brought to the responsible agency for attention and appropriate action.

A list of agencies that have a responsibility for vulnerable persons is maintained and available from the MRM. This list contains contact details of the agency/organisation working with vulnerable individuals and facilities of where vulnerable persons are likely to be situated.

17. DISABLED OR NON-ENGLISH SPEAKING PERSONS

Special considerations need to be given to warning disabled and non English speaking groups. In the case where information or communication is required with persons unable to speak English an interpreter service such as the Translating and interpreting Service may be able to assist.

18. INFORMATION RESOURCES

The following systems are an essential part of these arrangements and should be utilised if and when required:

- Electronic Media.
- Police Media Liaison.
- Literature/Brochure Information.
- Print Media

Information Centre

If required, a public and media information centre will be established. All public and media releases shall be issued from this centre. Council shall appoint a Media Liaison Officer.

PART THREE**19. RESPONSE/RECOVERY TRANSITION**

The Incident Controller, Emergency Response Coordinator and Recovery Manager should start planning for the transition to recovery as soon as possible following the initial impact of an emergency.

The Emergency Management Team plays a key role in transition discussions relevant to planning, timing and expectations for the transition to recovery.

Transition decisions will be impacted by considerations that 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 level of known loss and damage and the extent to which this has been validated,
- the extent to which the community needs emergency relief,
- the resources required for the activation of recovery arrangements.

A transition agreement should be developed between the Incident Controller, Emergency Response Coordinator (Victoria Police), Regional Recovery Coordinator (DH & HS) and the municipality (MRM) detailing transition activities and tasks, information management, communication and signatories. It is the responsibility of the Emergency Response Coordinator (Victoria Police) to advise all agencies involved in the emergency, of the time which the formal 'response activities' terminate.

Resources acquired for the response, which are not required for recovery, remain under the control of the requesting response agency, who is also responsible for their return or disposal.

Although the termination of response activities implies the cessation of the responsibilities of Emergency Response Coordinators (Victoria Police), both they and the emergency response agencies may continue to operate in recovery through a previously agreed role.

20. COMPENSATION OF EMERGENCY VOLUNTEER WORKERS

Compensation for all Emergency Workers is laid down in Part 8, Appendix 7 of the Emergency Management Manual Victoria and also in Part 6 of the Emergency Management Act 1986. This includes both registered and Emergency Volunteer Workers. It is the responsibility of the organisation utilising the emergency volunteer workers to ensure that all of the emergency volunteer workers are registered.

PART THREE**21. MAINTENANCE OF PLAN****Frequency of Meetings**

The MEMPC will meet on at least two occasions each year. As a minimum, dates of these meetings will be:

The first Friday of March and September.

Meetings to start at 10.30 a.m. (unless alternative dates are agreed upon)

Functional Services representatives (see MEMPC Contact List) will attend meetings with a view to the following:-

- (a) Reviewing the emergency events (if any) of the previous six months with regard to their particular areas of involvement.
- (b) Providing any relevant advice to the MEMPC.
- (c) Updating Contact Directory information.

Minutes of all meetings must be taken and a copy sent to the Regional Emergency Response Co-ordinator and the Regional Recovery Manager, Department Human Services, Bendigo.

Plan Review

Content of this Plan is to be reviewed annually, with a provision that an out of session meeting may be called after an emergency which utilised part of this plan or when the plan has undergone a major review/change or on the identification of a new risk.

Organisations delegated with responsibilities in this Plan are required to notify the MEMPC Executive Officer of any changes of detail (e.g. contact information), as they occur.

Testing

Upon completion of development of this Plan, and thereafter on an annual basis, arrangements pertaining to this plan should be tested. This will be done in a form determined by the MEMPC. Any procedural anomalies or short falls encountered during these exercises, or ensuing operations, must be addressed and rectified at the earliest opportunity.

Audit

The Swan Hill Rural City Council pursuant to Section 21A of the Emergency Management Act 1986 shall submit the Municipal Emergency Management Plan to the Victoria State Emergency Service for audit. This audit will assess whether the plan complies with guidelines issued by the Co-ordinator in Chief. The plan will be submitted for audit at least once every three years.

PART FOUR**PREVENTION ARRANGEMENTS****1. THE ROLE OF THE MUNICIPALITY**

Council recognises it has a key role in prevention and mitigation activities to reduce the risk, or minimise the effects, of emergencies that may occur in the area. Council's enforcement and continued reviewing of existing policies in land use, building codes and regulations, and urban planning, along with the various agencies responsible for prevention activities throughout the community, combine to ensure that all measures possible are addressed to reduce the likelihood of emergency. The Municipal Emergency Management Planning Committee also plays a role in prevention by undertaking an Emergency Risk Management.

2. PREPAREDNESS

Part 5 (Response Arrangements) identifies the roles and responsibilities of the various organizations and agencies that exist in the Municipality. Each agency's ability to cope with the identified threats was considered during this process.

Municipal Emergency Co-ordination Centres have been identified, along with an alternative in the event that the Primary MECC should become unserviceable. Likewise, Emergency Relief Centres and Assembly Areas have been determined for use during emergencies.

3. MUNICIPAL EMERGENCY RISK MANAGEMENT PROCESS

To complement the emergency management process and as a means of minimising or eliminating risks within the Municipality the Municipal Emergency Management Planning Committee is responsible for carrying out an initial assessment and subsequent reviews to identify existing and potential risks.

The process used, titled Community Emergency Risk Management and based on the ISO 31000, was facilitated by VICSES. It addressed context, community profile, and vulnerable elements, risk identification, analysis and rating, culminating with a range of suggested treatment options for each risk. The process was fully documented and the recommended treatment options were presented to Council for consideration and action.

The process is subject to minor reviews annually and will undergo a major review at least once every 3 years between audits.

For more detailed information on this process and its outcomes refer to the Swan Hill Rural City Council Community Emergency Risk Management Workbook held by the MERO.

The progress of implemented treatment options is monitored by the Municipal Emergency Management Planning Committee through reports provided by the MERO at each meeting.

PART FOUR

The arrangements detailed in this MEMP Plan are put in place to deal with the residual risk that exists after the developed treatment plans have been implemented.

Listed below is a summary of the identified risks and their ratings.

Risks	Elements at Risk			
	People	Economy	Environment	Infrastructure
Transport Accident - Road	✓	✓		✓
Pollution - Water	✓	✓	✓	
Animal Epidemic	✓	✓	✓	✓
Severe Storm	✓	✓		✓
Utility Failure (Telecommunication)	✓	✓		✓
Industrial Accident/Explosion	✓		✓	✓
Flood	✓	✓		✓
Wildfire	✓	✓	✓	✓
Structural Fire	✓	✓	✓	
Drought	✓	✓	✓	✓
Utility Failure (Power Supply)	✓	✓		✓
Human Epidemic	✓	✓		✓
Transport Accident (Air)	✓			
Bridge Collapse/Closure	✓	✓		✓
Utility Failure (Water Supply)	✓	✓	✓	✓
Ground Pollution	✓	✓	✓	✓
Air Pollution	✓		✓	✓
Civil Disturbance/Riot	✓	✓		
Transport Accident (Waterways)	✓	✓		
Utility Failure (Sewerage)	✓	✓	✓	✓
Terrorism	✓	✓	✓	✓
Earthquake	✓	✓	✓	✓

The Risk Management Work Book and associated documentation is available through the MERO.

4. COMMUNITY AWARENESS

The ability of a community to respond to an emergency situation and in turn recover from the effects of an emergency will depend on the attitude of the people affected. Obtaining the preferred response from people during emergencies will require community education and awareness programs to be implemented for this purpose. The Council and the Municipal Emergency Management Planning Committee will support and promote appropriate prevention and awareness programs within the Municipality. Methods of warning the community of an impending emergency are addressed in Part 3.

5. PREVENTION/MITIGATION PLANS

Within the municipality, a number of prevention or mitigation plans have been developed. They are:

- Fire Prevention Plans
- Flood Plans
- Evacuation Plans.

Details of these plans are listed in Appendix C of this document.

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PART 5: RESPONSE ARRANGEMENTS

5.1 INTRODUCTION

The purpose of this table required by the *Emergency Management Act 2013* is to identify control agencies and key support agencies for response, and it should be used as a guide by planners on what agencies need to be included in response plans. It does not list all agencies that may be involved in a particular emergency. Nor does it list all emergencies that may be encountered.

In using this table, reference should be made to the *State Emergency Response Plan (part 3 of EMMV)* which provides the general responsibilities of control and support agencies.

5.2 CONTROL AND SUPPORT AGENCIES

Detailed below, are the agreed set of arrangements for the response to identified emergencies within the Swan Hill municipality. These arrangements have been tailored to meet local response capabilities based on: the agencies available within the municipality and agencies identified as Control Agencies (as above). The control agency may change as the emergency progresses or clarified.

Where an emergency type is not listed or where there is uncertainty in identifying a control agency, the Emergency Management Commissioner or relevant emergency response coordinator will determine the control agency.

A Support Agency is an agency which provides essential services, personnel, or material to support or assist a control agency or affected persons. Any agency may be requested to assist in an emergency if it has skills, expertise or resources that may contribute to the management of the emergency.

Emergency (as per the Emergency Management Act 2013)	Form of Emergency	Control Agency (agency with the primary responsibility for responding to the emergency)	Class of Major Emergency
An earthquake, flood, wind-storm or other natural event	Earthquake	VICSES	1
	Flood	VICSES	1
	Heat	EMC	2
	Storm	VICSES	1
	Landslide	VICSES	1
Fire and explosion	Aircraft	CFA	1
	Boilers & Pressure Vessels	CFA	1
	Explosion	CFA	1
	Explosive Device	Victoria Police	3
	Fire	CFA / DELWP	1

Emergency (as per the Emergency Management Act 2013)	Form of Emergency	Control Agency (agency with the primary responsibility for responding to the emergency)	Class of Major Emergency
Road accident or any other accident (cont)	Building collapse	CFA / VICSES	1
	Marine (not including marine pollution)	Victoria Police	2
	Military aircraft and ships	Victoria Police	2
	Radioactive materials (including leaks and	DHHS	2
	Rail and tram	Victoria Police	2
	Road	Victoria Police	2
	Aircraft – in-flight emergency	Airservices Australia	2
Plague or an epidemic or contamination	Chemical contamination or livestock or	DEDJTR	2
	Exotic animal disease (includes bees and	DEDJTR	2
	Plant pest or disease	DEDJTR	2
	Vertebrate pest / plagues	DEDJTR	2
	Pollution into inland waters	CFA	1
	Pollution of inland waters	EPA	2
	Retail food contamination	DHHS	2
	Human disease	DHHS	2
A warlike act or act of terrorism, hijack, siege or riot	Blue-green algae	DELWP	2
	A warlike act or act of terrorism, hijack, siege or riot.	Victoria Police	3
A disruption to essential service	Other threats against persons, property or environment.	Victoria Police	3
	Food supply, critical infrastructure damage	Victoria Police	3
	Electricity	DELWP	2
	Natural gas	DELWP	2
	Petroleum and liquid fuels	DELWP	2
	Roads/bridges/tunnels	VicRoads	2
	Water and sewerage	DELWP	2
Rescue (note – not listed in the EM Act 2013 and potentially a support service)	Building, structure	CFA/VICSES	1
	Cave	Victoria Police	2
	Land	Victoria Police	2
	Lift, crane, scaffolding or amusement	CFA	1
	Mine / quarry	Victoria Police	2
	Rail, aircraft and industrial	CFA/VICSES	1
	Road	CFA/VICSES	1
	Trench or tunnel	CFA	1
	Water	Victoria Police	2
Search (as above)	Land	Victoria Police	2
	Water	Victoria Police/AMSA	2
	Overdue aircraft	AMSA	2

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PART FIVE

Support Services for Response

Functional Support Area	Lead Agency (State)
Agriculture	DEDJTR
Animal Welfare (livestock and companion animals)	DEDJTR
Animal Welfare (wildlife)	DELWP
Ambulance / first aid	AV
Business and industry	DEDJTR
Coronial services	Coroner's Court of Victoria
Courts, corrections and consumer affairs	DJR
Deceased person identification	Victoria Police
Earth resources (mines)	DEDJTR
Education	DET
Emergency services telecommunications	ESTA
Energy (including electricity, gas and liquid fuels)	DELWP
Environmental impact (air, land and water quality)	EPA
Health and human services	DHHS
Health command	AV
Local government	DELWP
Media / communications	EMV
Public land	DELWP
Public transport	PTV
Responder agencies	CFA, MFESV, DELWP, VICSES
Roads	VicRoads
Spatial data	DELWP
Specific facilities (including secure facilities)	Owner or manager
State Government	DPC
Telecommunications	DEDJTR
Tourism	DEDJTR
Transport (including airports and ports)	DEDJTR
Water and sewerage	DELWP
Weather	BOM
Worksafe	Victorian WorkSafe Authority

3. NEIGHBOURHOOD SAFER PLACES

Are locations of last resort and are intended to provide sanctuary for people from the immediate life threatening effects of a bushfire. They are places or buildings designated and signposted by the Municipal Council, and that meet guidelines issued by the Country Fire Authority.

Neighbourhood Safer Places within the municipality are located at the Swan Hill Showgrounds and the Robinvale Recreation Reserve.

PART SIX

RECOVERY ARRANGEMENTS**1. RECOVERY MANAGEMENT PRINCIPLES**

Management and service provision will be devolved as much as possible to the Local level. State and Regional recovery strategies, services and resources will supplement and compliment the municipality's initiatives rather than replace local endeavours.

Emphasis will be given to supporting and maintaining the identity, dignity and autonomy of affected individuals, families and the community.

Management of recovery will occur in the context of clear and agreed arrangements, and involve processes of consultation and co-operation through established communication channels.

Wherever possible, the normal municipal management and administrative structures and practices will be used, ensuring that these structures and practices will be responsive to the special needs and circumstances of the affected community.

Recovery information and recovery services need to be readily accessible to affected individuals, families and communities and responsive to their needs and expectations.

2. IMPLEMENTATION

The Municipal Recovery Manager or a person delegated by him/her is to initiate Recovery activities as documented in this section of the Plan as soon as possible, when required, after an emergency occurs.

The Municipal Recovery Manager shall convene a meeting of the Municipal Recovery Representatives as soon as is practical where the emergency is of a magnitude that requires their involvement.

A range of recovery activities may be required after an emergency.

3. MUNICIPAL RECOVERY SERVICES

The organisations listed below have agreed to manage the particular recovery function. They are responsible to the Municipal Recovery Manager.

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TYPE OF SERVICE	CO-ORDINATED BY
Information Services	Swan Hill Rural City Council through the MERO
Material Aid	Salvation Army through the Municipal Recovery Manager
Financial Assistance	Department Human Services (Region) through the Municipal Recovery Manager.
Temporary Accommodation	Department Human Services (Region) through the Municipal Recovery Manager
Language Services	Department Human Services (Region) through the Municipal Recovery Manager.
Rebuilding and Utility Restoration	Swan Hill Rural City Council through the Engineering Services.
Community Development	Department Human Services (Region) in conjunction with the Municipal Recovery Manager / Community Recovery Committee.
Personal Support Services	Swan Hill Ministers Fraternal in conjunction with Municipal Recovery Manager and Department Human Services
Catering Services	Red Cross through the Municipal Recovery Manager

4. **COMMUNITY RECOVERY COMMITTEE**

Where the magnitude of the event requires community input into the recovery process one or more Community Recovery Committees may be established within the affected area.

Community Recovery Committee Membership.

The composition of the Committee will vary depending on the affected area. The membership of the Committee should include community leaders and representatives of:-

- Municipal Recovery Manager
- Councillor
- Government Agencies
- Community Groups
- Affected Persons
- Non-Government Agencies

PART SIX**Community Recovery Committee Functions**

- Monitor the overall progress of the recovery process in the effected community.
- Identify community needs and resource requirements and make recommendations to appropriate recovery agencies, Municipal Councils and the State's Recovery Management structure.
- Liaise, consult and negotiate, on behalf of affected communities, with Recovery Agencies, Government Departments and Municipal Councils.
- Liaise with Department of Human Services as Co-ordinator through the designated Human Services Regional Director or delegate.
- Undertake specific recovery activities as determined by the circumstances and the Committee.

5. ROLE OF DEPARTMENT HUMAN SERVICES IN RECOVERY

In the Recovery Process of an emergency, Department of Human Services:

- Acts as Principal Recovery Planning and Management Agency at State and Regional level.
- Assumes a role of facilitation in developing a co-ordinated response as appropriate to the circumstances e.g. when the event is of a magnitude which is beyond the resources of the municipality, or the incident affects only a few people, but the affected population is dispersed.

6. SUPPLY OF GOODS/SERVICES

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

The Municipal Recovery Manager with the assistance of Department of Human Services will co-ordinate the acquisition of supply of goods/services which cannot be provided by the Municipalities or participating agencies. When goods can only be obtained in such a manner, approval for payment from Department of Human Services is required prior to the goods being obtained.

7. VICTORIAN GOVERNMENT ASSISTANCE MEASURES

These are contained in the Emergency Management Manual Victoria Part 8 Appendix 1.

8. AGENCIES ASSISTING IN RECOVERY

Agencies involved in Recovery and available in the Swan Hill Rural City are:

- Australian Red Cross
- Department Primary Industries
- Department Sustainability and Environment
- Centrelink
- Lower Murray Water
- Rural Finance Corporation
- Salvation Army
- Society of St. Vincent De Paul
- Swan Hill Magistrates Court
- VICSES
- Victorian Council of Churches
- Victoria Police

Some Commonwealth and/or State and/or Divisional/Regional Departments and/or Organisations do not have an office located within the Swan Hill Rural City area, but provide the necessary service.

PART SEVEN

PART 7: SUPPORT SERVICES, AGENCIES AND RESPONSE

1. SUPPORT TASKS AND FUNCTIONAL SERVICE AGENCIES

The under mentioned list of support tasks indicates the primary support agency or managing agency and other support agencies. This list is neither exhaustive nor exclusive as many agencies, including response agencies may have a support role, depending on the effects of the emergency. In the event that local resources cannot be provided to meet support tasks needed, the request should be passed onto the Regional Emergency Response Co-ordinator via the MERC.

SUPPORT TASK	PRIMARY AGENCY	SECONDARY AGENCY
Animal Welfare	DEDJTR	RSPCA, PV
Catering	Red Cross	Salvation Army
Commonwealth resources	Victoria Police	ADF, EMA
Communications	Victoria Police	ESTA, Telstra, WICEN
Deceased persons: identification	Victoria Police	CCoV
Detection of Emergency Locator Transmitters	AMSA	Airservices Australia
Emergency call taking and dispatch	ESTA	Telstra
Emergency medical care and/or transport	AV	MFESB, ARFF, ESTA, Others as per SHERP (DHS)
Environmental impact assessment	EPA	DELWP, PV
Evacuation	Control Agency, Victoria Police	VICSES, Municipal Councils
First Aid	AV	St. John Ambulance, LSV, Red Cross, Others as per SHERP
Mapping services/information including: <ul style="list-style-type: none"> Digital and hardcopy maps Aerial photography acquisition Satellite imagery acquisition GPS positioning and location 	DELWP	Geoscience Australia
Media relations	Control Agency	Victoria Police
Produce (food) contamination by chemicals of security concern	DELWP	
Public warnings	Control Agency, Victoria Police	BOM, Municipal Councils, Telstra (Emergency Alert)
Relocation	Control Agency	Victoria Police, VICSES, Municipal Councils
Transport, engineering and services support	VicRoads	Others as per TESS Plan
Weather information and forecasting	BOM	
Work place / work related investigations and technical support	Worksafe	

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PART SEVEN**2. EMERGENCY RELIEF**

Emergency Relief is the provision of life support and essential needs to persons affected by, or involved in the management of an emergency. Co-ordination of Emergency Relief at the Municipal level is the responsibility of the Swan Hill Rural City Council, at State and Regional level, this co-ordination function rests with the Department of Human Services.

The Local Government Emergency Relief Centre Handbook 2013 is available from Department of Health & Human Services.

For more detailed information in relation to roles, responsibilities and functions of Emergency Relief refer to the EMMV Part 4, Appendix 1 Page 8-10 and Emergency Relief Centre Handbook, December 2013.

2.1 Emergency Relief**Aim**

- To co-ordinate the provision of Emergency Relief to an affected community, and when required, to Control and Support Agencies.

Role

- To establish a system for the provision of any or all of the functional services under Emergency Relief.

2.2 Emergency Relief Management

In the event of requirement for any or all of the functional services of Emergency Relief, the request must be channelled through the Municipal Emergency Response Co-ordinator to the MERO. The MERO will activate the required functional services. All functional services will operate and report back to the MERO.

3. FUNCTIONAL ARRANGEMENTS**Catering**

At Municipal level, the Australian Red Cross is responsible for catering arrangement until December 2015, where alternative arrangements will apply.

Where the nominated catering organisation cannot be contacted, the Red Cross Regional Catering Co-ordinator will be activated, via the Municipal and Regional Emergency Response Co-ordinators, to arrange catering.

The Red Cross Regional Catering Co-ordinator is to be alerted or activated when the nature of the incident indicates any of the following apply:

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- More than one substantial meal for agencies managing or supporting an emergency or other affected persons is required to be supplied
- Reimbursement for incurred costs will be claimed by local providers
- Goods are required to be purchased by authorised Red Cross Purchasing Officers.

The Red Cross Regional Catering Co-ordinator will, in conjunction with the local catering providers, ascertain the level of involvement necessary by Red Cross, ensuring that local resources, including those already in operation, are fully utilised.

Material Needs

The **Salvation Army** is responsible for material needs and will co-ordinate material needed for providers. They are supported by:

Society of St. Vincent de Paul

Contact details are listed in Appendix I (Contact Directory) of this Plan.

Emergency Shelter

Council will co-ordinate the provision of emergency shelter.

A list of Emergency Relief Centres identified in the Swan Hill Rural City is included in this plan. (See Appendix D).

Counselling, Emergency Grants and Temporary Accommodation

Council will co-ordinate the provision of these services at Municipal level. If the above functions are outside the capabilities of the municipal resources, the responsible agency is Department of Human Services.

Local support can also be obtained from:

Counselling

- **Ministers Fraternal**
- **Salvation Army**

Temporary Accommodation**Business and Professional Women Australia**

Contact details are listed in Appendix I (Contact Directory) of this Plan.

PART SEVEN**Community Organisations**

Many community organisations will have resources that can be of use in an emergency. It is the responsibility of the Swan Hill Rural City Council to provide the management system to co-ordinate offers of assistance from these organisations. Contact details of organisations able to assist will be maintained by the municipality.

Registration

Victoria Police are responsible for the registration of emergency affected people but have delegated the physical task of the registration process to Red Cross. Contact details are listed in Part 8 (Contact Directory) of this plan.

4. RESOURCE SUPPLEMENTATION

The meaning of resources under these arrangements includes but is not limited to:

- Equipment - (e.g. Plant, vehicles).
- Personnel – (e.g. Agency support & industry technicians).
- Services – (e.g. Phone lines, expert technical advice).

A resource is essentially any function or item which a responding agency requires to perform its response roles.

An agency may have arrangements in place to access a wide range of resources through:

- Its own agency arrangements.
- Support agencies.
- Mutual Aid agreements (including memoranda of understanding)
- Contract or supply arrangements with private industry.

A four tiered framework (Municipal, Regional, State and Commonwealth) exists for implementing response to emergencies. Response arrangements are designed to assess an emergency, and to provide for the graduated marshalling and utilisation of the resources required to respond to an emergency in accordance with the emergency response plan and the plans of participating agencies. At the municipal level, resources owned or under the control of the Swan Hill Rural City Council are used to supplement those of the control and support agencies. As the effects of the emergency escalate, or the resource requirements outstrip what is available locally, Regional, State and Commonwealth resources may be activated.

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At Regional level, the interagency response management structure involves the co-ordination of resources to support operations which cannot be resourced locally, or which extend over more than one municipal district. The highest level of operational co-ordination and support takes place at State level. It is at this level that resource support from other States and/or the Commonwealth is assessed and requested.

Where an agency requires resources beyond its own capacity to satisfactorily complete a task, it should request assistance as appropriate:

- If at local level, from the MERC.
- If the request cannot be satisfied at the local level, then via the MERC to the Regional Emergency Response Coordinator.
- If the request cannot be satisfied at the Regional level, then to the Emergency Management Commissioner or delegate, who will advise the requesting agency of possible suppliers.
- If the request cannot be satisfied from resources within Victoria, the Emergency Management Commissioner will seek Interstate or Commonwealth assistance.

In all instances, the requesting agency should make appropriate arrangements for delivery, and whichever agency request the resource will be responsible for all costs incurred. Requests for resources should be provided in hard copy and include the name and position of the person requesting the resources and comprehensive details of the tasks to undertaken. For detailed information in relation to resource supplementation see practice note – *Sourcing Supplementary Emergency Response Resources from Municipal Councils* (available EEMV Appendix 8, page 50)

The flow chart below shows the process for sourcing these resources.

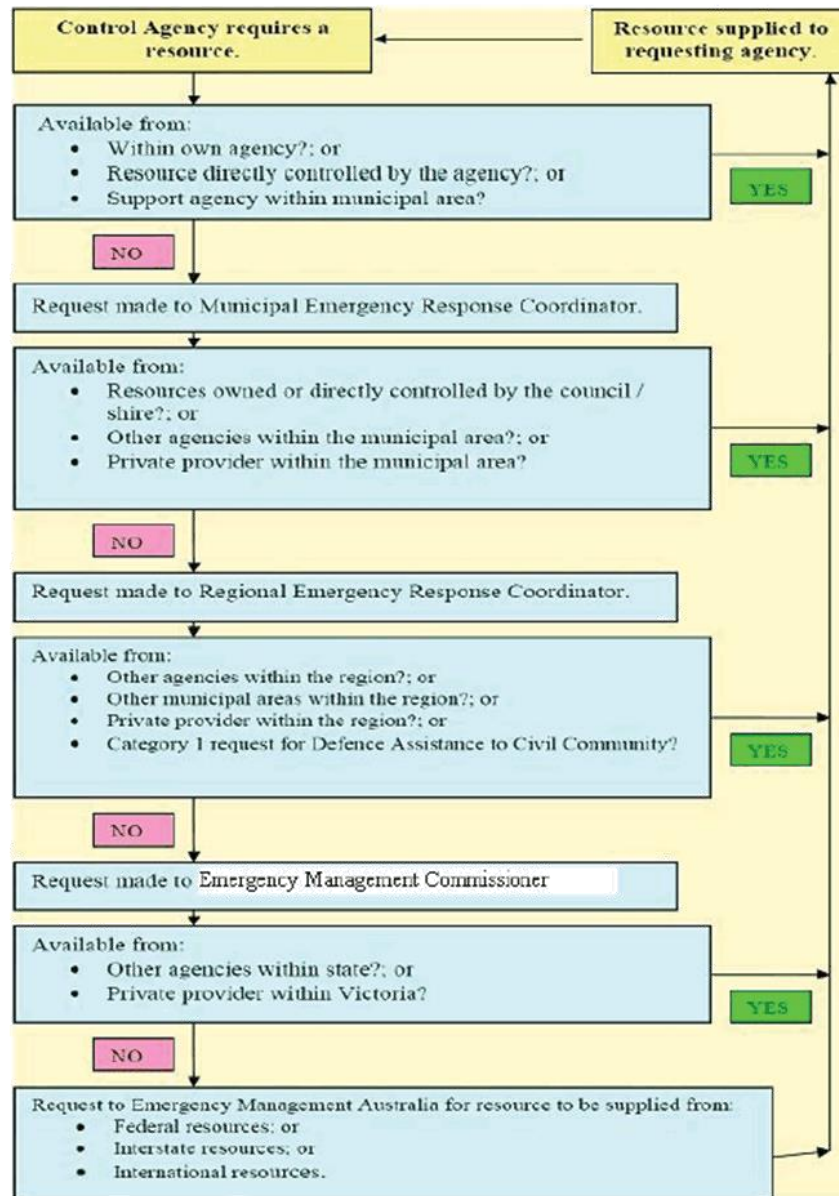


Figure 3.2: Flow Chart for Resource Supplementation

PART SEVEN**5. EVACUATION**

The Victoria Police are responsible for evacuation. The decision to evacuate rests with the Control Agency in conjunction with the Police and available expert advice. Consideration must be given to the area which is to be evacuated, the route to be followed, the means of transport and the location to which evacuees will be asked to attend.

Once the decision to evacuate has been made Council's MERO should be contacted to assist in the implementation of the evacuation. Council will provide advice regarding the most suitable Emergency Relief Centre and other resources that may be required (e.g. Public Health, Emergency Relief considerations or requirements and special needs groups).

Assistance in an evacuation may be provided by the following:-

- VICSES
- Australian Red Cross
- Ambulance Service Victoria
- Bus Proprietors
- Municipality
- VicRoads
- Service Clubs

Warning Systems

The method of alerting people to the need for evacuation will depend on a number of factors. Consideration should be given to:

- The type of emergency
- The number of people affected
- The ethnic origins of the affected people

6. OTHER FUNCTIONAL AREAS**Communications**

The Victoria Police is delegated the responsibility for communications. This is in accordance with Part 7, page 7.5 of the Emergency Management Manual Victoria which identifies that the Victoria Police are the primary support agency for communications.

Aim

To ensure essential communications when requested.

PART SEVEN

General

All agencies having a role in these arrangements are responsible for the provision of their own communications systems during emergencies. Any agency requiring communications will put their request to the Municipal Emergency Response Co-ordinator.

Telephone Communications

The Telstra line network will be the initial and primary means of communication in the event of an emergency, when it is available, and should be utilised to capacity where possible. When identifying locations for use as ECCs, Assembly Areas and Emergency Relief Centres, consideration should be given to the communications facilities already in place at that location.

Additional telephones can be provided by Telstra, upon request to the Municipal Emergency Response Co-ordinator. All costs related to such installations, are the responsibility of the requesting organisation.

Communications Resources

The following organisations have communications facilities and resources which may be available in an emergency: (See part 8 for contact details).

- **Country Fire Authority**
- **Department of Environment, Land, Water and Planning**
- **Goulburn Murray Water**
- **Lower Murray Water**
- **Ambulance Victoria**
- **Powercor**
- **Swan Hill Rural City Council**
- **Telstra**
- **Victoria Police**
- **VicRoads**
- **VICSES**

7. HEALTH AND MEDICAL

The Swan Hill Rural City Council is responsible for planning for health protection within its boundaries. The **Health Co-ordinator** has been delegated the responsibility for leading the planning process for health protection.

The Swan Hill Rural City Council has developed a Municipal Public Health Plan and a Municipal Pandemic Plan as part of the health protection strategy.

The **Health Co-ordinator** is responsible for all public health matters in the Municipality. The Environmental Health responsibilities in emergencies include:

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- Advice on water supply
- Ensuring hygienic food handling - safe production, storage and distribution
- Supply of sanitary and hygienic accommodation when required
- Refuse removal
- Pest control
- Control of infectious diseases (immunisation)
- Disposal of dead animals

Health facilities within the municipality have a responsibility to develop their own emergency plans to ensure the well being of their patients/clients, and should during development consult with the MEMPC to ensure that their individual plans are compatible with the MEMPlan arrangements.

The State Health Emergency Response Plan (SHERP) provides the supporting framework for the response to the health and medical issues that may arise during an emergency event. SHERP adopts an “all hazards” approach and applies in any emergency including mass gatherings and public events and from small complex incidents to major ones requiring a coordination and management framework, such as:

- mass casualty incidents
- complex trauma emergencies
- chemical, biological or radiological incidents
- food and drinking water contamination involving health impacts
- human illness epidemic
- natural disasters
- essential services disruption.

The arrangements in SHERP are designed to operate at all levels of an emergency that is at state, regional, and local / municipal. The incident management system within the SHERP details the appointment of a Health Commander for all emergencies where there is a health and/or medical requirement. The Health Commander will be a senior ambulance manager from Ambulance Victoria.

For more details see the State Health Emergency Response Plan.

8. TRANSPORT AND ENGINEERING

The **MERO** of the Swan Hill Rural City Council is responsible for transport and engineering matters.

Aim

The purpose of these arrangements is to identify available transport and Engineering resources within the Municipality. This will include specialist and technical advice and deployment of those resources.

PART SEVEN**Requesting Procedure**

All requests for transport and Engineering resources should be directed to the Municipal Emergency Response Co-ordinator who will request them through the MERO. Municipal resources should be used in the first instance, prior to engaging Private Contractors.

Management of Resources

Responsibility for the management of resources shall rest with the MERO. The MERO is responsible for maintaining a resource database and contact details.

9. IMPACT ASSESSMENTS**Impact Assessments**

There are three types of emergency impact assessments, each undertaken at a different stage – initial, secondary and post emergency.

The Initial impact assessment sources information for the provision of early relief and recovery, whereas secondary and post assessments inform recovery and prevention activities.

Initial Impact Assessment

The intent of the Initial impact assessment process is to capture, during the initial 48 hours of an emergency the nature and scale of the impact on; people, community, infrastructure, economic, natural and built environments.

The control agency has the overall responsibility for the instigation and management of the Initial impact assessment process.

Secondary Impact Assessment

This builds on the observational information gathered through the Initial Impact Assessment and provides an additional layer of analysis and evaluation, it is more detailed and the information supports understanding of the type and level of assistance needed by affected communities.

Responsibility for the management of Secondary Impact Assessment rests with the Recovery Coordinator.

Post Impact (Loss) Assessment

This builds on the Initial and Secondary Impact Assessments and aims to estimate the cost of destroyed assets, the changes in the “flows” of an affected economy caused by the destruction of assets, and any changes in the performance of an affected economy. This process informs the medium to longer- term recovery process, and guides planning that focus on building structures and designing environments that enhance community resilience and assists in mitigating the impact of future emergencies.

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Accountability for the Post Impact assessment rests with the State Recovery Coordinator.

Refer to the Emergency Management Manual Victoria page 3-15 section 3.5.9, and Appendix 10 page 8-50, Initial impact Assessment Guidelines.

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APPENDIX A

MAPS

Public Copies

Maps are available to download on Swan Hill Rural City Council's website www.swanhill.vic.gov.au or hard copies* are available from the following locations:

Swan Hill Business Centre

Monday to Friday

8:30am to 5pm

Email: council@swanhill.vic.gov.au

45 Splatt Street Swan Hill 3585

Phone: (03) 5036 2333

Fax: (03) 5036 2340

Robinvale Resource Centre

Monday to Friday

8:30am to 5pm

Email: council@swanhill.vic.gov.au

72 Herbert Street Robinvale 3549

Phone: (03) 5051 8000

Fax: (03) 5051 8010

*Fee charged

Emergency Response Activity

If an agency requires a map, please contact the MERO.

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APPENDIX B

MUNICIPAL EMERGENCY CO-ORDINATION CENTRE STANDARD OPERATING PROCEDURES

Copies of the standard operating procedures are available from the Swan Hill Rural City Council's MECC (Salesyard Road Swan Hill) or available from the MERO.

DISPLAN PHONE LINES

Telstra has provided two (2) DISPLAN phone lines which are located at the Karinie Street Depot, are active at all times and provide priority access.

The numbers are - Line 1 - 5032 2628
 Line 2 - 5032 3472
 Remote Access Call Control

SUB PLANS AND SPECIAL PLANS AND ARRANGEMENTS

Some special contingency plans have been developed to address recognised Municipal issues. Copies are held by various groups and agencies as listed:

MUNICIPAL FIRE MANAGEMENT PLAN:

The Municipal Fire Prevention Officer is responsible for the maintenance and amendment of this plan. The Plan is amended and re-confirmed in November each year. Copies are held by Council's MFPO and CFA Regional Headquarters and are also available from Council's website (<http://www.swanhill.vic.gov.au/about/overview/plans-and-strategies/municipal-fire-management-plan/>)

MUNICIPAL FLOOD EMERGENCY PLAN:

A Flood Response Plan for the Municipality has been prepared with the aim of providing a framework for the prevention of, response to, and recovery from any flood emergency within the Rural City of Swan Hill. Flood Sub Committee members hold copies of these plans, and are available on VICSES website (www.ses.vic.gov.au) and Council's website (www.swanhill.vic.gov.au)

HEATWAVE RESPONSE SUB-PLAN

The Heatwave Response sub-plan has been developed as part of Council's Emergency Management plans. The aim of the Sub-Plan is to prepare for, and respond to, the occurrence of a heatwave in Swan Hill Rural City Council and, by doing so, reduce the impact on the community and particularly those deemed more vulnerable to heatwave events.

The Public Health and Regulatory Services Coordinator is responsible for the maintenance and amendment of this plan. The plan is reviewed annually. Copies are available for download on Council's website (www.swanhill.vic.gov.au).

INFLUENZA PANDEMIC PLAN

Council, as part of its emergency management planning, has put into place an Influenza Pandemic Plan. Whilst the likelihood of an influenza pandemic is low, the effects on the organisation in such an event could be devastating.

The Public Health and Regulatory Services Coordinator is responsible for the maintenance and amendment of this plan. The plan is reviewed annually. Copies are available from the Public Health Department of the Swan Hill Rural City Council.

HAZARDOUS MATERIALS SUB-PLAN

The Hazardous Materials sub-plan has been developed as part of Council's Emergency Management plans. The aim of the sub-plan is to consider the threats of hazardous materials incidents occurring at specific facilities or on roads within the municipality. The plan with the addition of the Community Level Facility Plans Annexe looks to build awareness of hazmat risks and how to prepare, respond and become more resilient to a hazmat incident. Vulnerable Facilities that may be affected by a hazmat incident have been mapped and planning around management of these has been considered.

The plan is reviewed annually or following a significant incident. Copies are available for download on Council's website (www.swanhill.vic.gov.au).

EMERGENCY RELIEF CENTRES GUIDELINES

Under the State Emergency Management Arrangements, Emergency Relief Centres at the State and Regional levels are the responsibility of the Department Human Services. However, at the local level, responsibility is vested in Local Government. The guidelines below are hints for carrying out the task of setting up and running Relief Centres but will never substitute for common sense.

It is appreciated that we do not live in a perfect world and that many of the facilities suggested below will not be available at certain relief centres. The guidelines that follow refer to an ideal situation and we should attempt to achieve as many of them as possible. It must also be understood that the location of Emergency Relief Centres should be planned and contained within the Municipal Emergency Plan.

Location

- Safe from threat. That is why there needs to be a plan for alternative centres.
- Planned evacuation routes should the threat change.
- Adequate facilities (see below).
- Adequate parking and access. The possibility of evacuees being disabled or frail, need to be taken into account.
- Available for the perceived duration of the emergency.
- In accordance with Municipal Planning.
- Publicised. There is no point in having a Relief Centre if the people the Centre is designed to cater for are not aware of its location. In similar vein, the Emergency Services need the location both to advise evacuees and to deal with enquiries.

Management

- A municipal person in charge, present at all times and be identifiable. We have a responsibility to manage and to do that we have to be there.
- Necessary Relief Centre personnel rostered immediately.
- Ongoing contact with liaison personnel from other organizations.
- Records of significant events.
- Records of all matters involving expenditure.
- Planned system for providing information to the public and other agencies.
- Security of people and possessions.
- Advice/guidance can be sought from the Department Human Services Regional Staff.

Other Organisations

Members of many organisations might be present in an Emergency Relief Centre, and some of those are:

- | | |
|-------------------------------|------------------------|
| • The Municipality | Ambulance Services |
| • Red Cross | Community Groups |
| • Salvation Army | Insurance Industry |
| • Community Services Victoria | Legal Representatives. |

Facilities

- Separate reception and registration area. The general 'living area' of an Emergency Relief Centre is normally quite noisy and it is beneficial if registration and other functions can be carried out in a separate area.
- Separate areas for particular groups. For example, play area for children.
- Tables and chairs for all Centre function personnel (registration etc).
- Telephones for Centre personnel.
- Telephones for evacuees.
- Toilets. Cater for disabled persons if possible.
- Personal hygiene facilities. It is unrealistic to expect a Centre of this nature to provide showers and/or baths, but there should be some facilities for people to at least have a wash.
- Eating facilities. Food would normally be prepared elsewhere, but there should be somewhere for evacuees to eat in reasonable comfort.
- Notice Board. Keep everyone up to date with the latest information and they will be far more comfortable than if they were kept in the dark.
- Large TV.
- Tea and coffee making.
- Rudimentary sleeping (mattresses etc.).
- Storeroom. Considerable quantities of relief material, clothes etc., could find their way to the Centre. It is important to deal with them correctly.
- First Aid.

EMERGENCY RELIEF CENTRES

The following emergency relief centres have been assessed and found to be potentially suitable for use in times of an emergency. Careful consideration must be given to the prevailing circumstances and the number of people needing assistance when selecting a site or sites.

Map references relate to the locations as per the Region 18 Directory 1994 Edition.

SWAN HILL	Swan Hill Racecourse and Basketball Stadium (Priority 1) Swan Hill Showgrounds / Leisure Centre (Priority 2) Ken Harrison Reserve Complex (Priority 3)
ROBINVALE	Robinvale Community Centre (Priority 1) Riverside Park / Leisure Centre (Priority 2)
LAKE BOGA	Lake Boga Community Centre
NYAH/NYAH WEST	Nyah Community Centre
MANANGATANG	Manangatang Community Centre

GLOSSARY OF TERMS

ACTION	The executive command to mount an operation whereby all required personnel are called to their posts.
AFFECTED AREA	An affected area for the purposes of managing response and recovery is the entire geographic area affected in any significant way by an emergency.
AGENCY	Means a Government agency or a non-Government agency.
ALERT	That period when the Regional or Local Emergency Response Co-ordinator, or the Chief Officer of a control agency, believes an emergency may occur and requires all, or designated, functional services specified in Emergency Response to increase their level of preparedness to cope with the emergency.
ASSEMBLY AREA	A designated location used for the assembly of control or support personnel.
CIVIL DEFENCE	The term Civil Defence means the performance of humanitarian tasks intended to protect the civil population of Victoria against the dangers of and to help it recover from, the immediate effects of a war-like act.
CO-ORDINATION	<p>The bringing together of agencies and elements to ensure effective response to emergencies and is primarily concerned with the systematic acquisition and application of resources (agency, manpower and equipment) in accordance with the requirements imposed by the emergency or emergencies.</p> <p>Co-ordination relates primarily to resources and operates;</p> <ul style="list-style-type: none"> • Vertically, within an agency, as a function of the authority to command, • Horizontally, across agencies as a function of the authority to control.
CO-ORDINATOR	At regional level, a Police Officer appointed by the Emergency Management Commissioner as Divisional/Deputy Divisional Emergency Response Co-ordinator. At local level, it shall be the Officer in Charge of the Police Station or the senior member of the Police Force at the scene of the emergency who shall act as the Emergency Response Co-ordinator.

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CONTROL AGENCY	The agency identified in Emergency Response which is primarily responsible for responding to a specified emergency.
COMMAND	The direction of members and resources of an agency in the performance of the 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	The overall direction of response activities in an emergency situation. Authority for control is established in legislation or in an emergency response plan, and causes with it the responsibility for tasking and co-ordinating other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies.
CONTROLLER (VICSES)	The person appointed to manage and administer a local volunteer Unit of the Victoria State Emergency Service (VICSES)
COUNSELLING	The provision of psychological support and advice to persons affected by an emergency.
REGIONAL EMERGENCY RESPONSE PLANNING COMMITTEE	The committee which at regional level is responsible for the formation and maintenance of a Regional Plan. The Chairman being the Regional Emergency Response Co-ordinator or, in his absence, the Regional Emergency Management Inspector.

APPENDIX E

EMERGENCY RESPONSE COMMITTEE	The emergency response planning committee ensuring the Co-ordinated response to emergencies by all agencies having roles and responsibilities under Emergency Response.
EMERGENCY RESPONSE COMMITTEE	The emergency response planning committee ensuring the Co-ordinated response to emergencies by all agencies having roles and responsibilities under Emergency Response.
EMERGENCY	<p>Emergency means an emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage any property in Victoria, including, without limiting the generality of the foregoing;</p> <ul style="list-style-type: none"> • an earthquake, flood, windstorm or other natural event; and • a fire; and • an explosion; and • a road accident or any other accident; and • a plague or an epidemic; and • a warlike act, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; and • a hi-jack, siege or riot.
EMERGENCY AREA	Means an emergency area declared under Section 36A of the Emergency Management Act.
EMERGENCY CO-ORDINATION CENTRE (ECC)	The Centre established at Regional or Municipal level to co-ordinate resources and conduct operations ancillary to the control agency, during the response phase.
EMERGENCY GRANT	The provision of finance to affected persons as dictated by Government Policy, during Emergency Relief.
EMERGENCY MANAGEMENT GROUP	The group formed to assist the municipality in the performance of its Municipal Emergency Management functions.
EMERGENCY OPERATIONS CENTRE (EOC)	The centre established by each agency for the command/control function within their own agency. e.g. Police Operations Centre (POC), Fire Control Centre (FCC).
EMERGENCY RELIEF	Relief is the provision of immediate life support and human needs of persons affected by, or responding to, an emergency.

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EMERGENCY RELIEF CENTRES	Centres established to provide groups of persons with any or all of the services, of the functional areas of emergency relief.
EMERGENCY RESPONSE CO-ORDINATOR	A member of Victoria Police appointed at Regional Municipal or Field Emergency Response Co-ordinator whose role is to co-ordinate the response to an emergency.
EMERGENCY SERVICES LIAISON OFFICER	An Officer designated by his agency to represent it and who is empowered to commit or to arrange the commitment of resources of the agency to the countering of emergencies, and to provide a communication link with his agency.
EMERGENCY SHELTER	Group shelter provided for affected persons in a community hall or suchlike, including "relief centres". It is provided during the emergency relief stage and is separate to temporary accommodation.
EVACUATION	The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return. The decision to evacuate rests with the control agency in conjunction with police and available expert advice.
EVACUATION CENTRE	See Assembly Area and/or Emergency Relief Centre.
FIELD EMERGENCY RESPONSE CO-ORDINATOR	Senior member of the Police Force at the scene of an emergency.
FINANCIAL ASSISTANCE	See Emergency Grant.
FUNCTIONAL AREAS	<p>The categorisation of services required for Emergency Relief for the purposes of allocating responsibility to nominated agencies. These are:</p> <ul style="list-style-type: none"> • Catering • Community Organisations • Emergency Accommodation • Emergency Grants, Counselling & Temporary Accommodation • Material Needs <p>Registration (National Registration & Inquiry System, NRIS).</p>

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GOVERNMENT AGENCY	Means- <ul style="list-style-type: none"> Any body corporate or unincorporated constituted by or under any Act for a public purpose; and Any member or officer of such a body. Any person in the service of the Crown in the right of the State of Victoria upon whom any function, power, duty or responsibility is conferred by or under the Act.
INCIDENT CONTROL POINT	The control point established by the Control Agency in proximity to the emergency and used by the incident controller for forward command/control functions.
INCIDENT CONTROLLER	An officer appointed by the control authority responsible for the resolution of an emergency. This title shall also extend to the person appointed under the provisions of Section 16 of the Emergency Management Act.
LEAD AGENCY	The agency designated to co-ordinate the provision of a functional area of emergency relief and supplementary supply.
MATERIAL NEEDS	The provision of clothing, bedding and personal requisites, during "Emergency Relief".
MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE	The Committee which, at municipal level, is responsible for the formation and maintenance of a Municipal Emergency Management Plan.
MUNICIPAL EMERGENCY RESOURCE OFFICER (MERO)	The person appointed by the Municipality responsible to council for the co-ordination of municipal owned or controlled resources in emergencies.

APPENDIX E

MUNICIPAL RECOVERY MANAGER	The person appointed by the Municipality responsible to council for the co-ordination of municipal recovery activities after emergencies.
MUNICIPALITY	The area contained within the defined boundaries for local Government responsibility of a Shire, Borough, Town or City.
NATIONAL REGISTRATION & INQUIRY SYSTEM (NRIS)	The Commonwealth/State's arrangements for the recording of emergency victims and for satisfying inquiries regarding the whereabouts of persons so affected.
NON GOVERNMENT AGENCY	Means a voluntary organisation or any person or body other than a Government agency.
PRIMARY SUPPORT AGENCY	The agency to be first considered by an Emergency Response Co-ordinator for support in an Emergency Response role.
RECOVERY	The process by which affected persons and communities are helped to recover to a proper level of functioning. It commences as soon as practicable after the impact of an emergency, and usually continues long after cessation of response activities. Refer also to the State Recovery Plan.
RECOVERY AGENCY	A recovery agency is an agency or person which assists individuals, families and communities to attain a proper level of functioning, by providing information, specialist services and resources, and may include Commonwealth, State and local government and non-government agencies.
REGION	A geographic area comprising a number of municipal districts and specific Victorian waters.
REGISTERED EMERGENCY WORKER	Means a person registered under Section 26 of the Emergency Management Act 1986.
RELIEF CENTRES	Centres established to provide groups of persons with any or all of the services, of the functional areas of Emergency Relief.

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RELIEF STAGE	The immediate post impact stage of an emergency, preceding the recovery phase. For the purposes of this Plan, the end of relief will be when "stand down" is advised by the Emergency Response Co-ordinator.
RESOURCE SUPPLEMENTATION	The provision of resources in emergencies to Response Agencies by other than their internal resource acquisition systems.
RESPONSE	The control of an emergency and the provision of emergency relief, including rescue and the needs of affected persons.
STAGING AREA	A location designated and used during emergencies for the assembly of control or support personnel prior to deployment.
STAND-DOWN	The order given by the Regional or Municipal Emergency Response Co-ordinator that allows personnel to cease operations reflecting the termination of the emergency.
STANDBY	That period normally following alert when the Regional or Municipal Emergency Response Co-ordinator, or the Chief Officer of a control agency, believes that the occurrence or the effects of the emergency, are imminent. Members of the relevant agencies are placed on "Standby", thus being ready to respond immediately.
SUPPORT AGENCY	A government or non-government agency which provides essential services, personnel, or material to support or assist a control agency or affected persons.
TEMPORARY ACCOMMODATION	Accommodation provided for individuals or families affected by an emergency. It is separate to emergency shelter. This accommodation includes caravans and suchlike, and will normally be arranged by the recovery agency. In some cases this will occur during the Response Phase.
VOLUNTEER EMERGENCY WORKER	Means a volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of the Chief Executive (however designated), or of a person acting with the authority of the Chief Executive, of an agency to which Emergency Response or the State Emergency Recovery Plan applies.

ACRONYMS AND ABBREVIATIONS

AA	Airservices Australia
ADF	Australian Defence Force
AEMI	Australian Emergency Management Institute
AEMO	Australian Energy Market Operator
AFAC	Australasian Fire and Emergency Services Authorities Council
AGCDTF	Australian Government Counter Disaster Task Force
AGD	Attorney-General's Department
AIIMS	Australian Inter-Service Incident Management System
AMSA	Australian Maritime Safety Authority
ANZEMC	Australia-New Zealand Emergency Management Committee
ARCV	Australian Red Cross Victoria
ARFF	Aviation Rescue and Firefighting (part of Airservices Australia)
ARTC	Australian Rail Track Corporation
ATSB	Australian Transport Safety Bureau
AusSAR	Australian Search and Rescue (part of AMSA)
AV	Ambulance Victoria
AVCG	Australian Volunteer CoastGuard
BOM	Bureau of Meteorology
CBR	Chemical, Biological, Radiological
CBRIE	Chemical, Biological, Radiological, Incendiary Explosive
CCP	Chief Commissioner of Police
CCoV	Coroners Court of Victoria
CERA	Community Emergency Risk Assessment
CERM	Community Emergency Risk Management
CFA	Country Fire Authority
CI	Critical Infrastructure
CMA	Catchment Management Authority
COAG	Council of Australian Governments
COMDISPLAN	Commonwealth Government Disaster Response Plan
CWA	Country Women's Association
DACC	Defence Assistance to the Civil Community
DEECD	Department of Education and Early Childhood Development
DEPI	Department of Environment and Primary Industries
DFACA	Defence Force Aid to the Civil Authorities
DFSV	Dairy Food Safety Victoria
DGEMA	Director-General Emergency Management Australia
DH	Department of Health
DHS	Department of Human Services
DOJ	Department of Justice
DPC	Department of Premier and Cabinet
DSDBI	Department of State Development, Business and Innovation
DTF	Department of Treasury and Finance
DTPLI	Department of Transport, Planning and Local Infrastructure
DVI	Disaster Victim Identification
EA	Emergency Alert System
EM	Emergency Management
EMLO	Emergency Management Liaison Officer
EMMV	Emergency Management Manual Victoria
EmRePSS	Emergency Resource Providers Support Scheme
EMS	Emergency medical service
EMT	Emergency Management Team
EOC	Emergency Operations Centre
EPA	Environment Protection Authority
ERC	Emergency Response Coordinator

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ERCC	Emergency response coordination centre
ERDO	Emergency response development officer
ESTA	Emergency Services Telecommunications Authority
FERC	Field Emergency Response Coordinator
GIS	Geospatial information system
HHS	Health and Human Services
ICA	Insurance Council of Australia
ICC	Incident Control Centre
IDRO	Insurance Disaster Response Organisation
IFMP	Integrated Fire Management Planning
IMS	Incident Management System
IMT	Incident Management Team
LSV	Life Saving Victoria
Marine EMT	Marine Emergency Management Team
MAV	Municipal Association of Victoria
MECC	Municipal Emergency Co-ordination Centre
MEMEG	Municipal Emergency Management Enhancement Group
MEMP	Municipal Emergency Management Plan (also MEMPlan)
MEMPC	Municipal Emergency Management Planning Committee
MERC	Municipal Emergency Response Coordinator
MERO	Municipal Emergency Resources Officer
MFB	Metropolitan Fire Brigade
MFESB	Metropolitan Fire & Emergency Services Board
MFPO	Municipal fire prevention officer
MRM	Municipal recovery manager
MTM	Metro Trains Melbourne
NCTP	National Counter Terrorist Plan
NDFA	Natural Disaster Financial Assistance
NDRRA	Natural Disaster Relief and Recovery Arrangements
NERAG	National Emergency Risk Assessment Guidelines
NOPSEMA	National Offshore Petroleum Safety and Environmental Management Authority
NPW	Nuclear powered warship
NRIS	National Registration & Inquiry System
OESC	Office of the Emergency Services Commissioner
POC	Police Operations Centre (D24)
PTV	Public Transport Victoria
PV	Parks Victoria
Red Cross	Australian Red Cross Victoria
RERC	Regional Emergency Response Coordinator
RERCC	Regional Emergency Response Coordination Centre
RFCV	Rural Finance Corporation of Victoria
RR	Road rescue
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SBSCS	Small Business Counselling Service
SCC	State Control Centre
SCC	State Crisis Centre
SCN	Security and Continuity Network
SCPEM	Standing Council on Police and Emergency Management
SCRC	State Crisis and Resilience Council
SEAWC	State Emergency Animal Welfare Co-ordinator
SEC	Security and Emergencies Committee (of Cabinet)
SEMC	State Emergency Mitigation Committee
SEMT	State Emergency Management Team
SESC	State Emergency Support Centre
SEWS	Standard Emergency Warning Signal
SHERP	State Health Emergency Response Plan

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TAC	Transport Accident Commission
TESS	Transport, Engineering and Services Support
TSV	Transport Safety Victoria
USAR	Urban Search and Rescue
VBA	Victorian Building Authority
VCC	Victorian Council of Churches
VEMC	Victoria Emergency Management Council
VGC	Victoria Grants Commission
VicPol	Victoria Police
VICSES	Victoria State Emergency Service
V/Line	V/Line Passenger Pty Ltd
VRCA	Victorian Regional Channels Authority
VWA	Victorian WorkCover Authority (WorkSafe)
WICEN	Wireless Institute Civil Emergency Network

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APPENDIX F

DISTRIBUTION LIST

Organisation	Unit or Location
Police	Municipal Emergency Response Co-ordinator
	Swan Hill
	Lake Boga
	Robinvale
	Nyah
	Piangil
	Manangatang
Country Fire Authority (CFA)	North West - District 18 Headquarters
	Mid-Murray CFA Group
VICSES	North West Region
Ambulance	Rural Ambulance Victoria Swan Hill
	Northern Mallee Ambulance Mildura
	St John Ambulance Swan Hill
Hospital	Swan Hill District Health
	Robinvale District Health
	Manangatang & District Hospital
Australian Red Cross	Swan Hill
	Bendigo
	Melbourne
Department Health & Human Services	Bendigo
Telstra	Mildura
Municipalities	Swan Hill Rural City Council
	Balranald Shire Council
	Wakool Shire Council
	Mildura City Council
	Gannawarra Shire Council
	Buloke Shire Council
Department of Environment, Water, Land & Planning	Swan Hill
Lower Murray Water	Swan Hill
Army Reserve	Swan Hill
VicRoads	Bendigo
Legal Repository	State Library of Victoria - Legal Deposit Librarian
	328 Swanston Street MELBOURNE VIC 3000
Australian Emergency Management Institute	601 Mount Road Mount Macedon 3441



Municipal Emergency Management Plan 2017



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The economic and social effects of emergencies including loss of life, destruction of property, and dislocation of communities are inevitable.

The Swan Hill Rural City Council Municipal Emergency Management Plan has been produced pursuant to Section 20(1) of the Emergency Management Act 1986.

This Plan addresses the prevention of, response to and recovery from emergencies within the Swan Hill Rural City Council and is the result of the co-operative efforts of the Emergency Management Planning Committee and assistance from Victoria State Emergency Service North West Regional Headquarters, and recognises the previous planning activities of the Municipal area.

[illegible]

1. Introduction

1.1 Agency & Municipal Council Endorsement

INTRODUCTION

PART ONE

1. MUNICIPAL ENDORSEMENT

This plan has been produced by and with the authority of the Swan Hill Rural City Council pursuant to Section 20(1) of the Emergency Management Act 1986.

The Swan Hill Rural City Council understands and accepts its roles and responsibilities as described in Part 4 of the Emergency Management Act 1986.

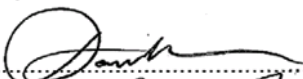
This plan is a result of the co-operative efforts of the planning committee after consultation with those agencies and organisations identified therein.

The Common Seal of the
Swan Hill Rural City Council
was hereunto affixed this

Twenty Second day of November 2010

approving and adopting this plan.

In the presence of

..... Chief Executive Officer.

..... Councillor.

..... Councillor.

November 2010

1.2 Audit Report

This Plan has been audited in accordance with the guidelines issued by the Minister for Police & Emergency Services and a report detailing the results of the audit has been forwarded to the Swan Hill Rural City Council (Council).

The Plan is required to be submitted for further audit within three years from the date on the current certificate of Audit.



1.3 Aim

The aim of this Plan is to detail the agreed arrangements for the prevention of, the response to, and the recovery from, emergencies that could occur in the Swan Hill Rural City as identified in Part 4 of the Emergency Management Act, 1986.

As custodian of the plan, Council acknowledges the linkages between it and other plans and strategies, including:

- Municipal Flood Emergency Plan
- Municipal Fire Management Plan
- Municipal Heatwave Plan
- Municipal Influenza Pandemic Plan
- CERA Risk Assessment Process

1.4 Objectives

The broad objectives of this Plan are to:

- a) Implement measures to prevent or reduce the causes or effects of emergencies.
- b) Manage arrangements for the utilisation and implementation of Municipal resources in response to emergencies.
- c) Manage support that may be provided to or from adjoining Municipalities.
- d) Assist the affected community to recover following an emergency.
- e) Complement other local, regional and state planning arrangements.
- f) Strategies to assist affected communities to recover following an emergency.
- g) Identify hazards and risk that may impact on the municipality.

1.5 Risk Assessment

The Municipal Emergency Management Planning Committee (MEMPC) has conducted a Risk Assessment of all perceived emergency hazards within the municipality.

The MEMPC has utilised the Community Emergency Risk Assessment (CERA) model (facilitated by VICSES) to identify and analyse emergency hazards in the community.

A summary of the assessment outcomes is included in Part 4.3 of this Plan.

2. Background

2.1 Context

Located on the Murray River in North West Victoria, 3.5 hours from Melbourne, the Swan Hill Rural City is one of Australia's most diverse and productive agricultural regions. The rural city of Swan Hill covers an area of approximately 6,100 square kilometers immediately adjacent to the Murray River.

2.2 Area Characteristics

2.2.1 Topography

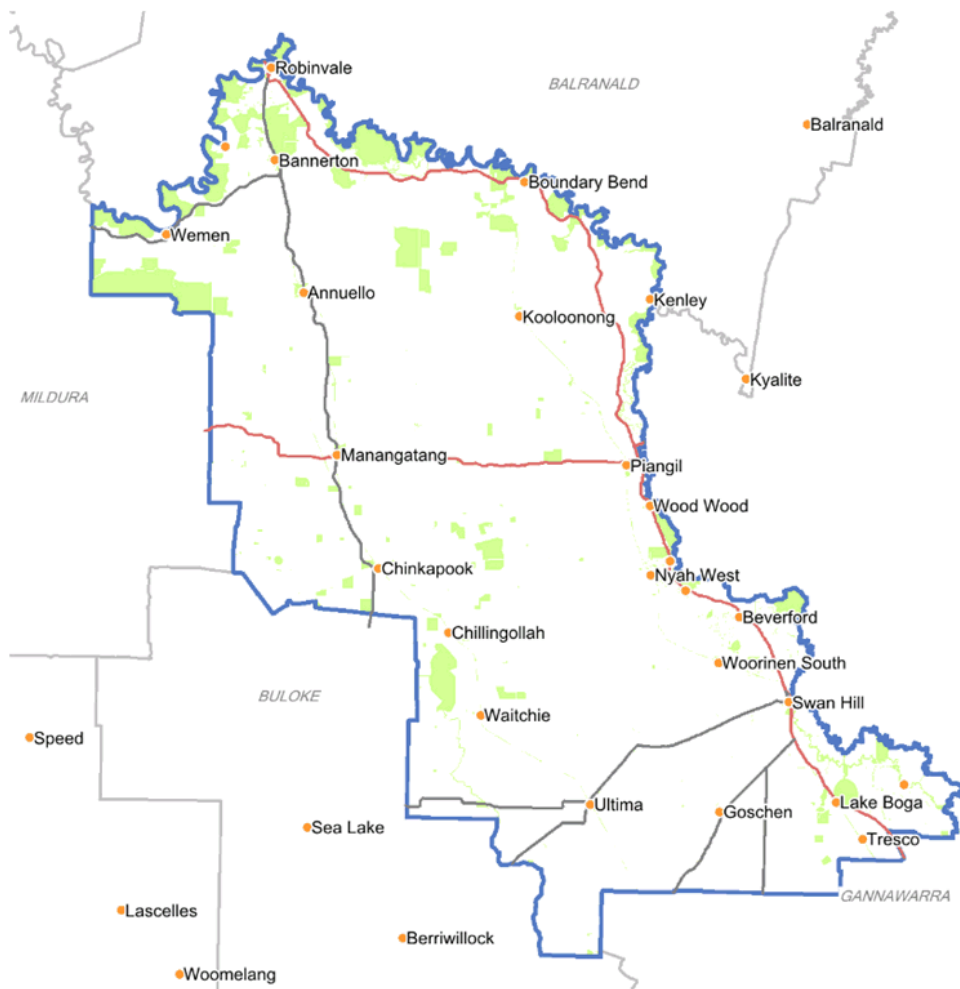
The two principal urban centres in the region are Swan Hill and Robinvale. Most of the region's remaining population is found within the irrigation districts surrounding these centres (Lake Boga, Manangatang, Nyah, Nyah West, Piangil, Woorinen South and Ultima).

- Average rainfall is relatively low being in the range of 300 mm to 350 mm, with hot summers and mild winters. Agriculture and tourism are assisted by the climate, which is warm and sunny. On most days of the year the municipality features as the area recording the highest temperature in the State. The average temperature in the winter months is 15.7 ° c and 32 ° c in the summer.
- From an industrial point of view wheat, sheep and cattle farming, dairy farming and horticulture play major roles in the local economy.
- Irrigation from the Murray River is of vital importance in that context.
- Tourism has some effect on the economy and a high standard of professional business and service organizations operate within the municipality. Not only do they service this municipality, but also neighbouring areas in both Victoria and New South Wales.
- Located within the Swan Hill region is Australia's biggest concentration of almond farms in the Southern Hemisphere.
- Located within the Swan Hill region is Australia's largest concentration of fresh stonefruit, pistachios and table grapes and after Sunrayisa, the second largest wine grape production in region in Victoria.
- The area is served by a good network of roads, with the Murray Valley Highway being the main North South link adjacent to the Murray River and the Mallee Highway being the main East West link through Manangatang and Piangil and is a major transport link between South Australia and Stuart Highway at Balranald NSW.
- The main arterial roads within the municipality are as follows:
 - The **Murray Valley Highway**, which runs North and South on the Eastern half of the Municipality. It is the major link between Robinvale and Swan Hill.
 - The **Mallee Highway** crosses the Municipality from East to West from Piangil towards Ouyen. It is part of a direct link between Adelaide and the Eastern half of New South Wales.
 - The **Sea Lake – Swan Hill Road** crosses the Southern part of the Municipality from Swan Hill to the Municipal boundary (approximately 20 kms East of Sea Lake).
 - The **Robinvale – Sea Lake Road** enters from the South (near the township of Chinkapook) and proceeds North to Robinvale.
 - The **Hattah – Robinvale Road** crosses the Northern part of the Municipality from Lake Powell (Murray Valley Highway) to Hattah (Calder Highway).
- There are also a number of rail lines through the municipality that cater for both passenger and freight (primarily seasonal grain). The only rail freight station is Swan Hill. The line provides a direct link to Melbourne via Bendigo. The other main rail line is between Robinvale and Melbourne via Bendigo. It closely follows the Robinvale – Sea Lake Road and links a number of small towns. At the present time this line is only used to ferry grain from the silos it services.
- Natural gas is installed in the Swan Hill & Robinvale townships.
- Bridges for the main Murray River crossings are located at Swan Hill, Nyah, Piangil (Tooleybuc) and Robinvale.

- There are two registered aerodromes at Swan Hill and Robinvale.
- Swan Hill municipality features two major public hospitals (Swan Hill & Robinvale District Health) and several smaller health services, including 4 aged care facilities.
- Swan Hill municipality features 26 schools (primary, secondary and pre-schools) and 5 childcare Centres.
- There are over 70 reserves, sporting grounds, parks and gardens throughout the municipality including 4 swimming pools.

Local Infrastructure that is critical to the continuity of supply of essential services (transport, fuel, power, water, sewerage, and telecommunications) in the region includes:

- LPG depots in Swan Hill
- Natural Gas depot in Swan Hill
- Fuel depots in Swan Hill and Robinvale
- Powercor Sub Stations
- Lower Murray Water treatment plants
- Sewerage Pumping Stations
- Sewerage Farms
- A number of communication towers in the municipality



Additional detailed maps are available on Council's website: www.swanhill.vic.gov.au

2.2.2 Demography

* Concentrations of population within the Rural City of Swan Hill exist primarily in Swan Hill itself, with a population of approximately 10,770 and in the rural townships of:

Beverford, Lake Boga, Manangatang, Nyah, Nyah West, Piangil, , Ultima, Wood Wood and Woorinen South.

Apart from Robinvale, which has a district population of approximately 6,000 – 8,000, the remaining townships all have population levels less than 750 people. Farming areas are more densely populated nearer to the Murray River due to the smaller irrigation holdings in those areas as opposed to the larger dry farming holdings away from the river.

** Of the total population 6.5% (1350) are aged 0-4 years, 15.0% (3085) aged 5-14 years, 12.7% (2,629) 15-24 years, 39.0% (8,078) 25-54 years, 11.1% (2,282) aged 55-64 years, and 15.5% (3,208) aged 65 years and over, making the median age of persons 46 years. The Shire's birth rate was 125 babies per annum.

The people of the municipality are largely English speaking Caucasian. However, there are also significant numbers of Aboriginal, Pacific Islanders, African, Asian and Italian people living in the areas near to the Murray River. 8.3% of the population speaks a language other than English at home.

Emergency Services should be aware of the potential difficulty in communicating with some of these groups.

Cohorts	Population	Swan Hill
Non-Indigenous	18,493	90.43%
Aboriginal	823	4.02%
Torres Strait Islander	35	0.17%
Both Aboriginal and Torres Strait Islander	27	0.13%
Not stated	1,071	5.25%
***Total	20,449	100%

* Australian Bureau of Statistics 2011

** Swan Hill Rural City Council Heatwave Sub-Plan 2012

*** The total number of people usually resident in Swan Hill on Census Night 2011 was 20,449.

2.2.3 Vulnerable Persons (Community Organisations & Facilities)

Vulnerable People in an Emergency (as assessed by funded agencies supplying services)

A list of vulnerable people in an emergency is available on the State Vulnerable Persons Register. This list is directly available to Police, Department of Health & Human Services (DHHS) and identified municipal staff and is validated every six months by the responsible agency. The list is maintained by the funded agencies responsible for supplying services and assessing their clients' vulnerability against the DHHS adopted Vulnerable Persons Guidelines.

The Vulnerable persons register is accessible to authorised persons via Crisisworks under the vulnerable persons tab (<https://Swanhill.mecccentral.com/mecc/public>).

The status and accuracy of the Vulnerable Persons Register is monitored by Councils Vulnerable Persons Register administrator on a regular basis and issues identified are brought to the responsible agency for attention and appropriate action.

A list of agencies that have a responsibility for vulnerable persons is maintained and available from the Municipal Recovery Manager (MRM). This list contains contact details of the agency/organisation working with vulnerable individuals and facilities of where vulnerable persons are likely to be situated.

2.2.4 Municipal Location Maps

A set of maps detailing the area covered by this plan can be found in Appendix C.

2.2.5 History of Emergencies

Over the years the municipality has experienced a relatively low number of emergencies of consequence. Those with the most widespread impact have been either wind/hail storms or flood. That impact has primarily involved property damage and not loss of life.

Since the Second World War "major flood levels" have been experienced in the region in the following years:-

1956, 1973, 1974, 1975, 1981, 1983, 1989, 1993, 2011

Generally, stock and crop losses were experienced, but minimal threats to residences and human life.

- March 2008 - A chemical spill caused a fire in a production shed at a local factory
- January 2014 - Pental Island fire
- December 2016 – Parsons Road Swan Hill fire
- December 2016 – Ultima fire

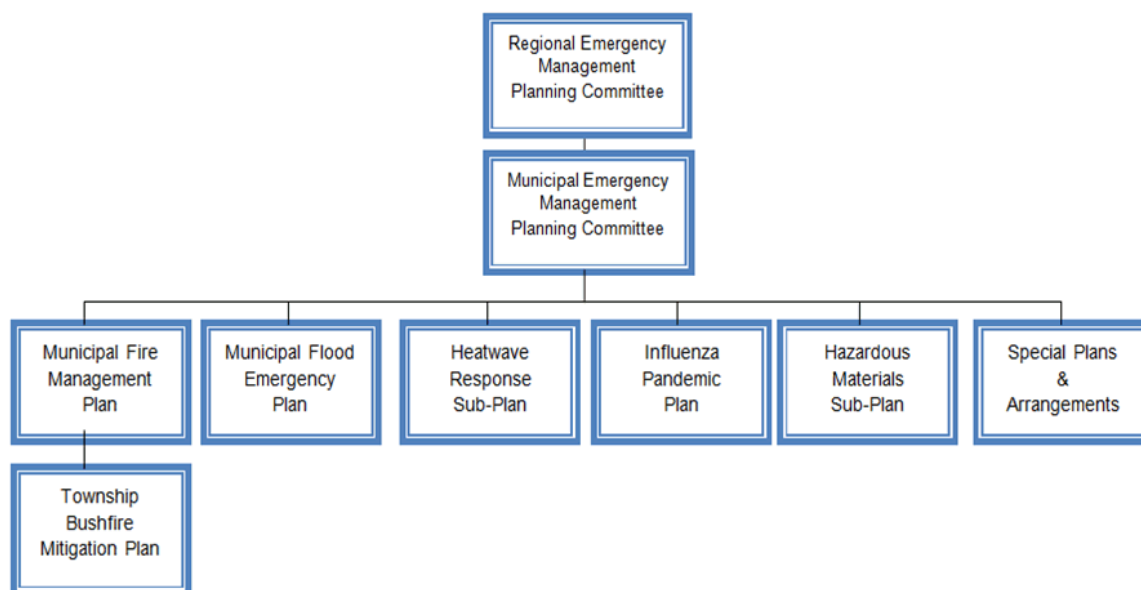
3. Planning Arrangements

3.1 Planning Structures & Responsibilities

3.1.1 Municipal Emergency Management Planning Committee

This Committee is formed pursuant to Section 21 (3) & (4) of the Emergency Management Act 1986, to formulate a plan for the Council's consideration in relation to the prevention of, response to and the recovery from emergencies within the Swan Hill municipality.

Role	
Chairperson	Councillor
Municipal Emergency Resource Officer	Works Manager
Deputy Emergency Resource Officer	Technical Officers – Works
Municipal Recovery Manager	Economic & Community Development Manager
Deputy Municipal Recovery Manager	Community Care Services (CCS) Manager
Deputy Municipal Recovery Manager	CCS Assessment Team Leader
MEMPC Executive Officer	Engineering Administrative Officer
Municipal Emergency Response Coordinator	Officer in Charge (OIC) Swan Hill Victoria Police
Ambulance Representative	Ambulance Victoria
Regional VICSES Rep	Regional Officer Emergency Management
Local VICSES	Swan Hill Unit Controller
Fire Service	CFA Group Officer - Mid Murray Group
CFA Regional Representative	Operations Manager



Functional area representatives and others with special expertise, though not permanent members, may be seconded to the Committee from time to time.

Telstra	Health and Medical	Australia Red Cross
Lower Murray Water	Grampians Wimmera Mallee Water	Goulburn Murray Water
Powercor	VicRoads	V/Line Regional Network & Access
VicTrack	Army Reserve	Media
VCC Emergencies Ministry		

The Municipal Emergency Management Planning Committee during the development of the Plan has received information and advice from representatives of the following agencies and organisations:

Ambulance Victoria	Australian Red Cross	Country Fire Authority
Department Environment, Land, Water and Planning	Department of Health & Human Services	VICSES
Centrelink	Environment Protection Authority	Goulburn Murray Water
Kleenheat Gas	Lower Murray Water	Powercor
Salvation Army	Swan Hill Ministers Fraternal	Swan Hill Rural City Council
Telstra	Victorian Education Department	Victoria Police
VicRoads		

3.1.2 Emergency Management Functions

Council accepts responsibility for management of municipal resources and the co-ordination of community support to counter the effects of an emergency during both the response to and recovery from emergencies. This includes the management of:

- a) The provision of emergency relief to persons affected by or responding to an emergency
- b) Municipal assistance to agencies during the response to and recovery from emergencies
- c) Recovery activities within the municipality, in consultation with the Department of Health & Human Services.

In order to carry out these management functions, the Council will form a Municipal Emergency Coordination Group (MECG). This group will consist of:

- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Chief Executive Officer
- Municipal Emergency Response Coordinator
- Others co-opted as required

The MECG or part thereof will convene when the scale of the emergency dictates the requirement for the provision of any of the functions outlined above. Members of the MECG will liaise to determine what level of activation is required.

The specific responsibilities of the MERO and the MRM are detailed below. Refer to the Emergency Management Manual Victoria (Part 6 Appendix 3) for a full list of responsibilities.

3.1.3 Municipal Emergency Resource Officer (MERO)

Council has appointed the **Works Manager** to fulfill the function of Municipal Emergency Resource Officer pursuant to Section 21(1) of the Emergency Management Act. Council has appointed **Technical Officers (Works)** as Deputy MERO's.

Responsibilities:

1. To be responsible for the co-ordination of municipal resources in responding to emergencies.
2. To establish and maintain an effective infrastructure of personnel whereby municipal resources can be accessed on a 24 hour basis.
3. To establish and maintain effective liaison with agencies within or servicing the municipal district and the MRM.
4. To maintain the Municipal Operations Centre (MOC) at a level of preparedness to ensure prompt activation when necessary.
5. To facilitate the arrangement of a post emergency debrief as requested by the Municipal Emergency Response Coordinator.
6. To ensure procedures and systems are in place to monitor and record all expenditure by the municipality in relation to emergencies.

Municipal Authority

The MERO is responsible for the co-ordination of municipal resources in responding to emergencies, and has full delegated powers to deploy and manage Council's resources during emergencies.

A current computerised database of municipal resources is maintained and regularly updated by the **Works Manager** (MERO) and is accessible 24 hours a day. Maintenance is ongoing, with a complete check every 12 months.

Resource Database

The municipality has a database of all assets and resources which can be utilised in an emergency and can be accessed by contacting the MERO. The database is located in Council's record system.

3.1.4 Municipal Emergency Recovery Manager (MRM)

Council has appointed the **Economic & Community Development Manager** to fulfill the function of Municipal Recovery Manager (MRM) pursuant to Section 21(1) of the Emergency Management Act. Council has appointed the **Community Care Services Service Provision Team Leader** and the **Community Care Services Assessment Team Leader** as the Deputy MRM's.

Responsibilities:

1. Co-ordinate municipal and community resources within the Municipality during recovery.
2. Immediately following an emergency assist with:
 - a) The collation and evaluation of information gathered in the post impact assessment.
 - b) The establishment of priorities for the restoration of community services and needs.
3. The MRM is to liaise with the appointed MERO for the best use of municipal resources to enable the recovery by individuals or the community from the effects of an emergency.
4. Establish an Information and Recovery Co-ordination Centre (as distinct from MOC) to be located at the Municipal Offices or a location appropriate to the emergency that has occurred.
5. Liaise, consult and negotiate on behalf of the affected area with recovery agencies and the municipality.
6. Liaise with the Regional Recovery Management Committee or Department of Health & Human Services.
7. Undertake specific recovery activities as determined by the municipality.
The MRM may delegate duties to provide for effective management of the recovery functions.

3.1.5 Municipal Emergency Management Executive Officer

Council has appointed the **Engineering Administrative Officer** to fulfil the function of Municipal Emergency Management Executive Officer.

Responsibilities: The role of the Executive Officer is to manage the process of the MEMPC meetings. This includes, but is not limited to:

1. Proposing meeting dates to the Chair
2. Sending out invitations/reminders to the Committee
3. Preparing Agendas
4. Arranging Minute taking at meetings.
5. Following up action items to ensure those made responsible have actioned them.
6. Act as the Plan caretaker and custodian of the planning process.
7. Actioning planning amendments identified during the planning process and Committee meetings.
8. Managing the process of Plan amendment distribution.
9. Confirming regular updates of contact lists and other sections of the Plan
10. Recording outcomes of the Risk Management process and subsequent reviews.

Other MEMPC duties as determined by the Committee/Council.

3.1.6 Municipal Fire Prevention Officer

Council has appointed the **Senior Authorised Officer** to fulfill the function of Municipal Fire Prevention Officer, as required by the Country Fire Authority Act 1958.

Responsibilities: The role of the MFPO is to:

1. Manage the Municipal Fire Prevention Committee (MFPC) as Chairperson and Executive Officer
2. Undertake and regularly review Council's fire prevention planning and plans (together with the MFPC)
3. Liaise with Fire Services, Brigades, other Authorities and Councils regarding fire prevention planning and implementation
4. Advise and assist the Municipal Emergency Management Planning Committee on Fire Prevention and related matters
5. Ensure the MEMPlan contains reference to the Municipal Fire Prevention Plan
6. Report to Council on fire prevention and related matters
7. Carry out statutory tasks related to fire prevention notices and infringement notices
8. Investigate and act on complaints regarding potential fire hazards
9. Advise, assist and make recommendations to the general public on fire prevention and related matters
10. Issue Permits to Burn (under Section 38 of the Country Fire Authority Act 195) and
11. Facilitate community fire safety education programs and support Community Fireguard groups in fire prone areas.

3.2 Audit Requirements & Process

3.2.1 Frequency of Meetings

The MEMPC will meet on at least four occasions each year. As a minimum, dates of these meetings will be:

- The first Friday of March, June, September and December (unless alternative dates are agreed upon)
- Meetings to start at 10 a.m.

Functional Services representatives (see MEMPC Contact List) will attend meetings with a view to the following:

- a) Reviewing the emergency events (if any) of the previous six months with regard to their particular areas of involvement.
- b) Providing any relevant advice to the MEMPC.
- c) Updating Contact Directory information.

Minutes of all meetings must be taken and a copy sent to the Regional Emergency Response Coordinator and the Regional Recovery Manager, Department Health & Human Services, Bendigo. Functional sub-committees, if formed, will meet at least once per year to review and amend their arrangements where necessary.

3.2.2 Plan Review

Content of this Plan is to be reviewed annually, with a provision that an out of session meeting may be called after an emergency which utilised part of this plan or when the plan has undergone a major review/change or on the identification of a new risk.

Organisations delegated with responsibilities in this Plan are required to notify the MEMPC Executive Officer of any changes of detail (e.g. contact information), as they occur. Amendments will be produced and distributed by the Executive Officer as required. Refer to Appendix A for distribution list.

3.2.3 Testing

Upon completion of development of this Plan, and thereafter on an annual basis, arrangements pertaining to this plan should be tested. This will be done in a form determined by the MEMPC. Any procedural anomalies or short falls encountered during these exercises, or ensuing operations, must be addressed and rectified at the earliest opportunity.

3.2.4 Audit

The Swan Hill Rural City Council pursuant to Section 21A of the Emergency Management Act 1986 shall submit the Municipal Emergency Management Plan to the Victoria State Emergency Service for audit. This audit will assess whether the plan complies with guidelines issued by the Coordinator in Chief. The plan will be submitted for audit at least once every three years.

3.3 Community Awareness, Public Information & Warnings

3.3.1 Warnings

It is the responsibility of the Control Agency to issue warnings to the potentially affected communities and other agencies. Council may be asked to assist with the dissemination of this information. During response, warnings and release of other public information should be authorised by the Incident Controller prior to dissemination.

3.3.2 Information Management

During emergency response activities, information is needed by all participating agencies, persons affected and the wider community. The following list summarises the principles which should be kept in mind by those responsible for managing the flow of information:

- Get information to the people who need it.
- Get the right information to the right people.
- Ensure it is consistent, timely, user-friendly, accurate, compatible and useful.

All agencies involved in the response to the incident have a responsibility to collect, analyse, and disseminate relevant information received regarding the incident, as appropriate. Further information regarding warnings and information is contained within the EMMV (Part 3).

Any information released to the public on behalf of Council, will be to educate and assist the community to prepare for emergencies.

3.3.3 Dissemination

Immediate use of the media should be made to avoid phone congestion. The public should be advised to direct calls to appropriate agencies and centres with adequate facilities, staff and knowledge to answer questions or disseminate information.

The "Standard Emergency Warning Signal" may be used to assist in the delivery of public warnings and messages for major emergencies. The use of SEWS must be authorised by the Incident Controller.

3.3.4 Methods

All methods of disseminating information should be considered including:

- Radio Stations
- Television
- Emergency Alert (Telephone based system)
- Agency Information line (i.e. Bushfire enquiry, SES information line)
- CALD group radio stations or newspapers
- Community Newsletters
- Information Centres (One Stop Shops)
- Door knocks
- Vehicle mounted Public Address Systems
- Local Community Groups
- Website: www.emergency.vic.gov.au/respond/ (web based emergency information)
- Social Media (Twitter/Facebook)

The method of alerting people to the need for evacuation will depend on a number of factors. Consideration should be given to:

- The type of emergency
- The number of people affected
- The ethnic origins of the affected people
- The requirements of special needs groups

3.3.5 Information Resources

The following systems are an essential part of these arrangements and should be utilised if and when required:

- Electronic and Social Media
- Police Media Liaison
- Literature/Brochure Information
- Print Media
- Emergency Management Victoria Warnings and Advice Duty Officer (WADO).

Information Centre

If required, a public and media information centre will be established. All public and media releases shall be issued from this Centre. Council shall appoint a Media Liaison Officer.

4. Prevention / Mitigation Arrangements

4.1 Background / Introduction

Council recognises it has a key role in prevention and mitigation activities to reduce the risk, or minimise the effects of emergencies that may occur in the area. Council's enforcement and continued reviewing of existing policies in land use, building codes and regulations, and urban planning, along with the various agencies responsible for prevention activities throughout the community, combine to ensure that all measures possible are addressed to reduce the likelihood of emergency. The Municipal Emergency Management Planning Committee also plays a role in prevention by undertaking an Community Emergency Risk Assessment (CERA) process.

4.2 Hazard / Exposure / Vulnerability

The concept of risk for natural hazards or emergencies combines an understanding of the likelihood of a hazardous event occurring with an assessment of its impact (consequences). Risk is the outcome of interactions between a specific hazard (for example bushfire) and assets or functions that are of value to the human system. The extent of the impact from this interaction will be dictated by the exposure and vulnerability of each specific asset, value or function.

The total risk may be decreased by reducing the size of any one or more of the three contributing variables, the hazard, the elements exposed and/or their vulnerability. This can be illustrated by assuming the dimension of each of the three variables represents the side of a triangle, with risk represented by the area of the triangle.

The impact of a hazardous event depends on the elements at risk, such as; population or buildings and their associated vulnerability to damage or change as a result of the event. Impacts occur once the hazard has been realised or becomes manifest.

Exposure refers to the inventory of elements in an area in which hazard events may occur. Hence, if population and economic resources were not located in (exposed to) potentially dangerous settings, no problem of disaster risk would exist. While the literature and common usage often mistakenly combine exposure and vulnerability, they are distinct.

Exposure is a necessary, but not sufficient determinant of risk. It is possible to be exposed but not vulnerable (for example by living in a floodplain but having sufficient means to modify building structure and behaviour to mitigate potential loss). However to be vulnerable to an extreme event, it is necessary to also be exposed.

Vulnerability refers to the propensity of exposed elements such as human beings, their livelihoods, and assets to suffer adverse effects when impacted by hazard events. Vulnerability is related to predisposition, susceptibilities, fragilities, weaknesses, deficiencies, or lack of capacities that favour adverse effects on the exposed elements.

Vulnerability can be seen as situation-specific, interacting with a hazard event to generate risk. Vulnerability to financial crisis, for example, does not infer vulnerability to climate change or natural hazards. It is important to note that exposure and vulnerability change over time.

A community's level of vulnerability can change suddenly and without notice. It will therefore be critical to periodically revisit the assumptions that we have made about them.

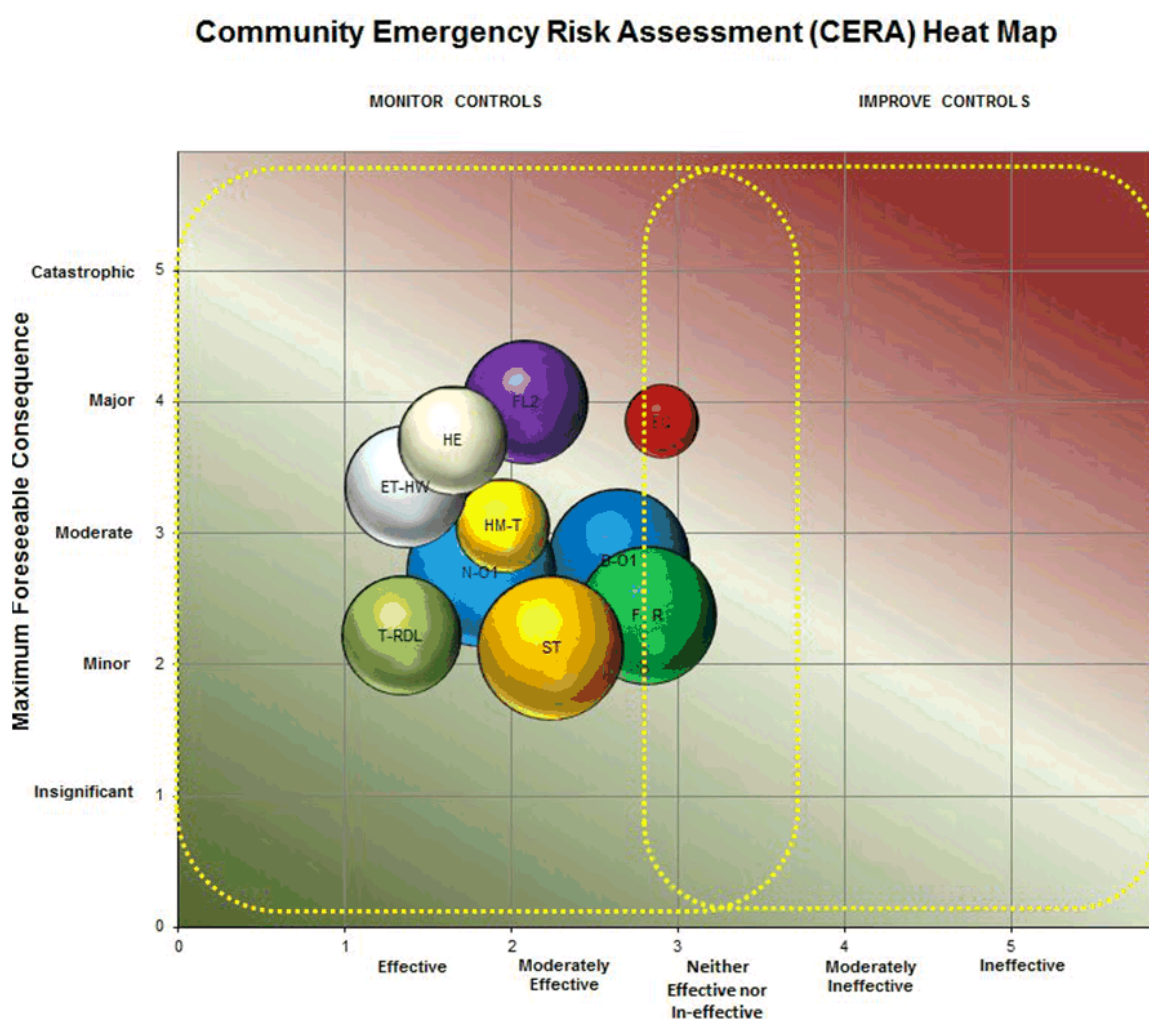
4.3 Risk Assessment Process & Results

To complement the emergency management process and as a means of minimising or eliminating risks within the municipality, the Municipal Emergency Management Planning Committee is responsible for carrying out an initial assessment and subsequent reviews to identify existing and potential risks.

The process used, titled Community Emergency Risk Assessment (CERA) and based on the ISO 31000, was facilitated by VICSES. It addressed context, community profile, and vulnerable elements, risk identification, analysis and rating, culminating with a range of suggested treatment options for each risk. The process was fully documented and the recommended treatment options were presented to Council for consideration and action.

For more detailed information on this process and its outcomes refer to the Swan Hill Rural City Council Community Emergency Risk Assessment tool held by Council in its Record Management System.

Listed below is a summary of the identified risks and their ratings.



Swan Hill Rural City Council			
10 December 2015			
Code	Risk	Ratings Confidence	Residual Risk Rating
FL2	Flood - Major	High	Medium
B-O1	Water Contamination	High	Medium
N-O1	Grass/Crop Fire	High	Medium
F- R	Fire - Residential	High	High
T-RDL	Road Transport Incident - large comm	High	Medium
HM-T	Hazardous Materials Release - in tra	High	Low
ST	Storm	High	Medium
EQ	Earthquake	High	Low
SD-E	Service Disruption - Electricity	Select	
ET-HW	Extreme Temperatures - Heatwave	High	Medium
HE	Human Epidemic / Pandemic	High	Medium
IP	Insect Pest Incursion	Select	
		Select	
		Select	
		Select	
		Select	
		Select	
		Select	
		Select	
		Select	

Note: Size of bubble reflects level of residual likelihood

4.4 Treatment Plans

Within the municipality, a number of prevention or mitigation plans have been developed. They are:

- Fire Prevention Plans
- Flood Plans
- Evacuation Plans
- Heatwave Plan
- Pandemic Plan

Details of these plans are listed in Appendix B.

4.5 Community Awareness

The ability of a community to respond to an emergency situation and in turn recover from the effects of an emergency will depend on the attitude of the people affected. Obtaining the preferred response from people during emergencies will require community education and awareness programs to be implemented for this purpose. The Council and the Municipal Emergency Management Planning Committee will support and promote appropriate prevention and awareness programs within the municipality.

4.6 Monitoring & Review

The process is subject to minor reviews annually and will undergo a major review at least once every 3 years between audits. The progress of implemented treatment options is monitored by the Municipal Emergency Management Planning Committee. The arrangements detailed in this plan are put in place to deal with the residual risk that exists after the developed treatment plans have been implemented.

5. Response Arrangements

5.1 Introduction

The purpose of this table required by the *Emergency Management Act 2013* is to identify control agencies and key support agencies for response, and it should be used as a guide by planners on what agencies need to be included in response plans. It does not list all agencies that may be involved in a particular emergency. Nor does it list all emergencies that may be encountered.

In using this table, reference should be made to the *State Emergency Response Plan (part 3 of EMMV)* which provides the general responsibilities of control and support agencies.

5.2 Control, Command & Coordination

Victoria bases its emergency response arrangements on the guidelines within the State Emergency Response Plan (Part 3 EMMV). The State Emergency Response Plan identifies Victoria's organisational arrangements for managing the response to emergencies. These guidelines are based around the management functions of control, command and coordination.

Additionally, in order to meet the objectives of emergency management in Victoria, those performing the control, command and coordination functions need to ensure:

- The consequences of the emergency are managed; and
- There is communication that meets the information needs of communities, government, agencies and business.

5.2.1 Control

The overall direction of response activities in an emergency; operating horizontally across agencies. The control function is responsible for emergency response activities and the command and coordination functions provide support to those performing the control function.

Additionally, in order to meet the objectives of Emergency Management in Victoria, those performing the control, command and coordination functions need to ensure:

- The consequences of the emergency are managed and,
- There is communication that meets the information needs of communities, government, agencies and business.

Refer to the Emergency Management Manual Victoria (Section 3) for more information including:

- Control Agency
- Controllers and Line of Control
- Principles of Control
- Control of Class 1, 2 and 3 emergencies.

The Incident Control Centres (ICC) are located at:

Level 3 – DELWP Bendigo (Cnr Midland Hwy & Taylor St Epsom)
DELWP Irymple (308-390 Koorlong Avenue Irymple)

Level 2 – SES (Rutherford Street Swan Hill)

The Regional Control Centre that is responsible for the Swan Hill municipality is situated at Valentine's Walk Bendigo VIC.

5.2.2 Command

The internal direction of personnel and resources of an agency operating vertically within an agency. Authority to command is established in legislation or by agreement within an agency.

For more information regarding Command, including:

- Chain of command,
- Principles of support agency command,
- Roles of support agency commanders, and
- Functional Command.

For further information refer to the Emergency Management Manual Victoria (Section 3).

5.2.3 Coordination

The bringing together of agencies and resources to ensure effective response to and recovery from emergencies.

The main functions of emergency response coordination are to:

- Ensure effective control has been established and maintained in response to an emergency.
- Ensure effective information sharing.
- Systematically acquire and allocate resources in accordance with the requirements imposed by emergencies.

Emergency response coordination operates throughout the management of response, including during the provision of immediate relief, and during the transition to recovery.

Emergency Response Coordination (ERC) at the municipal (incident) level is performed by a Victoria Police IERC or MERC with ERC undertaken at the regional level by the RERC.

For further information refer to the Emergency Management Manual Victoria (Section 3).

5.3 Local Response Arrangements & Responsible Agencies

Detailed below, are the agreed set of arrangements for the response to identified emergencies within the Swan Hill municipality. These arrangements have been tailored to meet local response capabilities based on:

- the agencies available within the municipality and
- agencies identified as Control Agencies (as below).

The control agency may change as the emergency progresses or clarified.

Where an emergency type is not listed or where there is uncertainty in identifying a control agency, the Emergency Management Commissioner or relevant emergency response coordinator will determine the control agency.

A Support Agency is an agency which provides essential services, personnel, or material to support or assist a control agency or affected persons. Any agency may be requested to assist in an emergency if it has skills, expertise or resources that may contribute to the management of the emergency.

Emergency (Emergency Management Act 2013)	Form of Emergency	Control Agency (agency with the primary responsibility for responding to the emergency)	Class of Major Emergency
An earthquake, flood, wind-storm or other natural event	Earthquake	VICSES	1
	Flood	VICSES	1
	Heat	EMC	2
	Storm	VICSES	1
	Landslide	VICSES	1
Fire and explosion	Aircraft	CFA	1
	Boilers & Pressure Vessels	CFA	1
	Explosion	CFA	1
	Explosive Device	Victoria Police	3
	Fire	CFA / DELWP	1
Road accident or any other accident	Building collapse	CFA / VICSES	1
	Marine (not including marine pollution)	Victoria Police	2
	Military aircraft and ships	Victoria Police	2
	Radioactive materials (including leaks and spills)	DHHS	2
	Rail and tram	Victoria Police	2
	Road	Victoria Police	2
	Aircraft – in-flight emergency	Airservices Australia	2
Plague or an epidemic or contamination	Chemical contamination or livestock or agricultural produce (agricultural or veterinary)	DEDJTR	2
	Exotic animal disease (includes bees and aquaculture)	DEDJTR	2
	Plant pest or disease	DEDJTR	2
	Vertebrate pest / plagues	DEDJTR	2
	Pollution into inland waters	CFA	1
	Pollution of inland waters	EPA	2
	Retail food contamination	DHHS	2
	Human disease	DHHS	2
	Blue-green algae	DELWP	2
	A warlike act or act of terrorism, hijack, siege or riot	Victoria Police	
	Other threats against persons, property or	Victoria Police	3

Emergency (Emergency Management Act 2013)	Form of Emergency	Control Agency (agency with the primary responsibility for responding to the emergency)	Class of Major Emergency
	environment.		
A disruption to essential service	Food supply, critical infrastructure damage or disruption.	Victoria Police	
	Electricity	DELWP	2
	Natural gas	DELWP	2
	Petroleum and liquid fuels	DELWP	2
	Roads/bridges/tunnels	VicRoads	2
	Water and sewerage	DELWP	2
Rescue	Building, structure	CFA/VICSES	1
<i>(note – not listed in the EM Act 2013 and potentially a support service)</i>	Cave	Victoria Police	2
	Land	Victoria Police	2
	Lift, crane, scaffolding or amusement structure	CFA	1
	Mine / quarry	Victoria Police	2
	Rail, aircraft and industrial	CFA/VICSES	1
	Road	CFA/VICSES	1
	Trench or tunnel	CFA	1
	Water	Victoria Police	2
Search	Land	Victoria Police	2
<i>(as above)</i>	Water	Victoria Police/AMSA	2
	Overdue aircraft	AMSA	2

As @ September 2017

In addition to the list of control agencies, there are a range of functional support services for response. All agencies listed in the EMMV (part 7) may potentially be support agencies in the event of an emergency, where they have the skills, expertise or resources to contribute to the management of an emergency.

Support Services for Response

Functional Support Area	Lead Agency (State)	Lead Agency (Local)
Agriculture	DEDJTR	Statewide Agency Coordinator (SAC)
Animal Welfare (livestock and companion animals)	DEDJTR	SAC
Animal Welfare (wildlife)	DELWP	District Duty Officer
Ambulance / first aid	AV	AV
Business and industry	DEDJTR	Regional Agency Coordinator
Coronial services	Coroner's Court of Victoria	Coroner's Court of Victoria
Courts, corrections and consumer affairs	DOJ	Swan Hill Justice Centre
Deceased person identification	Victoria Police	Victoria Police
Earth resources (mines)	DEDJTR	RAC
Education	DEECD	
Emergency services telecommunications	ESTA	ESTA
Energy (including electricity, gas and liquid fuels)	DELWP	DELWP
Environmental impact (air, land and water quality)	EPA	EPA
Health and human services	DHHS	DHHS
Health command	AV	Ambulance Victoria
Local government	SHRCC	SHRCC
Media / communications	EMV	Incident Control
Public land	DELWP	District Duty Officer contact
Public transport	PTV	Swan Hill Bus Lines
Responder agencies	CFA, , DELWP, VICSES, VICPOL	CFA, DELWP, VICSES, VICPOL
Roads	VicRoads	Council, VicRoads, DELWP
Spatial data	DELWP	Council
Specific facilities (including secure facilities)	Owner or manager	Owner Manager
State Government	DPC	DPC
Telecommunications	DEDJTR	RAC
Tourism	DEDJTR	RAC
Transport (including airports and ports)		RAC
Water and sewerage	DELWP	Lower Murray Water, Goulburn Murray Water
Weather	BOM	BOM
Worksafe	Victorian WorkSafe Authority	Worksafe

5.4 Municipal Operations Centre (MOC)

Municipal Emergency Response Arrangements

An Operations Centre is established by an agency for the command/control functions within its own agency. Council may establish a Municipal Operations Centre, if necessary, to control its own resources in an emergency at the most appropriate location available at the time.

5.5 Financial Considerations

Financial accounting for municipal resources utilised in emergencies must be authorised by the MERO or the MRM and shall be in accordance with the normal financial arrangements of Council.

Control 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.

Council 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.

Compensation of Emergency Volunteer Workers

Compensation for all emergency workers is laid down in Part 8, Appendix 7 of the Emergency Management Manual Victoria and also in Part 6 of the Emergency Management Act 1986. This includes both registered and emergency volunteer workers. It is the responsibility of the organisation utilising the emergency volunteer workers to ensure that all of the emergency volunteer workers are registered.

5.6 Impact Assessments

The Emergency Management Commissioner is responsible for collecting and reporting information on the impact of emergencies in order to inform priorities in consequence management and the provision of relief and recovery services.

There are three stages of the impact assessment process:

1. Initial impact assessment is a high level assessment conducted as soon as possible after the impact of the emergency and is managed by the Incident Controller during the emergency response.
2. Secondary impact assessment is the subsequent assessment of the impact of the emergency on the natural, built, social, economic and agricultural environments and is managed by local government/recovery coordinator.
3. Post emergency needs assessment is a longer, more thorough estimate of the effects and consequences of the emergency on the health and wellbeing of the community, property, the economy and the environment. This is undertaken by relief and recovery coordinators/managers.

Further information is available at <http://cop.em.vic.gov.au> (IMT Tool Box under library tab, log in required).

5.7 Neighbourhood Safer Places (places of last resort)

Are locations of last resort and are intended to provide sanctuary for people from the immediate life threatening effects of a bushfire. They are places or buildings designated and signposted by the Municipal Council, and that meet guidelines issued by the Country Fire Authority.

Neighbourhood Safer Places within the municipality are located at:

- Swan Hill Showgrounds
- Robinvale Recreation Reserve.

5.8 Planning for Cross Boundary Events

The Swan Hill Rural City Council is located on the Murray River in Victoria, sharing a state border with New South Wales. The neighbouring NSW municipality is Balranald Shire Council and Murray River Council. Council maintains liaison with these councils as required.

5.9 Resource Sharing Protocols

Resource Sharing

Emergency Management roles will be drawn from Council's staff pool in the first instance. In the event of a large scale emergency that requires protracted operations, staffs from other municipalities will be requested in accordance with the MAV Inter-Council Emergency Resource Sharing Protocol.

Resource Supplementation

The meaning of resources includes, but is not limited to:

- Equipment (e.g. plant, vehicles)
- Personnel (e.g. agency support, industry technicians)
- Services (e.g. phone lines, expert technical advice)

A four-tiered framework (Local, Regional, State and Commonwealth) exists for implementing response to emergencies.

Response arrangements are designed to assess an emergency, and to provide for the graduated marshaling and utilisation of the resources required to deal with it in accordance with the emergency response plan and the plans of participating agencies.

At the local level, resources owned or under the control of the Swan Hill Rural City Council are used to supplement those of the control and support agencies. As the effects of the emergency escalate, or the resource requirements outstrip what is available locally, Regional, State and Commonwealth resources may be activated.

At Regional level, the inter-agency response management structure involves the co-ordination of resources to support operations which cannot be resourced locally, or which extend over more than one municipal district. The highest level of operational co-ordination and support takes place at State level. It is at this level that resource support from other States and/or the Commonwealth is assessed and requested.

Where an agency requires resources beyond its own capacity to satisfactorily complete a task, it should request assistance as appropriate:

- If at local level, from the Municipal Emergency Response Coordinator or Incident Emergency Response Coordinator.
- If the request cannot be satisfied at the local level, then via the Incident Emergency Response Coordinator or MERC to the Regional Emergency Response Coordinator (RERC).
- If the request cannot be satisfied at Regional level, then to the Emergency Management Commissioner via the Senior Police Liaison Officer (SPLO).

In all instances, the requesting agency should make appropriate arrangements for delivery, and whichever agency requests the resources will be responsible for all costs incurred. Requests for resources should be provided in hard copy and include the name and position of the person requesting the resources and comprehensive details of the task to be completed.

For further information refer to the Emergency Management Manual of Victoria (section 6).

5.10 Debriefing Arrangements

A debrief should take place as soon as practicable after an emergency. The Municipal Emergency Response Coordinator will convene the meeting and all agencies who participated should be represented with a view to assessing the adequacy of the Plan and to recommend any changes. Such meetings should be chaired by the Chairperson of the MEMPC.

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

5.11 Response / Recovery Transition

The Incident Controller, Emergency Response Coordinator and Recovery Manager should start planning for the transition to recovery as soon as possible following the initial impact of an emergency.

The Emergency Management Team plays a key role in transition discussions relevant to planning, timing and expectations for the transition to recovery.

Transition decisions will be impacted by considerations that 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 level of known loss and damage and the extent to which this has been validated
- The extent to which the community needs emergency relief
- The resources required for the activation of recovery arrangements

A transition agreement should be developed between the Incident Controller, Emergency Response Coordinator (Victoria Police), Regional Recovery Coordinator (DHHS) and the municipality (MRM) detailing transition activities and tasks, information management, communication and signatories. It is the responsibility of the Emergency Response Coordinator (Victoria Police) to advise all agencies involved in the emergency, of the time which the formal 'response activities' terminate.

Resources acquired for the response, which are not required for recovery, remain under the control of the requesting response agency, who is also responsible for their return or disposal.

Although the termination of response activities implies the cessation of the responsibilities of Emergency Response Coordinators (Victoria Police), both they and the emergency response agencies may continue to operate in recovery through a previously agreed role.

6. Relief & Recovery Arrangements

6.1 Introduction

This section of the Plan specifically addresses the relief and recovery arrangements and operational requirements that are likely to be required in the event of an emergency.

Emergency Relief and Recovery is a multi-agency responsibility that needs to be planned and managed for in a structured manner. The needs of the community created by an emergency will be met through a range of services and provided by both government and non-government agencies, community organisations and the private sector.

The aim of relief and recovery management is to coordinate the provision of emergency relief and recovery functions and services to affected residents, or those involved in the management of an emergency.

The community may require assistance and access to assistance throughout the event. This may include financial assistance, personal support, clean up assistance or rebuilding advice. Agencies that provide this support and assistance will be activated by the MRM to support the community at various stages throughout the event.

In the initial stages of the event access to assistance will be provided through the Relief Centre. This will include meeting the essential needs of the affected community such as food, shelter, material aid and some basic financial assistance.

Agencies with agreed relief and recovery roles and responsibilities (refer to EMMV Part 7- Emergency Management Agency Roles) need to develop and maintain their own internal operational plans that detail their capacity and strategies for undertaking these roles and responsibilities. They should develop these in consultation with communities, and regularly test them.

Developing an understanding of local, regional and state capability (which includes capacity) is critical as it enables relief and recovery coordinators to request assistance before being overwhelmed and being unable to deliver the required services.

Documenting the relief and recovery capability at each level of coordination is a planning requirement.

State and Regional Relief and Recovery Planning

This Plan aligns with the principals outlined in the State Emergency Relief and Recovery Plan (EMMV Part 4). When the scale of an incident requires it, the MEMPC will work with DHHS regional staff to develop an incident specific Recovery Plan.

6.2 Overview

6.2.1 Purpose of Emergency Relief

Emergency relief is a component of emergency response and is the provision of essential and urgent assistance to individuals, families and communities during and in the immediate aftermath of an emergency.

The principles for the coordination and delivery of relief in Victoria 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
- Relief promotes community safety and minimises further physical and psychological harm
- Relief and response agencies communicate clear, relevant, timely and tailored information and advice to communities about relief services, through multiple appropriate channels
- 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 emergency management arrangements

Emergency relief consists of a number of activities including:

- Shelter
- Community Information
- Psychosocial Support
- Health
- Reconnecting families and friends (Register-Find-Reunite)
- Food and Water
- Accommodation
- Non-Food Items (material aid)
- Emergency Financial Assistance
- Animal Welfare

State, Regional and Municipal coordination responsibilities are as follows. At State level, Emergency Management Victoria (EMV) on behalf of the Emergency Management Commissioner and at Regional level, it is the responsibility of the Department of Health and Human Services, at both of these levels support is provided by Red Cross. At municipal level, it is the responsibility of the Swan Hill Rural City Council.

Emergency Relief Centres (ERCs)

Council designates appropriate facilities within the shire for the delivery of emergency relief; these are called Emergency Relief Centres (ERCs). An ERC is a safe place away from the emergency where people can receive supports outlined above.

Council has identified a number of ERCs that are the preferred venues.

Council is responsible to ensure that identified venues are available (or can be made available at short notice) and resourced to operate as ERCs. This includes having arrangements in place to access venues, having regularly audited and updated ERC Resource Kits stored at the primary ERCs and having an up to date list of ERC Management Teams who are available to be deployed.

The locations of ERCs are listed in Appendix B.

6.2.2 Purpose of Emergency Recovery

Recovery from emergencies is a process of assisting individuals and communities to manage the re-establishment of those elements of society necessary for their wellbeing and to achieve a proper and effective level of functioning.

The process involves cooperation between all levels of government, non-government organisations, community agencies and the private sector in consideration of:

- The emotional, social, spiritual, financial and physical wellbeing of individuals and communities
- The restoration of essential and community infrastructure
- The rehabilitation of the environment
- The revitalisation of the economy of the community to ensure as far as possible that the wellbeing of a community is increased.

During recovery, governments, agencies, communities and businesses should work together to assist affected individuals and communities to move towards a healthy, safe and functioning environment.

The nationally recognised disaster recovery principles that are fundamental for successful recovery involve:

- Understanding the context
- Focusing on the consequences of the emergency
- Recognising complexity
- Being community focused
- Using community-led approaches
- Ensuring coordination of all activities
- Employing effective communication
- Acknowledging and building capacity

When delivering of recovery services and in line with the above principles, it is essential to have an understanding of the following:

Resilience of individuals and communities is respected - Recovery services and programs must acknowledge the inherent resilience that affected individuals and communities display. Individuals, when possessing information about the situation and available services, are able to make informed choices about their recovery. Communities, when supported with information and resources, are able to support and manage their own recovery.

Levels of recovery operations - Recovery operates at multiple levels in the Victorian arrangements. In order to ensure the success of the Arrangements, it is vital that all agencies and organisations involved in management, coordination or service delivery undertake these activities in a cooperative and collaborative manner, within the agreed framework. Coordination and communication both at and between the various levels of operation will assist in ensuring the success of recovery activities for the affected community.

Response/Recovery Interface - Recovery should begin as soon as possible when an emergency occurs. It is therefore essential to ensure high levels of understanding and cooperation between response coordinators and recovery coordinators at each of the levels of operation. In many instances there will be a 'handover' of coordination responsibility from the response coordinator to the recovery coordinator. Appropriate arrangements must be negotiated and documented between coordinators at the levels of operations to ensure this occurs.

Gender – Men and women recover differently after an emergency, so different approaches may be needed to achieve desired outcomes.

It must also be recognised that recovery activities often occur naturally within the affected community. The emergency recovery planning and coordination activities undertaken at state, regional and municipal level are intended to provide structure for what would otherwise be ad hoc assistance to people affected by emergencies.

Recovery Environments

There are four key recovery environments that require a coordinated approach as part of the recovery process:

- Social environment
- Economic environment
- Natural environment
- Built environment

It should be acknowledged that each of these environments overlaps considerably, further highlighting the need for a coordinated approach.

The following outlines the objectives of aligning recovery activities along each of the environments, and the associated functional areas:

Social

Ensure people have access to the support, services and resources they need to address the impacts of the disaster, prevent the escalation of needs and minimise any long-term negative impacts on health and wellbeing.

The social recovery 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 and shelter, health and psychosocial wellbeing.

The functional areas addressed in the social recovery environment are:

- Housing and accommodation
- Individual and household financial assistance
- Psychosocial support
- Health and medical assistance
- Community development

Economic

The objective of economic recovery is to address the economic impact of an emergency, including impacts on individuals and households, small and large businesses, industries, primary producers, tourism and the broader economy.

The economic impacts range from the immediate and intense, such as loss of personal income or damage to business premises, to long-term and chronic, such as loss of workforce due to displacement, loss of productive land or reluctance of tourists to travel to hazard-prone areas.

The functional areas addressed in the built recovery environment are local economies, businesses and agriculture.

Natural

The objective of natural environment recovery is to return the impacted areas to the pre-disturbance state. 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 cultural and heritage sites.

Built

To coordinate recovery information and process in order to prioritise the needs of the community in relation to essential physical infrastructure, including essential services, commercial and industrial facilities, public buildings and assets and housing.

The built recovery environment considers the impacts that an event may have on energy services, telecommunications, water and wastewater, transport, building and assets.

6.3 Management Structure

In the event of requirement for any or all of the functional services of Emergency Relief, the request must be channeled through the Municipal Emergency Response Coordinator to the MERO. The MERO will activate the required functional services. All functional services will operate and report back to the MERO.

Municipal Emergency Recovery Committee

The Municipal Emergency Recovery Committee comprises representation of key organisations/agencies involved in the recovery process. The composition of the committee will vary depending on the type of emergency and the affected area. The membership of the committee could include community leaders and representatives of:

- Councillors
- Government agencies
- Community groups
- Affected persons
- Health Services
- Non-government agencies
- Business

Community Recovery Committee

Where the magnitude of the event requires community input into the recovery process a Community Recovery Committees may be established within the affected area.

Functions include:

- Monitor the overall progress of the recovery process in the affected community
- Identify community needs and the resource requirements and make recommendations to appropriate recovery agencies, municipal councils and the State's recovery management structure
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies, government departments and municipal councils.
- Liaise DHHS as Coordinator through the designated DHHS Regional Director or delegate
- Undertake specific recovery activities as determined by the circumstances and the Committee
- Consider social principles e.g. gender, children.

In the Recovery Processes of an emergency, DHHS:

- Acts as principal recovery planning and management agency at state and regional level
- Assumes a role of facilitation in developing a coordinated response as appropriate to the circumstances e.g. when the event is of a magnitude which is beyond the resources of the municipality or the incident affects only a few people but the affected population is dispersed.

6.4 Summary of Relief & Recovery Arrangements, Roles & Responsibilities

6.4.1 Role of Department of Health & Human Services in Recovery

DHHS is responsible for coordinating relief and recovery at the regional level. DHHS is supported by Red Cross in regional relief coordination.

Regional relief and recovery responsibilities to be coordinated include:

- Review and maintain regional relief and recovery plans, and lead relief and recovery planning processes – including regional planning committees.
- Develop regional post-incident relief and recovery plans and lead regional post-incident relief and recovery processes – including operational committees
- Lead regional transition from response to recovery
- Coordinate existing regional resources and activities across the relief and recovery sector
- Facilitate the regional relief and recovery sector's capability assessment, readiness and preparedness

- Coordinate regional relief and recovery sector public information and messaging
- Assess regional situation, impacts, risks, progress and resources
- Monitor local situation, impacts, risks progress and resources
- Collate and analyse information on loss and damage and resulting consequence
- Coordinate regional relief and recovery intelligence to EMV
- Provide advice to municipal councils to enable them to appropriately manage relief and recovery consequences of local level events.

The department coordinates and distributes regional level relief and recovery information for the public, through outlets including:

- Victorian Emergency Recovery Information Line (1300 799 232)
- Victoria Emergency website under the Relief and Recovery tab emergency.vic.gov.au/relief

Local Recovery Management Principles

Management and service provision will be devolved as much as possible to the local level. State and Regional recovery strategies, services and resources will supplement and complement the municipality's initiatives rather than replace local endeavours.

Emphasis will be given to supporting and maintaining the identity, dignity and autonomy of affected individuals, families and the community. Management of recovery will occur in the context of clear and agreed arrangements, and involve processes of consultation and cooperation through established communication channels.

Wherever possible, the normal municipal management and administrative structures and practices will be used, ensuring that these structures and practices will be responsive to the special needs and circumstances of the affected community. Recovery information and recovery services need to be readily accessible to affected individuals, families and communities and responsive to their needs and expectations.

6.4.2 Supply of Goods & Services

The municipality and other recovery agencies shall obtain and pay for goods/services through their own supply systems. The MRM with the assistance of Department of Health and Human Services will co-ordinate the acquisition of supply of goods/services which cannot be provided by the Municipalities or participating agencies. When goods can only be obtained in such a manner, approval for payment from Department of Health & Human Services is required prior to the goods being obtained.

Many community organisations will have resources that can be of use in an emergency. It is the responsibility of the Swan Hill Rural City Council to provide the management system to co-ordinate offers of assistance from these organisations. Contact details of organisations able to assist will be maintained by the municipality. The organisations listed below have agreed to manage the particular recovery function. They are responsible to the MRM.

Type of Service	Coordinated by
Information Services	Swan Hill Rural City Council through the MERO
Material Aid	Salvation Army through the MRM
Financial Assistance	DHHS (Region) through the MRM
Temporary Accommodation	DHHS (Region) through the MRM
Language Services	DHHS (Region) through the MRM
Rebuilding and Utility Restoration	Swan Hill Rural City Council through the Engineering Services
Community Development	DHHS (Region) in conjunction with the MRM / Community Recovery Committee
Personal Support Services	VCC in conjunction with MRM and DHHS
Food & Water	Red Cross through the MRM

The list of support tasks below indicates the primary support agency or managing agency and other support agencies. This list is neither exhaustive nor exclusive as many agencies, including response agencies may have a support role, depending on the effects of the emergency. In the event that local resources cannot be provided to meet support tasks needed, the request should be passed onto the Regional Emergency Response Coordinator via the MERC.

Support Task	Primary Agency	Secondary Agency
Animal Welfare	DEDJTR	RSPCA, PV
Food & Water	Red Cross	
Commonwealth resources	Victoria Police	ADF, EMA
Communications	Victoria Police	ESTA, Telstra, WICEN
Deceased persons: identification	Victoria Police	CCoV
Detection of Emergency Locator Transmitters	AMSA	Airservices Australia
Emergency call taking and dispatch	ESTA	Telstra
Emergency medical care and/or transport	AV	MFESB, ARFF, ESTA, Others as per SHERP (DHS)
Environmental impact assessment	EPA	DELWP, PV
Evacuation	Control Agency, Victoria Police	VICSES, Municipal Councils
First Aid	AV	St. John Ambulance, LSV, Red Cross, Others as per SHERP
Mapping services/information including: <ul style="list-style-type: none"> Digital and hardcopy maps Aerial photography acquisition Satellite imagery acquisition GPS positioning and location 	DELWP	Geoscience Australia
Media relations	Control Agency	Victoria Police
Produce (food) contamination by chemicals of security concern	DELWP	
Public warnings	Control Agency, Victoria Police	BOM, Municipal Councils, Telstra (Emergency Alert)
Relocation	Control Agency	Victoria Police, VICSES, Municipal Councils
Transport, engineering and services support	VicRoads	Others as per TESS Plan
Weather information and forecasting	BOM	
Work place / work related investigations and technical support	Worksafe	

As at September 2017

Food & Water - NEW

At municipal level, the Australian Red Cross is responsible for the provision and coordination of food at water at relief and recovery centres.

Material Needs

The Salvation Army is responsible for material needs and will co-ordinate material needed for providers. They are supported by the Society of St. Vincent de Paul. Contact details are listed in Appendix A of this Plan.

Emergency Shelter

Council designates appropriate facilities within the municipality for the delivery of emergency relief; these are called Emergency Relief Centres (ERCs). An ERC is a safe place away from the emergency where people can receive supports outlined above. Council has identified a number of Primary and Secondary ERCs. Primary ERCs are the preferred venues.

Council is responsible to ensure that identified venues are available (or can be made available at short notice) and resourced to operate as ERCs. This includes having arrangements in place to access venues, having regularly audited and updated ERC Resource Kits stored at the ERCs and having an up to date list of ERC Management Teams who are available to be deployed.

The locations of ERCs are listed in Appendix B.

6.4.3 Counselling, Financial Assistance & Temporary Accommodation

Council will co-ordinate the provision of these services at municipal level. If the above functions are outside the capabilities of the municipal resources, the responsible agency is Department of Health and Human Services. Local support can also be obtained from:

Counselling

- Swan Hill Hospital
- Victorian Council of Churches
- Salvation Army

Financial Assistance

The Department of Health and Human Services (DHHS) provides financial assistance after emergencies to help ease financial hardship experienced by eligible people, as a result of an emergency.

This assistance is not intended to replace insurance or other compensation for loss.

Temporary Accommodation

To assist with the provision of temporary housing to persons affected by emergencies.

The following agencies support principal agencies in areas of logistics, plant and transport, and supply and maintenance of buildings.

- Office of Housing Services
- Department Of Health and Human Services

Contact details are listed in Appendix A (Contact Directory) of this Plan.

6.4.4 Public Funding

The MRM is responsible for making arrangements if members of the public wish to make financial donations (preferred over material goods).

6.5 Summary of Relief & Recovery Arrangements, Roles & Responsibilities

Details of financial arrangements are in the Emergency Management Manual Victoria, Part 8, Appendix 1.

Appendix A - Administration

Distribution List

Organisation	Unit or Location
Police	Municipal Emergency Response Coordinator
	Regional Emergency Response Coordinator
	Swan Hill
	Lake Boga
	Robinvale
	Nyah
	Piangil
	Manangatang
Country Fire Authority (CFA)	North West - District 18 Headquarters
	Mid-Murray CFA Group
VICSES	North West Region
Ambulance	Rural Ambulance Victoria Swan Hill
	Northern Mallee Ambulance Mildura
	St John Ambulance Swan Hill
Hospital	Swan Hill District Health
	Robinvale District Health
	Manangatang & District Hospital
Australian Red Cross	Swan Hill
	Bendigo
	Melbourne
Department Health & Human Services	Bendigo
Telstra	Mildura
Municipalities	Swan Hill Rural City Council
	Balranald Shire Council
	Murray River Council
	Mildura Rural City Council
	Gannawarra Shire Council
	Buloke Shire Council
Department of Environment, Water, Land & Planning	Swan Hill
Lower Murray Water	Swan Hill
Army Reserve	Swan Hill
VicRoads	Bendigo
Legal Repository	State Library of Victoria - Legal Deposit Librarian 328 Swanston Street MELBOURNE VIC 3000
Australian Emergency Management Institute	601 Mount Road Mount Macedon 3441

Updated February 2017

Contact Directory

Not available for public viewing

Contact Directory

Not available for public viewing

Contact Directory

Not available for public viewing

Municipal Emergency Management Planning Committee Contact List

Not available for public viewing

Municipal Emergency Management Planning Committee Contact List

Not available for public viewing

Municipal Emergency Management Planning Committee Contact List

Not available for public viewing

Appendix B – Special Plans & Arrangements

Some special contingency plans have been developed to address recognised Municipal issues. Copies are held by various groups and agencies as listed:

Municipal Fire Management Plan

The Municipal Fire Prevention Officer is responsible for the maintenance and amendment of this plan. The Plan is amended and re-confirmed in November each year. Copies are held by Council's MFPO and CFA Regional Headquarters and are also available from Council's website:

(<http://www.swanhill.vic.gov.au/about/overview/plans-and-strategies/municipal-fire-management-plan/>)

Township Bushfire Mitigation Plan

The Township Bushfire Mitigation Plan has been prepared with the aim to mitigate the risk of bushfire to six townships within the Swan Hill Municipality. Townships detailed within the plan are considered the municipalities most at risk to a bushfire. The plan is available on Council's website:

<https://www.swanhill.vic.gov.au/about/overview/plans-and-strategies/emergency-management/>

Municipal Flood Emergency Plan

A Flood Response Plan for the Municipality has been prepared with the aim of providing a framework for the prevention of, response to, and recovery from any flood emergency within the Rural City of Swan Hill. Flood Sub Committee members hold copies of these plans, and are available on VICSES website (www.ses.vic.gov.au) and Council's website:

<https://www.swanhill.vic.gov.au/about/overview/plans-and-strategies/emergency-management/>

Heatwave Response Sub-Plan

The Heatwave Response sub-plan has been developed as part of Council's Emergency Management plan. The aim of the Sub-Plan is to prepare for, and respond to, the occurrence of a heatwave in Swan Hill Rural City Council and, by doing so, reduce the impact on the community and particularly those deemed more vulnerable to heatwave events. The Public Health and Regulatory Services Coordinator is responsible for the maintenance and amendment of this plan. The plan is reviewed annually. Copies are available for download on Council's website:

<https://www.swanhill.vic.gov.au/about/overview/plans-and-strategies/emergency-management/>

Influenza Pandemic Plan

Council, as part of its emergency management planning, has put into place an Influenza Pandemic Plan. Whilst the likelihood of an influenza pandemic is low, the effects on the organisation in such an event could be devastating. The Public Health and Regulatory Services Coordinator is responsible for the maintenance and amendment of this plan. The plan is reviewed annually. Copies are available from the Public Health Department of the Swan Hill Rural City Council.

Hazardous Materials Sub-Plan

The Hazardous Materials sub-plan has been developed as part of Council's Emergency Management plan. The aim of the sub-plan is to consider the threats of hazardous materials incidents occurring at specific facilities or on roads within the municipality. The plan is reviewed annually or following a significant incident. Copies are available for download on Council's website:

<https://www.swanhill.vic.gov.au/about/overview/plans-and-strategies/emergency-management/>

Emergency Relief Centres Guidelines

The guidelines below are hints for carrying out the task of setting up and running Relief Centres but will never substitute for common sense.

It is appreciated that we do not live in a perfect world and that many of the facilities suggested below will not be available at certain relief centres. The guidelines that follow refer to an ideal situation and we should attempt to achieve as many of them as possible. It must also be understood that the location of Emergency Relief Centres should be planned and contained within the Municipal Emergency Plan.

Location

- Safe from threat. That is why there needs to be a plan for alternative centres.
- Planned evacuation routes should the threat change.
- Adequate facilities (see below).
- Adequate parking and access. The possibility of evacuees being disabled or frail, need to be taken into account.
- Available for the perceived duration of the emergency.
- In accordance with Municipal Planning.
- Publicised. There is no point in having a Relief Centre if the people the centre is designed to cater for are not aware of its location. In similar vein, the Emergency Services need the location both to advise evacuees and to deal with enquiries.

Management

- A municipal person in charge, present at all times and be identifiable. We have a responsibility to manage and to do that we have to be there.
- Necessary Relief Centre personnel rostered immediately.
- Ongoing contact with liaison personnel from other organisations.
- Records of significant events.
- Records of all matters involving expenditure.
- Planned system for providing information to the public and other agencies.
- Security of people and possessions.
- Advice/guidance can be sought from the Department Health & Human Services Regional Staff.

Other Organisations

Members of many organisations might be present in an Emergency Relief Centre, and some of those are:

- Council
- Red Cross
- Salvation Army
- Community Services Victoria
- Ambulance Services / First Aid
- Community Groups
- Insurance Industry
- Legal Representatives
- VCC Emergencies Ministry

Facilities

- Separate reception and registration area. The general 'living area' of an Emergency Relief Centre is normally quite noisy and it is beneficial if registration and other functions can be carried out in a separate area.
- Separate areas for particular groups. For example, play area for children.
- Tables and chairs for all Centre function personnel (registration etc.).
- Telephones for Centre personnel.
- Telephones for evacuees.
- Toilets. Cater for disabled persons if possible.
- Personal hygiene facilities. It is unrealistic to expect a Centre of this nature to provide showers and/or baths, but there should be some facilities for people to at least have a wash.
- Eating facilities. Food would normally be prepared elsewhere, but there should be somewhere for evacuees to eat in reasonable comfort.
- Notice Board. Keep everyone up to date with the latest information and they will be far more comfortable than if they were kept in the dark.
- Large TV.
- Tea and coffee making.
- Rudimentary sleeping (mattresses etc.).
- Storeroom. Considerable quantities of relief material, clothes etc., could find their way to the Centre. It is important to deal with them correctly.
- First Aid.

Emergency Relief Centres

The following Emergency Relief Centres have been assessed and found to be potentially suitable for use in times of an emergency. Careful consideration must be given to the prevailing circumstances and the number of people needing assistance when selecting a site or sites.

Map references relate to the locations as per the Region 18 Directory 1994 Edition.

SWAN HILL	<ul style="list-style-type: none"> • Swan Hill Racecourse and Basketball Stadium (Priority 1)
	<ul style="list-style-type: none"> • Swan Hill Showgrounds / Leisure Centre (Priority 2)
	<ul style="list-style-type: none"> • Ken Harrison Reserve Complex (Priority 3)
ROBINVALE	<ul style="list-style-type: none"> • Robinvale Community Centre (Priority 1)
	<ul style="list-style-type: none"> • Riverside Park / Leisure Centre (Priority 2)
LAKE BOGA	<ul style="list-style-type: none"> • Lake Boga Community Centre
NYAH/NYAH WEST	<ul style="list-style-type: none"> • Nyah Community Centre
MANANGATANG	<ul style="list-style-type: none"> • Manangatang Community Centre

A more comprehensive list of Swan Hill Municipality Emergency Relief Centres is available from the Municipal Recovery Manager.

Appendix C - Maps

Public Copies

Maps are available to download on Council's website www.swanhill.vic.gov.au or hard copies* are available from the following locations:

Swan Hill Business Centre	Robinvale Resource Centre
45 Splatt Street Swan Hill 3585	72 Herbert Street Robinvale 3549
Phone: 5036 2333 Fax: 5036 2340	Phone: 5051 8000 Fax: 5051 8010
Monday to Friday	Monday to Friday
8:30am to 5pm	8:30am to 5pm
Email: council@swanhill.vic.gov.au	Email: council@swanhill.vic.gov.au

*Fee charged

Emergency Response Activity

If an agency requires a map, please contact the MERO.

Appendix D – Glossary of Terms, Acronyms & Abbreviations

Term	Definition
ACTION	The executive command to mount an operation whereby all required personnel are called to their posts.
AFFECTED AREA	An affected area for the purposes of managing response and recovery is the entire geographic area affected in any significant way by an emergency.
AGENCY	Means a Government agency or a non-Government agency.
ALERT	That period when the Regional or Local Emergency Response Coordinator, or the Chief Officer of a control agency, believes an emergency may occur and requires all, or designated, functional services specified in Emergency Response to increase their level of preparedness to cope with the emergency.
ASSEMBLY AREA	A designated location used for the assembly of control or support personnel.
CIVIL DEFENCE	The term Civil Defence means the performance of humanitarian tasks intended to protect the civil population of Victoria against the dangers of and to help it recover from, the immediate effects of a war-like act.
CO-ORDINATION	The bringing together of agencies and elements to ensure effective response to emergencies and is primarily concerned with the systematic acquisition and application of resources (agency, manpower and equipment) in accordance with the requirements imposed by the emergency or emergencies.
COORDINATOR	Police Officers are appointed as Emergency Response Coordinators by the Chief Commissioner of Victoria Police (not the EMC). The only titles delegated are MERC at local level and RERC at Regional Level. An IERC is the most senior member of Victoria Police at the scene of an emergency who is undertaking an ERC function in the absence of the MERC.
CONTROL AGENCY	The agency identified in Emergency Response which is primarily responsible for responding to a specified emergency.
COMMAND	The direction of members and resources of an agency in the performance of the 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	The overall direction of response activities in an emergency situation. Authority for control is established in legislation or in an emergency response plan, and causes with it the responsibility for tasking and co-ordinating other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies.
CONTROLLER (VICSES)	The person appointed to manage and administer a local volunteer Unit of the Victoria State Emergency Service (VICSES)
COUNSELLING	The provision of psychological support and advice to persons affected by an emergency.
REGIONAL EMERGENCY RESPONSE PLANNING COMMITTEE	The committee which at regional level is responsible for the formation and maintenance of a Regional Plan. The Chairman being the Regional Emergency Response Coordinator or, in his absence, the Regional Emergency Management Inspector.
EMERGENCY RESPONSE COMMITTEE	The emergency response planning committee ensuring the Co-ordinated response to emergencies by all agencies having roles and responsibilities under Emergency Response.
EMERGENCY	Emergency means an emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage any property in Victoria, including, without limiting the generality of the foregoing; <ul style="list-style-type: none"> • an earthquake, flood, windstorm or other natural event; and • a fire; and • an explosion; and • a road accident or any other accident; and • a plague or an epidemic; and • a warlike act, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; and • a hi-jack, siege or riot.

Term	Definition
EMERGENCY AREA	Means an emergency area declared under Section 36A of the Emergency Management Act.
EMERGENCY CO-ORDINATION CENTRE (ECC)	The Centre established at Regional or Municipal level to co-ordinate resources and conduct operations ancillary to the control agency, during the response phase.
EMERGENCY GRANT	The provision of finance to affected persons as dictated by Government Policy, during Emergency Relief.
EMERGENCY MANAGEMENT GROUP	The group formed to assist the municipality in the performance of its Municipal Emergency Management functions.
EMERGENCY OPERATIONS CENTRE (EOC)	The Centre established by each agency for the command/control function within their own agency. E.g. Police Operations Centre (POC), Fire Control Centre (FCC).
EMERGENCY RELIEF	Relief is the provision of immediate life support and human needs of persons affected by, or responding to, an emergency.
EMERGENCY RELIEF CENTRES	Centres established to provide groups of persons with any or all of the services, of the functional areas of emergency relief.
EMERGENCY RESPONSE CO-ORDINATOR	Senior member of Victoria Police at the scene of an emergency who is performing an emergency response coordination role.'
EMERGENCY SERVICES LIAISON OFFICER	An Officer designated by his agency to represent it and who is empowered to commit or to arrange the commitment of resources of the agency to the countering of emergencies, and to provide a communication link with his agency.
EMERGENCY SHELTER	Group shelter provided for affected persons in a community hall or suchlike, including "relief Centres". It is provided during the emergency relief stage and is separate to temporary accommodation.
EVACUATION	The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return. The decision to evacuate rests with the control agency in conjunction with police and available expert advice.
EVACUATION CENTRE	See Assembly Area and/or Emergency Relief Centre.
FINANCIAL ASSISTANCE	See Emergency Grant.
FUNCTIONAL AREAS	<p>The categorisation of services required for Emergency Relief for the purposes of allocating responsibility to nominated agencies. These are:</p> <ul style="list-style-type: none"> • Catering • Community Organisations • Emergency Accommodation • Emergency Grants, Counselling & Temporary Accommodation • Material Needs <p>Registration (National Registration & Inquiry System, NRIS).</p>
GOVERNMENT AGENCY	<p>Means-</p> <ul style="list-style-type: none"> • Any Body-Corporate or unincorporated constituted by or under any Act for a public purpose; and • Any member or officer of such a body.

Term	Definition
	<ul style="list-style-type: none"> Any person in the service of the Crown in the right of the State of Victoria upon whom any function, power, duty or responsibility is conferred by or under the Act.
INCIDENT CONTROL POINT	The control point established by the Control Agency in proximity to the emergency and used by the incident controller for forward command/control functions.
INCIDENT CONTROLLER	An officer appointed by the control authority responsible for the resolution of an emergency.
LEAD AGENCY	The agency designated to co-ordinate the provision of a functional area of emergency relief and supplementary supply.
MATERIAL NEEDS	The provision of clothing, bedding and personal requisites, during "Emergency Relief".
MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE	The Committee which, at municipal level, is responsible for the formation and maintenance of a Municipal Emergency Management Plan.
MUNICIPAL EMERGENCY RESOURCE OFFICER (MERO)	The person appointed by the Municipality responsible to council for the co-ordination of municipal owned or controlled resources in emergencies.
MUNICIPAL RECOVERY MANAGER	The person appointed by the Municipality responsible to council for the co-ordination of municipal recovery activities after emergencies.
MUNICIPALITY	The area contained within the defined boundaries for local Government responsibility of a Shire, Borough, Town or City.
NATIONAL REGISTRATION & INQUIRY SYSTEM (NRIS)	The Commonwealth/State's arrangements for the recording of emergency victims and for satisfying inquiries regarding the whereabouts of persons so affected.
NON GOVERNMENT AGENCY	Means a voluntary organisation or any person or body other than a Government agency.
RECOVERY	The process by which affected persons and communities are helped to recover to a proper level of functioning. It commences as soon as practicable after the impact of an emergency, and usually continues long after cessation of response activities. Refer also to the State Recovery Plan.
RECOVERY AGENCY	A recovery agency is an agency or person which assists individuals, families and communities to attain a proper level of functioning, by providing information, specialist services and resources, and may include Commonwealth, State and local government and non-government agencies.
REGION	A geographic area comprising a number of municipal districts and specific Victorian waters.
REGISTERED EMERGENCY WORKER	Means a person registered under Section 26 of the Emergency Management Act 1986.
RELIEF CENTRES	Centres established to provide groups of persons with any or all of the services, of the functional areas of Emergency Relief.
RELIEF STAGE	The immediate post impact stage of an emergency, preceding the recovery phase. For the purposes of this Plan, the end of relief will be when "stand down" is advised by the Emergency Response Coordinator.
RESOURCE SUPPLEMENTATION	The provision of resources in emergencies to Response Agencies by other than their internal resource acquisition systems.

Term	Definition
RESPONSE	The control of an emergency and the provision of emergency relief, including rescue and the needs of affected persons.
STAGING AREA	A location designated and used during emergencies for the assembly of control or support personnel prior to deployment.
STAND-DOWN	The order given by the Regional or Municipal Emergency Response Coordinator that allows personnel to cease operations reflecting the termination of the emergency.
STANDBY	That period normally following alert when the Regional or Municipal Emergency Response Coordinator, or the Chief Officer of a control agency, believes that the occurrence or the effects of the emergency, are imminent. Members of the relevant agencies are placed on "Standby", thus being ready to respond immediately.
SUPPORT AGENCY	An Agency that provides essential services, personnel or material to support or assist a control agency or affected persons.
TEMPORARY ACCOMMODATION	Accommodation provided for individuals or families affected by an emergency. It is separate to emergency shelter. This accommodation includes caravans and suchlike, and will normally be arranged by the recovery agency. In some cases this will occur during the Response Phase.
VOLUNTEER EMERGENCY WORKER	Means a volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of the Chief Executive (however designated), or of a person acting with the authority of the Chief Executive, of an agency to which Emergency Response or the State Emergency Recovery Plan applies.

AA	Airservices Australia
ADF	Australian Defence Force
AEMI	Australian Emergency Management Institute
AEMO	Australian Energy Market Operator
AFAC	Australasian Fire and Emergency Services Authorities Council
AGCDTF	Australian Government Counter Disaster Task Force
AGD	Attorney-General's Department
AIIMS	Australian Inter-Service Incident Management System
AMSA	Australian Maritime Safety Authority
ANZEMC	Australia-New Zealand Emergency Management Committee
ARCV	Australian Red Cross Victoria
ARFF	Aviation Rescue and Firefighting (part of Airservices Australia)
ARTC	Australian Rail Track Corporation
ATSB	Australian Transport Safety Bureau
AusSAR	Australian Search and Rescue (part of AMSA)
AV	Ambulance Victoria
AVCG	Australian Volunteer Coast Guard
BOM	Bureau of Meteorology
CBR	Chemical, Biological, Radiological
CBRIE	Chemical, Biological, Radiological, Incendiary Explosive
CCP	Chief Commissioner of Police
CCoV	Coroners Court of Victoria
CERA	Community Emergency Risk Assessment
CERM	Community Emergency Risk Management
CFA	Country Fire Authority
CI	Critical Infrastructure
CMA	Catchment Management Authority
COAG	Council of Australian Governments
COMDISPLAN	Commonwealth Government Disaster Response Plan
CWA	Country Women's Association
DACC	Defence Assistance to the Civil Community
DEECD	Department of Education and Early Childhood Development
DEPI	Department of Environment and Primary Industries
DFACA	Defence Force Aid to the Civil Authorities
DFSV	Dairy Food Safety Victoria
DGEMA	Director-General Emergency Management Australia
DH	Department of Health
DHHS	Department of Health & Human Services
DOJ	Department of Justice
DPC	Department of Premier and Cabinet
DSDBI	Department of State Development, Business and Innovation
DTF	Department of Treasury and Finance
DTPLI	Department of Transport, Planning and Local Infrastructure
DVI	Disaster Victim Identification
EA	Emergency Alert System
EM	Emergency Management
EMLO	Emergency Management Liaison Officer
EMMV	Emergency Management Manual Victoria
EmRePSS	Emergency Resource Providers Support Scheme
EMS	Emergency medical service
EMT	Emergency Management Team
EOC	Emergency Operations Centre
EPA	Environment Protection Authority
ERC	Emergency Response Coordinator
ERCC	Emergency response coordination Centre
ERDO	Emergency response development officer
ESTA	Emergency Services Telecommunications Authority
FERC	Field Emergency Response Coordinator
GIS	Geospatial information system
HHS	Health and Human Services
ICA	Insurance Council of Australia
ICC	Incident Control Centre
IDRO	Insurance Disaster Response Organisation
IFMP	Integrated Fire Management Planning

IMS	Incident Management System
IMT	Incident Management Team
LSV	Life Saving Victoria
Marine EMT	Marine Emergency Management Team
MAV	Municipal Association of Victoria
MECC	Municipal Emergency Co-ordination Centre
MEMEG	Municipal Emergency Management Enhancement Group
MEMP	Municipal Emergency Management Plan (also MEMPlan)
MEMPC	Municipal Emergency Management Planning Committee
MERC	Municipal Emergency Response Coordinator
MERO	Municipal Emergency Resources Officer
MFB	Metropolitan Fire Brigade
MFESB	Metropolitan Fire & Emergency Services Board
MFPO	Municipal fire prevention officer
MRM	Municipal recovery manager
MTM	Metro Trains Melbourne
NCTP	National Counter Terrorist Plan
NDFA	Natural Disaster Financial Assistance
NDRRA	Natural Disaster Relief and Recovery Arrangements
NERAG	National Emergency Risk Assessment Guidelines
NOPSEMA	National Offshore Petroleum Safety and Environmental Management Authority
NPW	Nuclear powered warship
NRIS	National Registration & Inquiry System
OESC	Office of the Emergency Services Commissioner
POC	Police Operations Centre (D24)
PTV	Public Transport Victoria
PV	Parks Victoria
RAC	Regional Agency Coordinator
Red Cross	Australian Red Cross Victoria
RERC	Regional Emergency Response Coordinator
RERCC	Regional Emergency Response Coordination Centre
RFCV	Rural Finance Corporation of Victoria
RR	Road rescue
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SAC	Statewide Agency Coordinator
SBCS	Small Business Counselling Service
SCC	State Control Centre
SCC	State Crisis Centre
SCN	Security and Continuity Network
SCPEM	Standing Council on Police and Emergency Management
SCRC	State Crisis and Resilience Council
SEAWC	State Emergency Animal Welfare Coordinator
SEC	Security and Emergencies Committee (of Cabinet)
SEMC	State Emergency Mitigation Committee
SEMT	State Emergency Management Team
SESC	State Emergency Support Centre
SEWS	Standard Emergency Warning Signal
SHERP	State Health Emergency Response Plan
TAC	Transport Accident Commission
TESS	Transport, Engineering and Services Support
TSV	Transport Safety Victoria
USAR	Urban Search and Rescue
VBA	Victorian Building Authority
VCC	Victorian Council of Churches
VEMC	Victoria Emergency Management Council
VGC	Victoria Grants Commission
VicPol	Victoria Police
VICSES	Victoria State Emergency Service
V/Line	V/Line Passenger Pty Ltd
VRCA	Victorian Regional Channels Authority
VWA	Victorian WorkCover Authority (WorkSafe)
WICEN	Wireless Institute Civil Emergency Network

REVIEW OF THE SHRCC EMERGENCY MANAGEMENT PLAN

	MEETING	PART	RECOMMENDATIONS	ACTIONED / OUTCOME
1.	4 MAR 2016	TWO	Colin briefly described to the group on what the requirements are for the Topography / Demography requirements of this section. More work needs to be done in the plan pertaining to describing major road networks, major railways, large industry (power outages), temperatures etc.	2017 Review – Topography & Demography has been amended accordingly.
2.	3 JUN 2016	THREE	<ul style="list-style-type: none"> (Page 17) - MECC may be re-named Municipal Operations Centre. Leave our MECC section as is for now. (Page 10) - MERO may be re-named MEMO Municipal Emergency Management Officer and there could be more than one MEMO. (Page 13) – Level 3 Swan Hill ICC needs to be removed and replaced with DELWP Bendigo & DELWP Irymple. Peter will provide information on the new Level 3 locations in due course. (Page 8) – Department names in this section need updating. 	8 February 2017
3.	8 DEC 2016	FOUR	<p>Peter Patterson provided an update on this section of the plan; however the following changes will need to be made:</p> <ul style="list-style-type: none"> 2 Preparedness - The MECC does not exist anymore and is now called the Municipal Operations Centre (MOC). 6 Municipal Fire Prevention - IFMPC no longer exists. 	MECC to MOC needs to be agreed by Committee – to be addressed at SEPT 2017 meeting
4.	3 MAR 2017	FIVE, SIX & SEVEN	<ul style="list-style-type: none"> 1. Control & Support Agencies table need to list sub-branches of the government departments we have listed. 2. Need to list Bushfire place of last resort under Neighbourhood Safer Places, bring into line with national guidelines 3. Part 7 needs to be re-done, making reference to State guidelines, however put ones that are different to the state (local level) 4. Page 36 – Figure 3.2 does not exist anymore 5. Agencies are responsible for resourcing themselves. 6. Evacuation – MERO to be removed and replaced with MIRM 7. Secondary impact is Local Government 	1 Email sent 2 – MFMPian same as MEMPlan 3 – 2017 Review 4 – Removed 5 – 2017 Review 6 – 2017 Review 7 – 2017 Review 8 – 2017 Review (email sent to relevant agencies) 9 – 2017 Review

	MEETING	PART	RECOMMENDATIONS	ACTIONED / OUTCOME
			8. Need to identify who the local agencies are (or the nearest level) 9. Page 32 list of agencies – some names need updating.	
5.	30 JUNE 2017 Meeting with Peter Patterson (SES)		1. Plan re-formatted into Council's plan style guide 2. Plan re-formatted to reflect EMMV template (Part 6) 3. Version Control needs to incorporate when the plan has been adopted by Council 4. Plan needs footer (plan title, version & date) 5. 2.2.3 wording updated 6. Committee to decide on MECC or MOC 7. 3.1.1 New flow chart with added information 8. 3.1.3 – Resource database – where is this located? 9. 3.2.1 – Wording updated 10. 3.2.1& 2 Wording updated 11. 3.3 – changed to Community Awareness / Public Info & Warnings 12. 3.3.1 Wording updated 13. 3.3.2 Information Management 14. 3.3.4 More dot points added 15. 3.3.6 "And Social" added 16. 4.3 Heat Map & Risk Summary added (NEW) 17. 4.5 Last sentence deleted 18. 5.3 Support Services for Response table – new "Local" column added 19. 5.4 Committee to decide on MECC or MOC 20. Impact Assessments added NEW 21. Planning for Cross Boundary Events added NEW 22. Resource Sharing Protocols added NEW 23. Part 6 – Relief & Recovery Arrangements re-written DELWP – Remove Travis Storer details and replace with DELWP District Duty Officer 0429 852 895	2017 Review
6.	25 JULY 2017	CONTACT DIRECTORY	DELWP – Remove Travis Storer details and replace with DELWP District Duty Officer 0429 852 895	2017 Review

	MEETING	PART	RECOMMENDATIONS	ACTIONED / OUTCOME
7.	31 JULY 2017 – DHHS & Recovery Manager Review	SIX	<ul style="list-style-type: none"> Remove Laurel Parsons from Red Cross and mobile number & replace with Duty Officer 1800 1800 232 969 Correct DHHS email address Correct Appendix details in 6.5.2 Remove the word Catering in 6.5.2 and replace with "Food and Water" with a new paragraph explaining the responsibility of the Red Cross 	2017 Review
COMMITTEE REVIEWED THE FOLLOWING AT ITS 1 SEPTEMBER 2017 MEETING				
8.	Page 3	Version Control	Council Adoption Date column added	Confirmed
9.	Page 7	2.2.1	Area highlighted needs reviewing/updating	Reviewed
10.	Page 12		<ul style="list-style-type: none"> Second table – GWM listed twice? Sunraysia Rural Water Authority??? Kleenheat Gas, should this be now Origin or Elgas? 	Remove one GWM No such thing as Sunraysia Rural Water Authority Replace Kleenheat Gas with Origin
11.	Page 13	3.1.3	1. MECC or MOC? 2. Resource Database – where is this located?	1. Committee agreed to change MECC to MOC 2. Resource Database is located in Council's record system
12.	Page 14	3.1.4	MECC or MOC?	MOC
13.	Page 17	3.3.5	Section on disability is needed. Paragraph only talks about non-english speaking persons	Robert Bakes to provide details – Rec'd 05/09/17 and updated (3.3.5 deleted altogether)
14.	Page 25	5.3	Local Response Arrangements – New column added, "Lead Agency (Local) – need responses from agencies (email sent 17/07/17).	Committee completed some missing details highlighted in the Support Services for Response table.
15.	Page 26	5.4	MECC or MOC?	MOC
16.	Page 27	5.7	Do we need to include "& Fire Refugees" in this title?	Remove "Fire Refugees" from title
17.	Page 27	5.9	Resource Sharing Protocol – paragraph needs amending as SHRCC did not join this MAV protocol.	Committee agreed to leave paragraph as is, as decision to join Protocol will be made by Council

	MEETING	PART	RECOMMENDATIONS	ACTIONED / OUTCOME
				shortly.
18.	Page 33 & 34	6.5.2	Catering needs to be discussed. Catering is now called "Food & Water"	Robert Bakes will provide some data for this area (Rec'd 05/09/17 and updated). Robert also provided more details for Part 6 which has been updated.
19.	Page 46	Appendix B	Emergency Relief Centres – sentence highlighted, is it factual?	Yes, list will be held by MRM.
RECOMMENDATIONS FROM COMMITTEE MEMBERS				
20.		Page 12	Add VCC Emergencies Ministry. Functional are representative	Email from Michael Downing 21/08/17
21.		Page 45	Add VCC Emergencies Ministry as an organisation that may be present in a relief centre.	Email from Michael Downing 21/08/17
22.		MEMPC Contact List	Travis McCarthy is replacing Colin Renton as the Loddon Mallee Regional Emergency Management Inspector and has recommended the following changes:	Email from Travis McCarthy 21/08/17 & 22/08/17
23.		1.5	Change Emergency Risk Management model to Community Emergency Risk Assessment (CERA) model	Change made after 01/09/17 meeting
24.		3.1.1	Add the year to the Act (1986)	Change made after 01/09/17 meeting
25.		3.1.1 Table	Remove "Deputy MERC" from list – no longer valid	Change made after 01/09/17 meeting
26.		3.1.1 Table	Remove "Senior Sergeant SH Police and change to Victoria Police	Change made after 01/09/17 meeting
27.		3.1.1 Flow Chart	Move the REMPC box above the MEMPC to indicate that it operates at the regional level and deals with issues escalated by the MEMPC.	Change made after 01/09/17 meeting
28.		3.1.1 Second Table	Remove Victoria Police as is already on the committee through the MERC	Change made after 01/09/17 meeting
29.		3.1.3	MECC are no longer mandated to exist and are now optional for councils to maintain.	Change made after 01/09/17 meeting

	MEETING	PART	RECOMMENDATIONS	ACTIONED / OUTCOME
30.		3.3.1	Remove the word "Page"	Change made after 01/09/17 meeting
31.		3.3.2	replace 'available from EMMV' with 'is contained within the EMMV (Part 3).	Change made after 01/09/17 meeting
32.		3.3.6	Include another dot-point: - Emergency Management Victoria Warnings and Advice Duty Officer (WADO).	Change made after 01/09/17 meeting
33.		4.1	Last sentence, replace Emergency Risk Management with Community Emergency Risk Assessment (CERA) process	Change made after 01/09/17 meeting
34.		5.2.1	<ul style="list-style-type: none"> Add Class 3 emergencies which are now included in the SERP released in late 2016. Class 3 emergencies are specific emergencies where VicPol is the Control Agency, e.g. Terrorist Act, Siege, Riot, Hostage, Warlike Act "In which this municipal district is situated" - This statement is factually incorrect. The Swan Hill ICC is the only one situated in the LGA. Swan Hill is actually now situated within the Mildura ICC footprint with Bendigo ICC in the same EM Region (i.e. Loddon Mallee Region) Remove the word "closest" in the last sentence. Add after situated: "that is responsible for the Swan Hill municipality is situated at" 	Changes made after 01/09/17 meeting
35.		5.2.3	Add the following sentence after the second last paragraph: 'Emergency Response Coordination (ERC) at the municipal (incident) level is performed by a Victoria Police IERC or MERC with ERC undertaken at the regional level by the RERC.'	Change made after 01/09/17 meeting
36.		5.3 Table	<ul style="list-style-type: none"> A warlike act or act of terrorism, hijack, siege or riot - Remove Class 3 and leave blank A disruption to essential service – Remove Class 3 and leave blank <p>Both of these are not defined as Class 3 emergencies under the EMMV (Part 3). Leave classification blank.</p>	Changes made after 01/09/17 meeting

	MEETING	PART	RECOMMENDATIONS	ACTIONED / OUTCOME
37.		5.9	<ul style="list-style-type: none"> Delete 2nd dot point "Response Coordinator" Third dot point Regional Emergency Response Coordinator (RERC)" 	Changes made after 01/09/17 meeting
38.		Appendix A – Distribution List	Police – include the Regional Emergency Response Coordinator	Change made after 01/09/17 meeting
39.		Appendix A Contact List	Deputy MERC - Victoria Police no longer recognises the term Deputy MERC. Maybe re-phrase this title to 'MERC (Support)'.	Change made after 01/09/17 meeting
40.		Appendix D Table	<ul style="list-style-type: none"> Co-Ordination – Remove the last sentence and two dot points as it is incorrect Coordinator paragraph is incorrect: This statement is incorrect. Police Officers are appointed as Emergency Response Coordinators by the Chief Commissioner of Victoria Police (not the EMC). The only titles delegated are MERC at local level and RERC at Regional Level. An IERC is the most senior member of Victoria Police at the scene of an emergency who is undertaking an ERC function in the absence of the MERC. Emergency Response Committee – Remove duplication Emergency Response Co-ordinator - remove as this is covered under coordination above. Also no such title as Field ERC. Field Emergency Response Co-Ordinator – No such title, this is now Incident Emergency Response Coordinator and the definition should read, 'Senior member of Victoria Police at the scene of an emergency who is performing an emergency response coordination role.' Incident Controller – "This title shall also....etc <p>Check this as I think it relates only to fire response and I would simply delete this sentence. The EMMV (Part 3) is correct reference for roles and responsibilities of Incident Controllers.</p> <p>Primary Support Agency – Definition not true, check definition of Support Agency under EMMV (Part 7)</p>	Changes made after 01/09/17 meeting

	MEETING	PART	RECOMMENDATIONS	ACTIONED / OUTCOME
			<p>Checked EMMV – it is listed as Support Agency (not Primary Support Agency) and the definition is: <i>An Agency that provides essential services, personnel or material to support or assist a control agency or affected persons.</i></p> <p>Dave Bowler filling in for S.Sgt HUGHES for 2 months so will be performing the role of MERC</p>	
41.		Appendix A – Contact List		<p>Committee agreed at 01.09.17 meeting to leave as "Office in Charge" (OIC) for now until Gary Hughes replacement is found.</p>

B.17.102 LEVEL CROSSING SAFETY

Responsible Officer: Director Infrastructure
File Number: S32-22-10
Attachments: 1 VLine Letter
2 Aerial map

Declarations of Interest:

Stan Antczak - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

This report seeks a Council resolution on whether to support V/Line's decision to close the level crossing at Goggin Road, Tresco and discontinue the southern part of Goggin Road being the section between the crossing and Chisolm Road.

Discussion

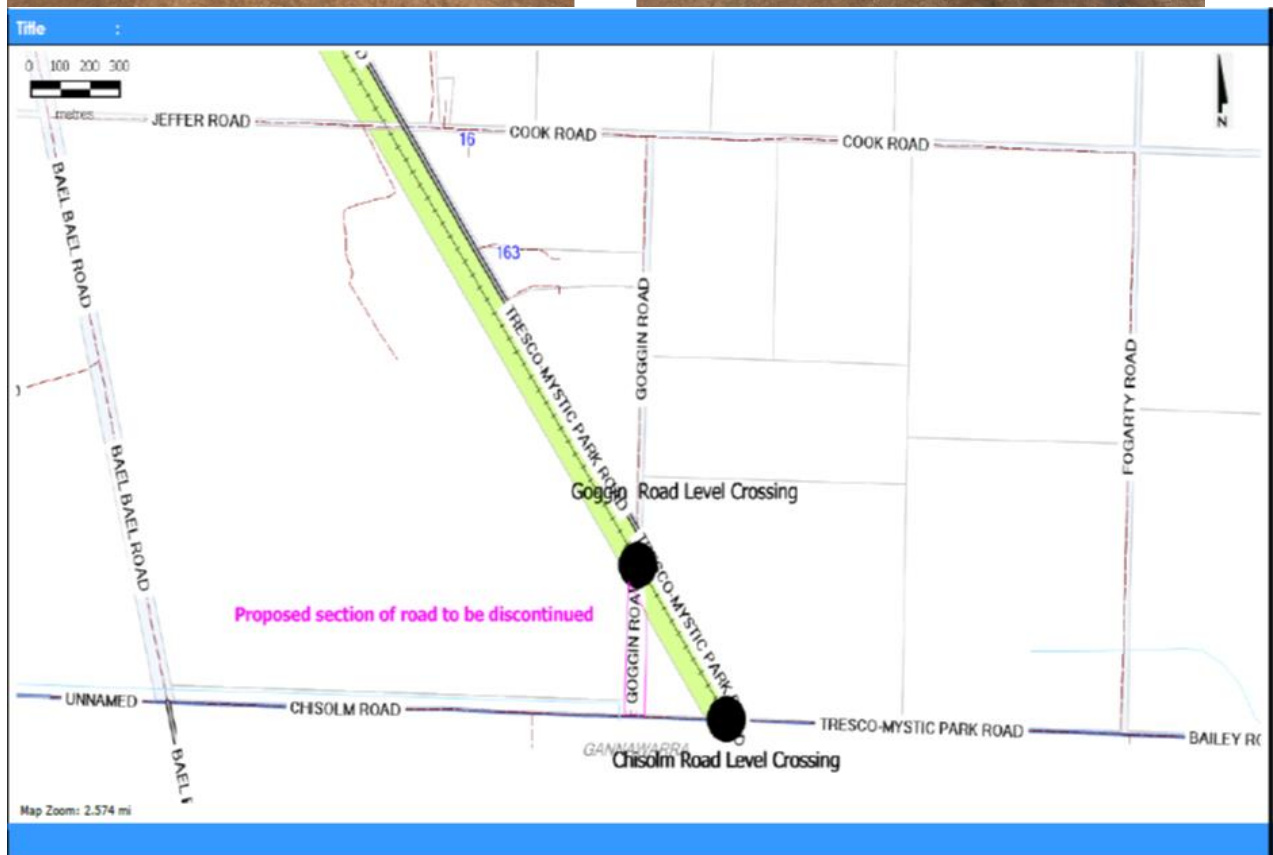
V/Line has been assessing level crossings between Bendigo and Swan Hill. Through the assessment, the following level crossings were found not to comply with the requirements of Australian Standards AS 1742.7.

Level Crossing	Location	Municipality	Requested Action
Goggin Road	Tresco	Swan Hill	Supporting the Closure
Chisolm Road	Chisolm-Goggin Rds Intersection	Gannawara	Feedback

Consequently, V/line is planning to close the Goggin Road level crossing in November 2017 due to safety concerns.

The responsibility of managing the safety risks at level crossings is shared between the rail operator and the organisation that manages the approach roads (in this case Local Councils).

To this end, V/Line is requesting Council's support in achieving the safest and most cost effective solution, being the closure of the above crossings.



Goggin Road is a natural surface secondary access road that receives minimal maintenance. It has an assumed average daily traffic count of less than 20 vehicles. In the event that the level crossing at this location is closed, it may be advantageous to discontinue the southern part of Goggin Road from the crossing to the Chisolm Road intersection. The land on either side of this section of road is owned by the same land owner and once discontinued; the land can be handed back to the Crown.

The next level crossing to the south at Chisolm Road (which is in the Gannawarra Shire), was also recently checked and found to be non-compliant. Temporary speed restrictions (TSRs) have been implemented at this location with recommended traffic management remedial treatment to ensure compliance.

There are a further three level crossings going north to Tresco that are being retained. Locations are Jeffer Road, Tresco West Road and Old Tresco Road.

V/Line has also requested Council feedback on the proposed treatment of this level crossing including its possible closure.



Consultation

In line with their safety-first approach V/Line will consult with local communities and as part of the communication process, V/Line will complete the following:

- ✓ Obtain approval for the closures from Emergency Services,
- ✓ Notify adjacent land owners in writing of the proposed closure and advise of alternate location/s to safely cross tracks,

- ✓ Publish a public notice in the local paper/s; and
- ✓ Complete a letter box drop within a 1km radius of the crossing.

Financial Implications

Nil.

Social Implications

Nil.

Economic Implications

Nil.

Environmental Implications

Nil.

Risk Management Implications

Nil.

Council Plan Strategy Addressed

Infrastructure - Infrastructure that is provided and appropriately maintained in accordance with agreed standards.

Options

OPTION 1

- i. Provide V/Line with Council's support for the permanent closure of the Goggin Road level crossing and to retain the Chislom Road level crossing due to its close proximity to the Goggin Road location.
- ii. Goggin Road south of the Level Crossing is not reasonably required for public use and should be discontinued.
- iii. Commence the statutory procedures to discontinue Goggin Road pursuant to Section 206(1) and Clause 3 of Schedule 10 of the Local Government Act 1989.
- iv. Give public notice under Sections 82A, 207A and 189 of the Local Government Act 1989 ("the statutory advertising") of the proposed discontinuance of the road in the appropriate newspapers and on Council's website.

- v. That any submissions pursuant to Section 223 of the Local Government Act 1989 ("submissions") following the statutory advertising be considered.
- vi. In the event of no submissions being received, on completion of the road discontinuance the subject land be transferred back to the Crown.

OPTION 2

- i. Provide V/Line with Council's comments requesting that both the level crossings be retained.
- ii. Retain Goggin Road in its entirety.

Recommendations

That Council:

- 1. Support the permanent closure of the Goggin Road Level Crossing.**
- 2. Resolve that Goggin Road (south of the Level Crossing) is not reasonably required for public use and should be discontinued subject to Council's requirements being;**
 - **Commence the statutory procedures to discontinue Goggin Road pursuant to Section 206(1) and Clause 3 of Schedule 10 of the Local Government Act 1989.**
 - **Give public notice under Sections 82A, 207A and 189 of the Local Government Act 1989 ("the statutory advertising") of the proposed discontinuance of the road in the appropriate newspapers and on Council's website.**
 - **That any submissions pursuant to Section 223 of the Local Government Act 1989 ("submissions") following the statutory advertising be considered.**
 - **In the event of no submissions being received, on completion of the road discontinuance, the subject land be transferred back to the Crown.**
- 3. Resolve to suggest to V/Line that the Chislom Road level crossing (in Gannawarra Municipality) is retained due to its close proximity to the Goggin Road location.**

Level 9, 750 Collins Street, Docklands VIC 3008
GPO Box 5343, Melbourne VIC 3001
T (03) 9619 5900, F (03) 9619 5000 vline.com.au



24th January 2017

Swan Hill Rural City Council
P.O Box 488
SWAN HILL VIC 3585

Attention: **Mr. Oliver McNulty**
Director Infrastructure

Dear Mr. McNulty,

RE: Level Crossing Safety

As the operator of Victoria's regional rail network, V/Line has safety as its number one priority and we value Council's support for this key objective.

V/Line has been assessing level crossings within the Swan Hill Shire; the assessments found that the following level crossing does not meet the requirements of Australian Standard AS 1742.7

Description:	Type:	Coordinates:	Google Maps Hyperlink:
Goggin Road Tresco	Give Way Signs	-35.5255931339 143.6894106992	https://goo.gl/maps/nCmp4EYkwJM2

We would like to start the consultation process for possible closure.

In line with our safety-first approach, V/Line consults with local communities to reduce risks, as part of the communication process V/Line will complete the following:

- ✓ Obtain approval for the closures from the Emergency Services;
- ✓ Notify adjacent land owners in writing of the proposed closure and advise of alternate location/s to safely cross the tracks;
- ✓ Publish a public notice in the local paper/s should the crossing be located on a public road;
- ✓ Complete a letter box drop within a 1km radius of the crossing should the crossing be located on a public road.

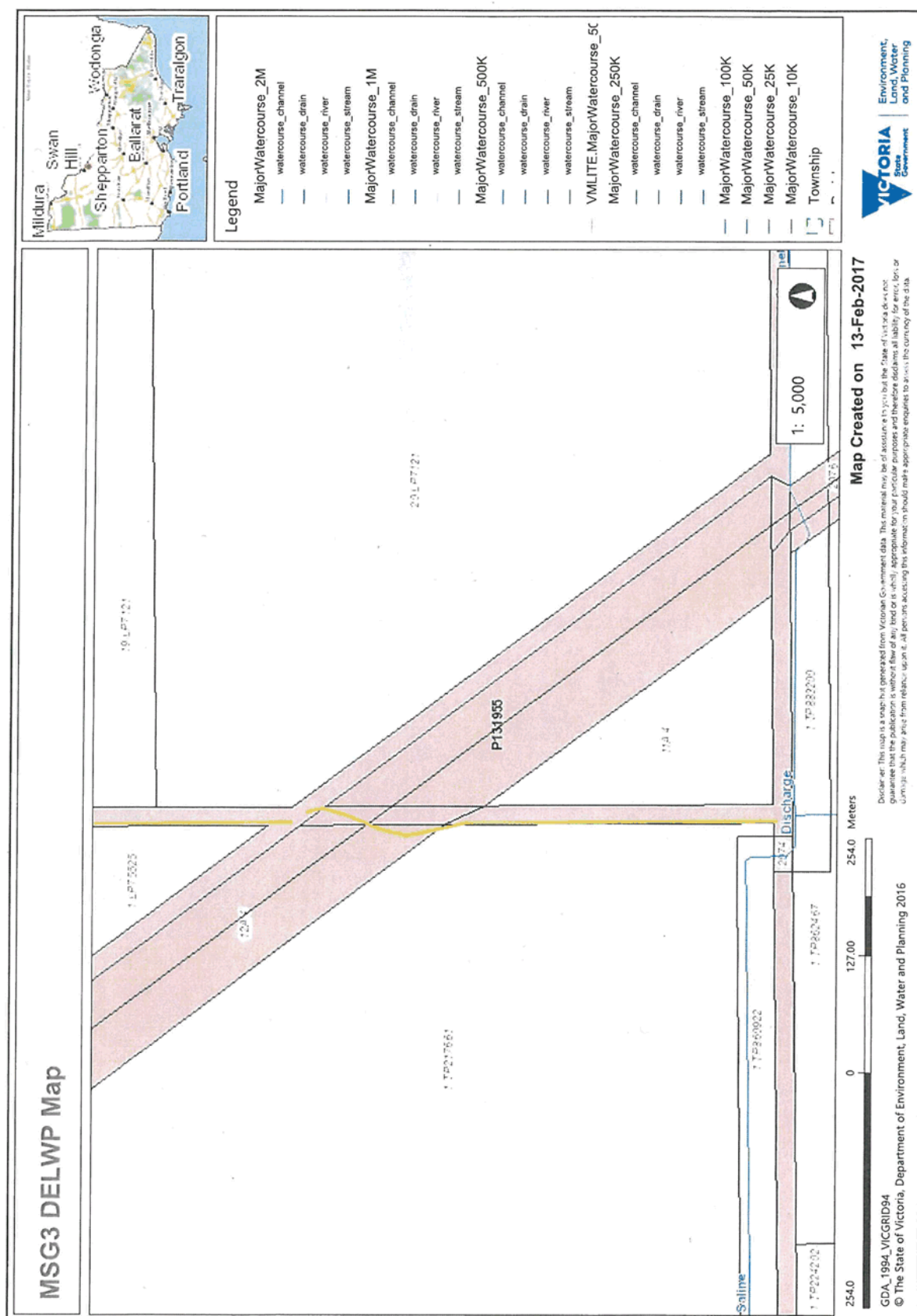
Can you please advise if there are any other additional steps you would like V/Line to take as part of the communication stage?

Managing the safety risks at level crossings is a responsibility shared between the rail operator and the organisations that manage the approach roads. We know that Council is just as committed to making its roads safe as V/Line is to making our rail operations safe for our customers, staff and the public.

With this shared responsibility, we look forward to Council's support in achieving the safest and most cost-effective solutions for the benefit of all Victorians.

Yours sincerely,

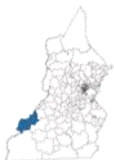
Barry Perkins
A/General Manager Asset Management & Performance







Created by SWANHILL.gculajar on Tuesday, 26 September 2017



SWAN HILL RURAL CITY COUNCIL PROPERTY MAP



B.17.106 HEARTBEAT OF THE MURRAY – FLOOD PROTECTION WORKS

Responsible Officer: Director Development and Planning
File Number: S11-27-02
Attachments: Nil

Declarations of Interest:

Heather Green - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

Following the inundation of Heartbeat of the Murray in spring 2016 an analysis of river levels in Swan Hill has been completed. This exercise was completed to help predict and forecast any future inundation that is likely to occur. The results identified an ongoing inundation pattern that would likely see Heartbeat of the Murray closed to the public every two to three years during high water periods.

Discussion

Cost of 2016 inundation

In 2016 the Murray River rose to a height exceeding 3.776 meters. At this level the main infrastructure is inundated. As the equipment is not designed to sit in the water for long periods it was moved.

As a result of the high water levels ,Heartbeat of the Murray was out of operation for just over two months or 70 shows. The flow on impact in lost bookings had a ripple effect on Pioneer Settlement and Pyap river cruise sales during the same period and the weeks following the recommencement of the show.

A projected revenue loss has been calculated based on average visitation to Heartbeat for 2015-16 financial year. This provides the most accurate estimate however doesn't take into consideration that Heartbeat was non operational during a peak school holiday period See estimate below

Infrastructure removal and reinstatement	\$17,486.40
Projected revenue loss	\$76,812.00
Total cost of 2016 Inundation	\$94,298.40 +

Councils insurance covered \$33,000 of the loss - a combination of both revenue and removal and reinstatement works.

The intangible figure that can't accurately be estimated is the reputational damage caused, particularly with coach companies who had to rearrange pre booked schedules for trips to the Swan Hill region.

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It is considered that the risk of having Heartbeat of the Murray out of action every 2 to 3 years is untenable and needs to be resolved. Twenty-one of the 43 years analysed indicate levels above 3.776 meters. The river was or exceeded this level for up to 6 months at a time; a total of 72 months over the 43 years. This analysis identifies that the equipment will be inundated every 2 - 3 year for approximately 4 months at a time. Also worth noting is the water must recede below the walking level of the wharf to reinstate infrastructure.

The final design of the location of the equipment did not factor in the frequency of River exceeding 66.957 AHD. The following tables provide evidence as to historical water levels and length of height water trends.

Year	1974	1975	1976	1978	1979	1981	1983
Month	Nov-74	Aug-75	Jan-76	Aug-78	Sep-79	Jul-81	Aug-83
	Dec-74	Sep-75		Sep-78	Oct-79	Aug-81	Sep-83
		Oct-75				Sep-81	Oct-83
		Nov-75				Oct-81	
		Dec-75					
Year	1984	1986	1987	1988	1989	1990	1992
Month	Sep-84	Jul-86	Aug-87	Jul-88	Jun-89	Jul-90	Sep-92
	Oct-84	Aug-86	Sep-87	Aug-88	Jul-89	Aug-90	Oct-92
		Sep-86		Sep-88	Aug-89	Sep-90	Nov-92
		Oct-86			Sep-89	Oct-90	Dec-92
		Nov-86			Oct-89		Jan-92
					Nov-89		
Year	1993	1995	1996	2000	2010	2011	2016
Month	Aug-93	Jun-95	Jul-96	Nov-00	Sep-10	Jan-11	Sep-16
	Sep-93	Jul-95	Aug-96	Dec-00	Oct-10	Feb-11	Oct-16
	Oct-93	Aug-95	Sep-96		Dec-10	Mar-11	Nov-16
	Nov-93	Sep-95	Oct-96				Dec-16
	Dec-93		Nov-96				

Suggested Solution

Laservision's technical and design teams have reviewed the assets and an outline of required actions to ensure no future inundation occurs unless during extreme flooding (above 1 in 100 year levels) is outlined below:

Pental Island

LED tree wash lighting

- Design, build and install new raised rail support directly behind existing to agreed elevated height.

SECTION B - REPORTS

17 October 2017

- Extension of power and DMX feeds to new agreed elevated height.
- De-install of existing rail from current support and installation of rail to new support.

Projectors

- Alignment of Projectors to agreed elevated water screen height.

Laser

- Alignment of Laser to agreed elevated water screen height.

Wharf

Fountain solenoids

- Extend air hoses and electrical cabling.
- Elevate nozzles to agreed elevated height.

Fountain Lighting

- Design, build and install new extension lighting brackets to raise fountain lighting to agreed elevated height.
- Extend power and DMX feeds to agreed elevated height.
- Raise lights to agreed elevated height.

Flame heads

- Design, build and install new extension flame head brackets to raise flame heads to agreed elevated height.
- Extension of power, DMX and flame propellant feed to agreed elevated height.
- Raise flame heads to agreed elevated height.

Water Screens

- Design, build and install new water screen brackets to raise water screens to agreed elevated height.
- Raise water screens to agree elevated height.

Scope and design	\$27,450
Installation	\$59,821

Total **\$87,271 ex GST**

A contingency of approximately \$13,000 is required.

Carrying out these works will ensure that the Heartbeat show will operate everyday for ninety nine in one hundred years. This will provide certainty and confidence in the tourism sector.

The detailed design is part of the works to be undertaken and will ensure the visual amenity of existing infrastructure is not diminished and the visitor experience not compromised.

Financial Implications

Up to \$100,000 will be required to be funded from the 2016/17 Rates Determination surplus of \$292,000.

Economic Implications

Completing the works will ensure no loss of revenue during high river events, no loss of product reputation nor damage to the Swan Hill visitor economy.

Environmental Implications

All works will be completed in line with EPA and Goulbourn Murray Water guidelines already in place for operation of Heartbeat of the Murray.

Risk Management Implications

Carrying out these remedial works will alleviate the risks, to ensure the show can run every night, during all water levels.

Procurement

The works to raise the height of the Heartbeat equipment and ensure the quality of the show is maintained require specialised skills that can only be performed by the original supplier LaserVision. Council approval is sought to waive the usual Procurement Policy requirement to seek three independent quotes for the works and to appoint LaserVision.

Proposed time line

Scope and design works will be completed in November 2017, approved in December 2017 with work to commence on infrastructure built off site January 2018 and installed mid to late February 2018.

Council Plan Strategy Addressed

Infrastructure - Infrastructure that is provided and appropriately maintained in accordance with agreed standards.

Options

Council can choose to approve or not approve the recommendations.

Recommendations

That Council:

- 1. Allocate up to \$100,000 from the 2016/17 Rates Determination surplus of \$292,000.to undertake remedial works for Heartbeat of the Murray infrastructure**
- 2. Waive the usual Procurement Policy requirements and appoint LaserVision to undertake the works.**

B.17.103 MURRAY RIVER GROUP OF COUNCILS ADVOCACY MEETINGS IN CANBERRA

Responsible Officer: Chief Executive Officer
File Number: S16-22-04
Attachments: 1 Position Papers

Declarations of Interest:

John McLinden - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

Mayors and CEOs from Mildura, Swan Hill, Loddon, Moira, Gannawarra and Campaspe councils met with Ministers and senior politicians in Canberra on 12 and 13 September to discuss matters of importance for the region. The range of topics that were addressed in the two days of meetings included energy, tourism, water, roads and bridges and economic and regional development.

Discussion

The Mayor, Councillor Les McPhee and the CEO, Mr John McLinden joined Mayors and CEOs from the five other member councils from the Murray River Group of Councils in Canberra recently to advocate collectively on behalf of northern Victorian communities

The Murray River Group of Councils (MRGC) comprises Mildura Rural City Council, Swan Hill Rural City Council, Gannawarra Shire, Loddon Shire, Shire of Campaspe and Moira Shire. Each council is represented by its Mayor and CEO.

A delegation of eleven Mayors and CEOs and the MRGC Executive Officer travelled to Canberra on 11 – 13 September and met with Ministers, Shadow Ministers and the Murray Darling Basin Authority. The delegation was led by Cr Adrian Weston, Mayor of Campaspe Shire and the 2017 Chair of MRGC.

The aim of the trip was to advocate directly to the Federal Government on behalf of northern Victorian communities on issues of shared interest.

The MRGC agreed advocacy priorities that were the focus of the trip include:

- Water
- Energy
- Tourism
- Roads and Bridges
- Digital connectivity
- Regional economic development

The MRGC delegation met with the region's local Federal Members of Parliament, Ministers with responsibility for key advocacy priority issues, Shadow Ministers and with the Chair and CEO of the Murray Darling Basin Authority. Nine meetings were held at Parliament House:

- Andrew Broad MP– Member for Mallee
- Damian Drum MP – Member for Murray
- Senator Hon Fiona Nash – Minister for Regional Development, Minister for Regional Communications and Minister for Local Government
- Hon Josh Frydenberg MP– Minister for Environment and Energy
- Hon Darren Chester– Minister for Infrastructure and Transport
- Office of Hon Barnaby Joyce– Deputy Prime Minister, Minister for Agriculture and Water Resources
- The office of Hon Steven Ciobo– Minister for Tourism
- Hon Tony Burke MP– Shadow Minister for Environment and Water
- Stephen Jones MP– Shadow Minister for Regional Communications, Shadow Minister for Regional Services

The Group also met with officers from the Murray Darling Basin Authority, including the Chair Neil Andrews and CEO Philip Glyde to discuss the impact of the Basin Plan on our northern Victorian communities and contribute to the MDBA's understanding of our region as it develops its social and economic impact analysis.

Strong messages were conveyed by the Group directly to Ministers and Shadow Ministers as well as to the MDBA about the negative socio-economic impacts on communities from water recovery through the Murray Darling Basin Plan. The delegation was briefed by the MDBA on the 2017 assessment it is undertaking as well as on the status of the Sustainable Diversion Limit adjustment mechanism that will be finalised in December this year.

On energy, the delegation stressed the need for secure access to affordable energy for our communities and particularly for food manufacturing and agricultural businesses across the region to preserve their competitive advantage. Another key message was around the enormous potential for solar generation in the region and the investment to increase the capacity of the transmission network as well as national policy certainty required to unlock the potential \$4billion investment pipeline.

Growing the visitor economy through investment in two key projects; Ports of the Murray and the Murray River Adventure Trail, was the focus of advocacy to the office of the Minister for Tourism.

The MRGC also called for increased investment in our regional and rural roads network and Murray River crossings to improve transport connectivity and road safety within and through northern Victoria.

The delegation stressed the importance of federal funding to the work of local government, such as the Financial Assistance Grants Scheme and particularly the indexation of those grants, Roads to Recovery and the Black Spot funding.

Position papers on each of the MRGCs key advocacy priorities were provided to the politicians at each meeting and follow up correspondence reinforcing the key messages and extending invitations to visit the region. These are attached to this report.

A media release was produced following the event and Regional ABC conducted a radio interview with the Chair of the MRGC in response.

The Delegation received a good hearing from Ministers and Shadow Ministers and was able to deliver key messages and build awareness of the MRGC. Ministers told the delegation that they appreciated councils working collaboratively on issues and supporting regional priorities as MRGC does.

MRGCs joint advocacy work enables councils to have the needs of their communities heard by the federal government and opposition, where decisions are made about policies and funding that impact the communities directly.

Consultation

Not applicable for this item.

Financial Implications

Not applicable.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

Governance and leadership - Effective advocacy and strategic planning.

Options

1. For noting.

Recommendation

That Council notes the recent advocacy activities undertaken in Canberra on behalf of Council and the community through the Murray River Group of Councils.

MRGC ADVOCACY PRIORITIES

September 2017

**About the MRGC**

The Murray River Group of Councils (MRGC) comprises six councils in northern Victoria: Mildura Rural City Council, Swan Hill Rural City Council, Gannawarra Shire, Loddon Shire, Shire of Campaspe and Moira Shire.

Our Vision:

"A strong voice for a vibrant region"

Our Mission Statement:

"To advocate effectively on behalf of our communities where our interests are shared"

Fast Facts

- Area: 47,193 km² ~ 21% of Victoria
- Population: 157,000
- GRP \$7.734 Billion
- 1100kms of Murray River frontage
- Established 2006
- 63,000 Jobs across all sectors
- Key industries: Agriculture, Manufacturing, Retail, Tourism, Health & Social Care

**The Murray River Group of Councils:**

- advocates strongly to government with a single voice on common issues
- is a reliable partner and works constructively with governments to find solutions to the issues facing our communities
- acts as a single point of contact for governments, councils and other stakeholders to disseminate, discuss and respond to issues and initiatives
- supports member councils for the good of the region

Chair: Cr Adrian Weston, Mayor, Campaspe Shire

Secretary: Jason Russell, CEO, Campaspe Shire

Contact: Executive Officer, Geoff Turner
Phone: 0419 030 314
Email: gturner@mrhc.com.au



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MRGC REGIONAL PRIORITIES

MRGC has identified these key regional priorities that are supported by each of our six councils.

Water

MRGC supports the balanced implementation of the Murray Darling Basin Plan as the best way to secure both the long-term prosperity of our vibrant communities and the unique riverine environment in northern Victoria and along the length of the entire system.

Recovering water from the consumptive pool to date has had quantifiable negative socio-economic impacts on our northern Victorian irrigation communities.

Key Water Priorities for our Communities:

- No further reduction in the consumptive pool (no more buy-backs or on farm measures that transfer entitlement away from productive agriculture)
- Fully offset the remaining water recovery gap in the Southern Basin using the SDL adjustment mechanism as agreed by the Ministerial Council in June 2017
- Focus on delivering the environmental outcomes as efficiently as possible
- Mitigate the impact to date on our communities with long range investment that facilitates enduring economic activity, economic diversification and job creation

Energy

MRGC is advocating for measures that will support the long-term availability and affordability of energy in our region to support our communities and our industries – one of our last competitive advantages.

MRGC has two key energy priorities:

Securing Affordable Gas Supply:

- MRGC supports Federal Government intervention in the gas market to secure affordable and secure supply for residential, industrial and agricultural users to preserve a key competitive advantage for the economy of northern Victoria
- MRGC supports measures to encourage energy efficiency and to enable the transition to renewable energy sources for the food manufacturing sector and the agriculture sector over the medium term

Unlocking the solar generation potential of our region

Our region has the climate, location, land and infrastructure to generate clean renewable electricity to power South East Australia with more than \$4 billion investment proposed, requiring:

- Significant network augmentation to remove existing constraints
- Policy certainty and consistency across Australian jurisdictions





Tourism

Tourism is a major and growing sector of our regional economy across the Murray River Group of Councils region.

MRGC is advocating for increased investment in two priority projects:

- **Ports of the Murray**
- **Murray River Adventure Trail**

Encouraging tourism with experiences based on our extraordinary natural environment and historic, vibrant towns will help to diversify and strengthen our regional economy and create enduring jobs for our communities.

MRGC works in partnership with and is a major stakeholder in the Murray Regional Tourism Board; a cross border tourism body which aims to build the visitor economy along the length of Australia's most iconic river. MRTB involves 14 Victorian and NSW councils working in partnership with State and Federal Governments.

Roads and Bridges

Road freight transport and the movement of commodities are essential to the MRGC region's prosperity. MRGC is calling for increased investment in our regional and rural roads network and Murray River crossings to improve transport connectivity within and through northern Victoria.

14 Murray River bridges along the length of the river in our region play a fundamental role in connecting south eastern Australia and secure access to national and international markets for primary producers.

With 24,000kms of council roads across the region, MRGC acknowledges the vital importance of federal infrastructure funding such as the Roads to Recovery program which will contribute some \$27 million to projects across our region in the next two years. MRGC is calling for long term commitment to this vital funding.

MRGC is advocating strongly with the Victorian State Government for additional investment in our regional road network and Murray River bridges.

MRGC has developed an agreed list of priority road and bridge investment priorities for the region that is supported by each member council.

Roads

Road investment priorities focus on:

- Improve freight movement
- Improve road safety
- Invest in road quality and maintenance
- Improve road quality and traffic management in our towns and approaches

Bridges

1. Tooleybuc
2. Swan Hill
3. Yarrawonga-Mulwala



MRGC Position Paper – ENERGY

September 2017

**About the MRGC**

The Murray River Group of Councils (MRGC) comprises six councils in northern Victoria: Mildura Rural City Council, Swan Hill Rural City Council, Gannawarra Shire, Loddon Shire, Shire of Campaspe and Moira Shire.

**FAST FACTS:**

- Area: 47,193 km² ~ 21% of Victoria
- Population: 157,000
- GRP \$7.734 Billion
- 1100kms of Murray River frontage

A regional economy largely based on agriculture, food processing and tourism.

Agricultural and food processing production worth \$2 billion per annum.

Our competitive advantage in food processing and manufacturing depends on the availability of affordable and reliable gas, electricity and water.

The rising costs of these inputs have implications for future investment decisions and inevitably flow through to higher food prices

MRGC is advocating for measures that will support the long-term availability and affordability of energy in our region to support our communities and our industries – one of our last competitive advantages.

MRGC has two key energy priorities: unlocking the solar generation potential of our region and availability and affordability of gas and electricity for our communities and our industry and agriculture (dairy) now and as we transition to renewables.

Unlocking northern Victoria's Solar Potential

- Our region has the climate, location, land and infrastructure that make it ideal to become the generation centre for clean renewable electricity to power Victoria's and South East Australia's future
- These attributes have been recognised by Australian and international investors with more than \$4 billion of solar power projects currently with planning approvals or planning applications
- Local government is a key partner and is uniquely placed to work with stakeholders to maximise this opportunity
- Significant network augmentation is required to facilitate the proposed investment but the potential benefits to our region, to Victoria and to South Eastern Australia are game changing.

Table 1 – Potential Renewable Projects North West Victoria

Stage	Capacity	Cost Estimate
Permit Granted	919 MW	\$ 1.450 billion
Planning Application Stage	410 MW	\$ 550 million
Pre-Planning Discussions	1300 MW	\$ 2.120 billion
Total Generation Capacity	2729 MW	
Battery Storage Projects	235 MW	\$ 340 million
Total \$ investment		\$ 4.360 billion

Data: Mildura RCC, Swan Hill RCC, Gannawarra Shire, Moira Shire



Availability and Affordability of Gas

- As wholesale gas prices have risen, industrial users in the MRGC region – particularly major food manufacturers, are struggling with affordability, inadequate offers of contract duration and a lack of choice on supply.
- Energy has become a source of competitive disadvantage rather than the advantage it had been for manufacturers reliant on natural gas.
- Our regional economy depends in substantial part on food processing and manufacturing and loss of this industry would result in significant job losses and increased transport costs to producers as they seek out alternate processors outside the region.
- MRGC welcomes Federal Government initiatives to secure domestic gas supply aimed at placing downwards pressure on prices

MRGC KEY ENERGY PRIORITIES

Unlocking the Solar Energy Resource:

MRGC is working collaboratively with the Victorian Government, AEMO and industry to facilitate the potential for over \$4 billion in investment in northern Victoria.

MRGC seeks Federal Government support for the work to investigate and plan options to address the existing network constraints so as to maximise generation capacity in the region

MRGC supports efforts to work towards energy policy consistency between jurisdictions at Federal and State level to inspire investor confidence

Securing Affordable Gas Supply:

MRGC supports Federal Government intervention in the gas market to secure affordable and secure supply for residential, industrial and commercial users including agriculture (dairy) to preserve key competitive advantage for the economy of northern Victoria for the long-term

MRGC supports measures to encourage energy efficiency and to enable the transition to renewable energy sources for the food manufacturing sector and the agriculture sector over the medium term

Chair: Cr Adrian Weston, Mayor, Campaspe Shire
Secretary: Jason Russell, CEO, Campaspe Shire
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MRGC Position Paper – REGIONAL DEVELOPMENT

September 2017



About the MRGC

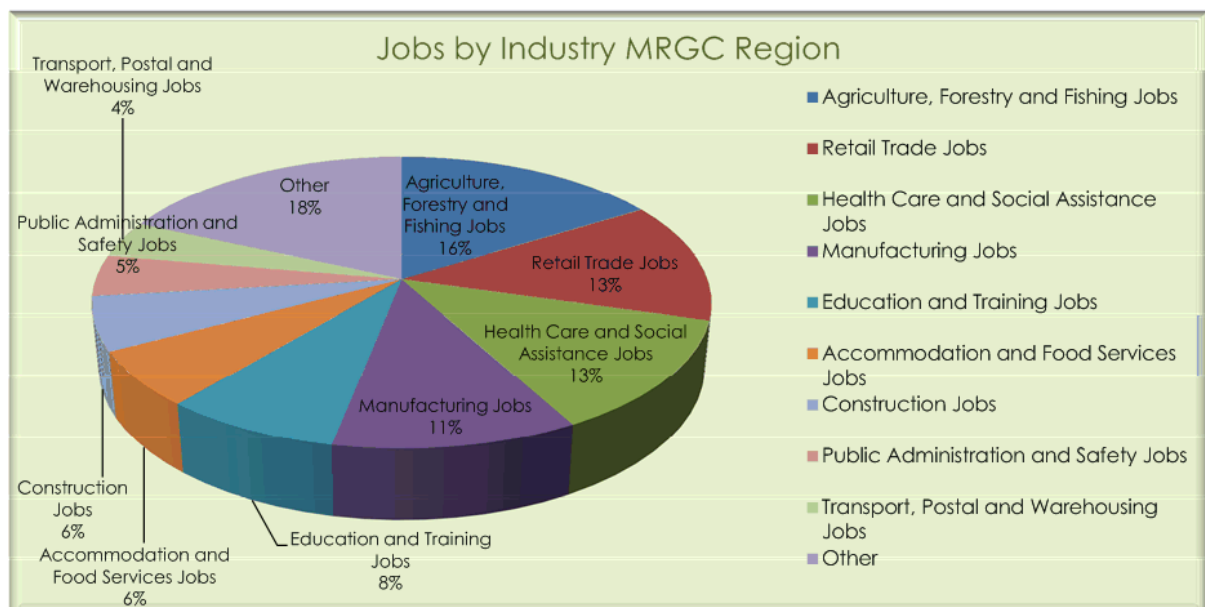
The Murray River Group of Councils (MRGC) comprises six councils in northern Victoria: Mildura Rural City Council, Swan Hill Rural City Council, Gannawarra Shire, Loddon Shire, Shire of Campaspe and Moira Shire.



FAST FACTS:

- Area: 47,193 km² ~ 21% of Victoria
- Population: 157,000
- GRP \$7.734 Billion
- 1100kms of Murray River frontage
- 14 Murray River Crossings
- 24,000kms council maintained roads
- 63,000 jobs

The MRGC regional economy is largely based on agriculture, manufacturing and tourism making transport infrastructure vital to future prosperity. Key industries include Agriculture, Manufacturing, Retail, Tourism, and Health & Social Care



MRGC is calling for long-range investment in our region that will enhance the region's existing economic drivers; agriculture and food manufacturing as well as enabling new and enduring economic activity and economic diversification.

MRGC is calling for sustained investment in rural and regional entrepreneurialism and initiatives to grow our social capital as well as in long term enabling infrastructure to support digital connectivity, grow the visitor economy, support population growth, produce clean renewable energy and improve connectivity and access to markets.

MRGC supports the Regional Development Australia committee regional strategic investment priorities as established by the Hume RDA committee and the Loddon Mallee RDA committee. MRGC's regional development priorities align with those identified by the RDA committees.

Areas for long term regional development investment in the MRGC region:

- Roads and Bridge infrastructure
- Mobile phone and wireless network infrastructure
- Accessible and affordable High speed broadband
- Affordable (and ultimately renewable) energy – electricity and gas
- Irrigation infrastructure and agricultural innovation
- Environmental watering efficiency and innovation
- Tourism infrastructure
- Regional and rural entrepreneurship
- Freight and passenger rail improvements

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MRGC Position Paper – TOURISM

September 2017

**About the MRGC**

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**FAST FACTS:**

- Area: 47,193 km² ~ 21% of Victoria
- Population: 157,000
- GRP \$7.734 Billion
- 1100kms of Murray River frontage

Our regional economy is largely based on agriculture, food processing and tourism.

Tourism across the Murray River region (including southern NSW) generates:

- 5.3 million visitors annually
- 24,000 tourism jobs
- 1.4 billion expenditure

Tourism is a major and growing sector of our regional economy across the Murray River Group of Councils region.

MRGC is advocating for increased investment in two priority projects:

- **Ports of the Murray**
- **Murray River Adventure Trail**

Encouraging tourism with experiences based on our extraordinary natural environment and historic, vibrant towns will help to diversify and strengthen our regional economy and create enduring jobs for our communities.

MRGC works in partnership with and is a major stakeholder in the Murray Regional Tourism Board; a cross border tourism body which aims to build the visitor economy along the length of Australia's most iconic river. MRTB involves 14 Victorian and NSW councils working in partnership with State and Federal Governments.

**Murray Region
Visitor Economy Snapshot**


- **Direct expenditure:** \$1.4 billion
- **Direct and indirect expenditure:** \$2.1 billion
- **Estimated FTE jobs:** 24,112
- **Tourism sector employment contribution:** 17% (direct and indirect)
- **Total visitors to the region:** 5.3 million (year ending March 2017)
- **Total visitor nights:** 8.7 million (year ending March 2017)





MRGC KEY TOURISM PRIORITIES:

Ports of the Murray

Capitalising on the unique and varied historic and cultural experiences that collectively tell the story of the opening up of inland Southern Australia, the Ports of the Murray project links our vibrant riverside communities and aims to encourage visitation along the length of the MRGC region.

Investment in the Ports of the Murray

MRGC seeks to attract continuing investment in the development of the identified priority port infrastructure projects and for further product and experience development initiatives. Specifically those within the MRGC region: Thompsons Beach Jetty, Barmah Punt Restoration, Echuca Wharf, Koondrook Wharf, Heartbeat of the Murray Swan Hill and Mildura Riverfront Development.

Murray River Adventure Trail

The Murray River Adventure Trail Project aims to develop an iconic, world-first multi-mode adventure trail, creating a new nature-based experience for the Murray River.

The Murray River Adventure Trail is a multi-sport adventure trail which extends along the length of the Murray River within the Murray tourism region in Victoria and NSW, using land and water to incorporate walking, cycling, kayaking/canoeing and other forms of water transport.

Investment in Murray River Adventure Trail

MRGC seeks support and a total of \$6.5 million funding for the implementation of Stage 1 from Torrumbarry Weir to Echuca and Koondrook/Barham

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MRGC Position Paper – BASIN PLAN

September 2017



About the MRGC

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FAST FACTS:

- Area: 47,193 km² ~ 21% of Victoria
- Population: 157,000
- GRP \$7.734 Billion
- 1100kms of Murray River frontage

The region covers both the Sunraysia and the majority of the area of the Goulburn Murray Irrigation Districts (GMID).

Regional economy largely based on water for agriculture, food processing and tourism.

Agricultural and food processing production is worth around \$2 billion annually.

MRGC supports the balanced implementation of the Murray Darling Basin Plan as the best way to secure both the long-term prosperity of our vibrant communities and the unique riverine environment in northern Victoria and along the length of the entire system.

The Impact of the Basin Plan on our Communities

- Recovering water from the consumptive pool has had negative socio-economic impacts on our northern Victorian irrigation communities.
- The high rate of change experienced by our communities in ten years of water reforms, has amplified the negative impact of those changes and reduced community resilience.
- On farm efficiency measures have had clear financial benefits for some irrigators. The assumption that these benefits have flowed through to provide a positive cumulative economic impact is not borne out by what MRGC councils have seen on the ground or by the findings of two recent independent analyses.¹
- The significant investment in irrigation infrastructure over the last decade in the region has masked some of the negative impact that water recovery has had on our communities. As this spending finishes, this masking effect will also come to an end.
- Uncertainty around the future availability of water has affected investment decisions, meaning that opportunities to expand production in response to increased agricultural demand have been lost.
- Further reductions in the consumptive pool, in northern Victoria will reduce water deliveries across our irrigation districts, risking a tipping point that would place whole industries and over \$2 billion of recent government investment at risk.

¹ RMCG, 2016, *Basin Plan GMID socio economic impact assessment*; Tim Cummins & Associates and Frontier Economics, 2017, *Social and economic impacts of the Basin Plan in Victoria*





MRGC KEY WATER PRIORITIES:

No further reduction in the consumptive pool: Any further water recovery from the northern Victorian irrigation communities that results in a reduction in the consumptive pool would have serious negative socio-economic impacts.

Irrespective of the narrow legislative definition of neutral impact, recovering an additional 450GL of environmental water by 2024 cannot be achieved without negative impacts on our regional economy and the social fabric of our communities.

Maximise SDL Adjustment: MRGC strongly supports the measures to fully offset the remaining water recovery gap in the Southern Basin using the SDL adjustment mechanism as agreed by the Ministerial Council in June 2017. Works and measures that achieve environmental outcomes with less water are vital to achieving balance in the system.

Mitigating the Impact to Date: Measures to mitigate or offset the negative impacts *already incurred* should be agreed with Local Government and must:

- preserve or enhance our region's capacity for sustainable food and fibre production, or
- enable new and enduring economic activity and economic diversification.

This means long-range investment in areas like regional and rural entrepreneurialism, innovation in agriculture, digital connectivity, population growth, renewable energy and network augmentations, as well as improving connectivity and access to markets.

Focus on the Environmental Outcomes: Greater emphasis should be placed on achieving the stated environmental outcomes rather than only focus on water recovery. Environmental watering is a new and developing area of expertise. There are potentially significant efficiencies that can be achieved in this area.

Recovering environmental water through efficiency measures to achieve enhanced environmental outcomes is pointless without simultaneously implementing measures to ease or remove the constraints to delivering that water to the lower end of the system.

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MRGC Position Paper – ROADS & BRIDGES

September 2017



About the MRGC

The Murray River Group of Councils (MRGC) comprises six councils in northern Victoria: Mildura Rural City Council, Swan Hill Rural City Council, Gannawarra Shire, Loddon Shire, Shire of Campaspe and Moira Shire.



FAST FACTS:

- Area: 47,193 km² ~ 21% of Victoria
- Population: 157,000
- GRP \$7.734 Billion
- 1100kms of Murray River frontage
- 14 Murray River Crossings
- 5900kms sealed council roads
- 18000kms unsealed council roads

The regional economy is largely based on agriculture, manufacturing and tourism making transport infrastructure vital to future prosperity.

The MRGC Region is vast in size, covering some 21% of Victoria, yet it is relatively sparsely populated. Safe, well-maintained roads are essential to enable access to goods and services. Our economy is primarily dependent on agriculture and manufacturing. Road freight transport and the movement of commodities are essential to the region's prosperity.

The 14 Murray River bridges in our region play a fundamental role in connecting south eastern Australia and providing primary producers with access to national and international markets.

Federal Investment

MRGC acknowledges the ongoing support of the Federal Government investing in regional transport infrastructure.

The Federal Roads to Recovery funding is vitally important to regional and rural councils. MRGC Councils have directly benefited from the extension of this program to the tune of \$18.5 million in 2017/18 and a further \$8.8 million in 18/19. MRGC strongly supports the retention of this funding stream in the long term to provide certainty to regional communities.

MRGC Councils have also benefited from the Federal Black Spot removal program with around \$6.5million worth of projects across the region towards making our roads safer. MRGC strongly supports the continuation of this program.





MRGC ROADS AND BRIDGES KEY PRIORITIES

MRGC has developed an agreed list of road and bridge investment priorities agreed by all six member councils. MRGC continues to also advocate strongly to the Victorian State Government for increased funding to improve the regional road network to improve connectivity and safety.

Regional Road Funding

MRGC is calling for increased investment in our regional and rural roads network and Murray River crossings to improve transport connectivity within and through northern Victoria. Our key road network priorities have been agreed by all six councils.

1. Improve freight movement and efficiency by investing in heavy vehicle bypasses, road widening and intersection upgrades (to allow for B Doubles / HGV) at key points of the road network
2. Improve road safety through investments in carriageway duplication, road widening, overtaking lanes, shoulder widening and sealing works and intersection works at key points of the regional road network
3. Invest in road quality and maintenance including pavement works, widening and maintenance at specified locations across the network
4. Improve road quality and traffic management in our towns and approaches by investing in intersection upgrades, development of service roads, medians, carriageways and lighting, selected kerb and channel replacement and pedestrian management initiatives at specified locations in our towns.

Murray River Crossings

1. Tooleybuc,* replacement bridge to facilitate improved freight transport and access to processing and market for the mineral sands enterprise at Balranald
2. Swan Hill, additional bridge at Swan Hill to improve connectivity and facilitate economic activity, access to services and regional growth; the existing bridge has width limits and is subject to load limitations at times and maintenance is costly
3. Yarrawonga – Mulwala, replacement bridge to maintain connectivity, access to services and freight movement following closure of the Lake Mulwala weir to traffic in 2020.

* This order of priority is dependent on the existing mineral sands mining development timetable. Should this not proceed at the current predicted rate, then the upgrade of the Tooleybuc bridge will be a lower priority than the Swan Hill crossing.

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B.17.104 AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION – THE LOCAL GOVERNMENT COMMUNITY INFRASTRUCTURE PROGRAM

Responsible Officer:	Chief Executive Officer
File Number:	S16-22-16
Attachments:	<ol style="list-style-type: none">1 Swan Hill Art Gallery and Cultural Centre (front page)2 Swan Hill Riverfront Redevelopment Project (front page)3 Swan Hill Rural City Councils Recreation Reserves Masterplan (front page)4 Chisholm Reserve Complex Development Masterplan (front page)5 Swan Hill to Lake Boga Active Trails (front page)

Declarations of Interest:

John McLinden - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

The Australian Local Government Association is developing a register of potential community infrastructure projects around Australia to strengthen the case for a Commonwealth funding program, to assist Councils to undertake vital projects to meet community needs.

Discussion

Alga is asking for all municipalities in Australia to upload details of at least three community projects. A copy of the letter of request dated 14 September 2017 is attached.

Consultation

Having consulted Councils Major Projects Plan and other strategic documents, the following five projects are suggested as candidates to be uploaded into the Local Government Community Infrastructure programs register:

1. The Swan Hill Art Gallery and Cultural Centre
2. The Swan Hill Riverfront Redevelopment Project
3. Swan Hill Rural City Councils Recreation Reserves Masterplan
4. Chisholm Reserve Complex Development Masterplan
5. Swan Hill to Lake Boga Active Trails

Each of these projects have had a long-term commitment from Council, and when delivered will enhance the wellbeing of our community through improved cultural facilities, passive recreation, and by supporting our organised sporting competitions which promotes participation and better health in our community.

Financial Implications

Not applicable.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

Governance and leadership - Effective advocacy and strategic planning.

Options

Council may choose to approve or not approve the five projects to be uploaded onto the ALGA website.

Recommendation

That Council approves the five projects to be uploaded onto the ALGA website.

WBa

Swan Hill Regional Art Gallery

Feasibility Report

28/09/09

- 1.0 Introduction & Study Approach
- 2.0 Client Brief
- 3.0 Discussion Sheets & Design Options
- 4.0 The Proposed Site Plan
- 5.0 The Proposed Gallery Development Plan
- 6.0 Cost Plan
- 7.0 The Likely Next Step

Tract
Landscape Architects
Urban Designers
Town Planners

Tract

Swan Hill Riverfront Masterplan

Masterplan Report

October 2013

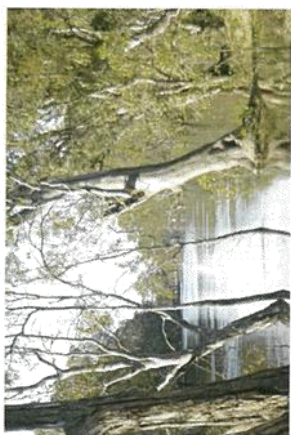




Ken Harrison Sporting Complex Redevelopment Masterplan

October 2017

FINAL



Nyah Recreation Reserve Redevelopment Masterplan

October 2017

FINAL



Manangatang Recreation Reserve Redevelopment Masterplan

August 2017

FINAL





Gurnett Oval Redevelopment Masterplan

August 2017

FINAL





Alan Garden Memorial Reserve Redevelopment Masterplan

October 2017

FINAL





Ultima Recreation Reserve Redevelopment Masterplan

October 2017

FINAL

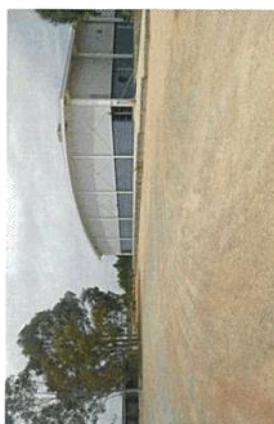




Riverside Park, Robinvale
Redevelopment Masterplan

October 2017

FINAL





Lake Boga Recreation Reserve Redevelopment Masterplan

October 2017

FINAL





**Swan Hill Recreation Reserve and Showgrounds
(Showgrounds Reserve)
Redevelopment Masterplan**

October 2017

FINAL



MASTER PLAN REPORT

July 2016



CHISHOLM RESERVE COMPLEX DEVELOPMENT MASTER PLAN

TREDWELL

Swan Hill - Lake Boga
ACTIVE TRAILS



Prepared for Swan Hill Rural City Council

by

Heil Engineering Consultants

in collaboration with

Liesl Malan Landscape Architects
Essential Economics &
Fisher Planning

October 2015

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION

C.17.15 SIGN & SEAL REPORT

Responsible Officer: Chief Executive Officer

Attachments: Nil.

Declarations of Interest:

John McLinden - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

The following documents and agreements have been signed and sealed by the Councillors and the Chief Executive Officer on the respective dates. Those actions require the ratification of the Council.

Discussion

During the course of any month Council is required to sign and seal a range of documents arising from decisions made on a previous occasion(s). Examples include sale of land, entering into funding arrangements for Council programs etc.

As the decision to enter into these agreements has already been made, these documents are signed and sealed when received, with Council ratifying the signing and sealing at the next Council meeting.

Consultation

Not applicable

Financial Implications

Not applicable

Social Implications

Not applicable

Economic Implications

Not applicable

Environmental Implications

Not applicable

Risk Management Implications

Not applicable

DECISIONS WHICH NEED ACTION/RATIFICATION

17 October 2017

Background

During the course of any month Council is required to sign and seal a range of documents arising from decisions made on a previous occasion(s). Examples include sale of land, entering into funding arrangements for Council programs etc.

As the decision to enter into these agreements has already been made, these documents are signed and sealed when received, with Council ratifying the signing and sealing at the next Council meeting.

Issues

The following documents were signed and sealed since the last Council meeting:

No.	Document Type	Document Description	Date signed/ sealed
843	Licence for Drainage outfall – River on north side of bridge which forms part of the CBD drainage upgrade in McCallum Street	Between Swan Hill Rural City Council and the Minister Administering the Crown Land Act 1989.	26-09-17
844	Transfer of land: Tower Hill Stage 9B (Lot 331) Volume 1185 Folio 913, 331 Sandewood Avenue, Tower Hill	Between Swan Hill Rural City Council and J.Singh & H.Kaur	26-09-17
845	S5 Instrument of Delegation to the Chief Executive Officer	From Swan Hill Rural City Council to the CEO	26-09-17
846	Occupation Lease – Blackwire reserve – Solar, Grants permission for Solar Powerstations Victoria to use part of Lot 2 Blackwire Reserve – as temporary construction zone	Between Swan Hill Rural City Council and Solar Powerstations Victoria Pty Ltd.	26-09-17
847	Contract: Construction of Tower Hill Estate Stages 11 and 12.	Between Swan Hill Rural City Council and Whitfield Excavations Pty Ltd	10-10-17
848	S6 Instrument of Delegation – Members of Staff	From CEO to Members of Staff	26-09-17

Conclusion

Council authorise the signing and sealing of the above documents.

Recommendation

That Council notes the actions of signing and sealing the documents under delegation as scheduled.

C.17.16 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS

Responsible Officer: Chief Executive Officer
File Number: S15-05-06
Attachments: 1 Councillor - Record of Attendance and Agenda Items

Declarations of Interest:

John McLinden - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

The Local Government Act 1989 requires that the details of Councillor Assemblies be reported to Council meetings on a monthly basis.

Discussion

The State Government has amended the Local Government Act 1989 which requires Council to report on Councillor Assemblies.

Whilst Minutes do not have to be recorded, Agenda items and those in attendance must be, and a report presented to Council.

An assembly of Councillors is defined as a meeting that is planned or scheduled at which at least half of the Council and one Officer are in attendance, and where the matters being considered that are intended or likely to be the subject of a Council decision.

No formal decisions can be made at an assembly but rather direction can be given that is likely to lead to a formal decision of Council.

Details of the most recent assemblies of Council are attached.

Consultation

Not applicable.

Financial Implications

Not applicable.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

Governance and leadership - Effective advocacy and strategic planning.

Options

Council must comply with the requirements of the Local Government Act 1989.

Recommendation

That Council note the contents of the report.

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA

26 September 2017 at 1.00pm, Swan Hill Town Hall, Council Chambers

AGENDA ITEMS

- Swan Hill Indoor Sport and Recreation Centre tour
- Workshop Planning Scheme – SHRCC planning authority
- Commercial Development Strategy & Interpretative Centre Study
- 12 Watkin Street Robinvale - Planning Application
- Level Crossing Closure (Goggin Road Tresco)
- SHRCC Emergency Management Plan review
- Annual Report
- Youth Engagement Policy

ADDITIONAL ITEMS DISCUSSED

- Clean-up of Traffic Islands – entrance to Robinvale
- Rural and Regional Councils Sustainability
- Saleyards redevelopment
-

ATTENDANCE

Councillors

- Cr Les McPhee
- Cr Chris Jeffery
- Cr Bill Moar
- Cr John Katis
- Cr Ann Young
- Cr Gary Norton

Apologies

- Cr Lea Johnson

OFFICERS

- John McLinden, Chief Executive Officer
- Darren Ingram, Acting Director Community & Cultural Services
- David Lenton, Director Corporate Services
- Stan Antczak, Acting Director Infrastructure
- Heather Green, Director Development and Planning
- Fiona Gormann, Community Development and Riverfront Coordinator
- Mazen Aldaghstani, Engineering Projects & Assets Manager
- Gaye Gatajar, Technical Officer
- Simon Burge, Technical Officer
- Joyline Rovere, Engineering Administration officer
- Pat Ahern, Infrastructure Services Corporate Operations
- Felicia Chalmers, Media Officer
-

Other

- John Kearney,

CONFLICT OF INTEREST

- Nil

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
3 October 2017 at 1.00pm, Swan Hill Town Hall, Council Chambers

AGENDA ITEMS

- Councillor only session (1 hour)
- Rural Strategy Update
- 2030 Greater Victoria Commonwealth Games Bid Project
- Community Development Fund Outcomes
- Heartbeat of the Murray-flood protection works
- New Fees and Charges for Building Department
- Commercial Development Strategy & Interpretative Centre Study

ADDITIONAL ITEMS DISCUSSED

- Rural and Regional Council Sustainability Workshop
- Saleyards Redevelopment Review etc.
- Legal Matter
- Mayoral Election – 4th Saturday, October – 30th November, November Council Meeting
- Basketball Stadium

ATTENDANCE

Councillors

- Cr Les McPhee
- Cr Chris Jeffery
- Cr Bill Moar
- Cr John Katis
- Cr Ann Young
- Cr Gary Norton

Apologies

- Cr Lea Johnson

OFFICERS

- John McLinden, Chief Executive Officer
- Darren Ingram, Acting Director Community & Cultural Services
- David Lenton, Director Corporate Services
- Stan Antczak, Acting Director Infrastructure
- Heather Green, Director Development and Planning
- Fiona Gormann, Community Development and Riverfront Coordinator
- Meagan Monk, Community Recreation & Grants Officer
- Jessica Warburnton, General Manager Pioneer Settlement

Other

CONFLICT OF INTEREST

- Cr Les McPhee - Legal matter

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
10 October 2017 at 1.00pm, Swan Hill Town Hall, Council Chambers

AGENDA ITEMS

- Councillor Only Session
- KSI 1st Report
- Woorinen FNC request for financial assistance
- Draft Public Health and Wellbeing Plan
- Principal Officer – Dispute Resolution

ADDITIONAL ITEMS DISCUSSED

-

ATTENDANCE

Councillors

- Cr Les McPhee
- Cr Chris Jeffery
- Cr Bill Moar
- Cr John Katis
- Cr Ann Young
- Cr Gary Norton

Apologies

- Cr Lea Johnson

OFFICERS

- John McLinden, Chief Executive Officer
- Bruce Myers, Director Community & Cultural Services
- David Lenton, Director Corporate Services
- Stan Antczak, Acting Director Infrastructure
- Heather Green, Director Development and Planning
- Helen Morris, Organisational Development Manager
- Mazen Aldaghstani, Engineering Projects & Assets Manager
- Felicity O'Rourke, Community Planning Officer

Other

Bronwyn Hogan, Southern Mallee Primary Care Partnership - Executive Officer
Eden Templeton, Southern Mallee Primary Care Partnership - Health Promotion Project Officer
Gail Kenyon, Swan Hill District Health – Practice Manager

CONFLICT OF INTEREST

- Nil

SECTION D – NOTICES OF MOTION

SECTION E – URGENT ITEMS NOT INCLUDED IN AGENDA

SECTION F – TO CONSIDER & ORDER ON COUNCILLOR REPORTS

SECTION G – IN CAMERA ITEMS

Recommendation

That Council close the meeting to the public on the grounds that the following report(s) include legal advice

B.17.105 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT