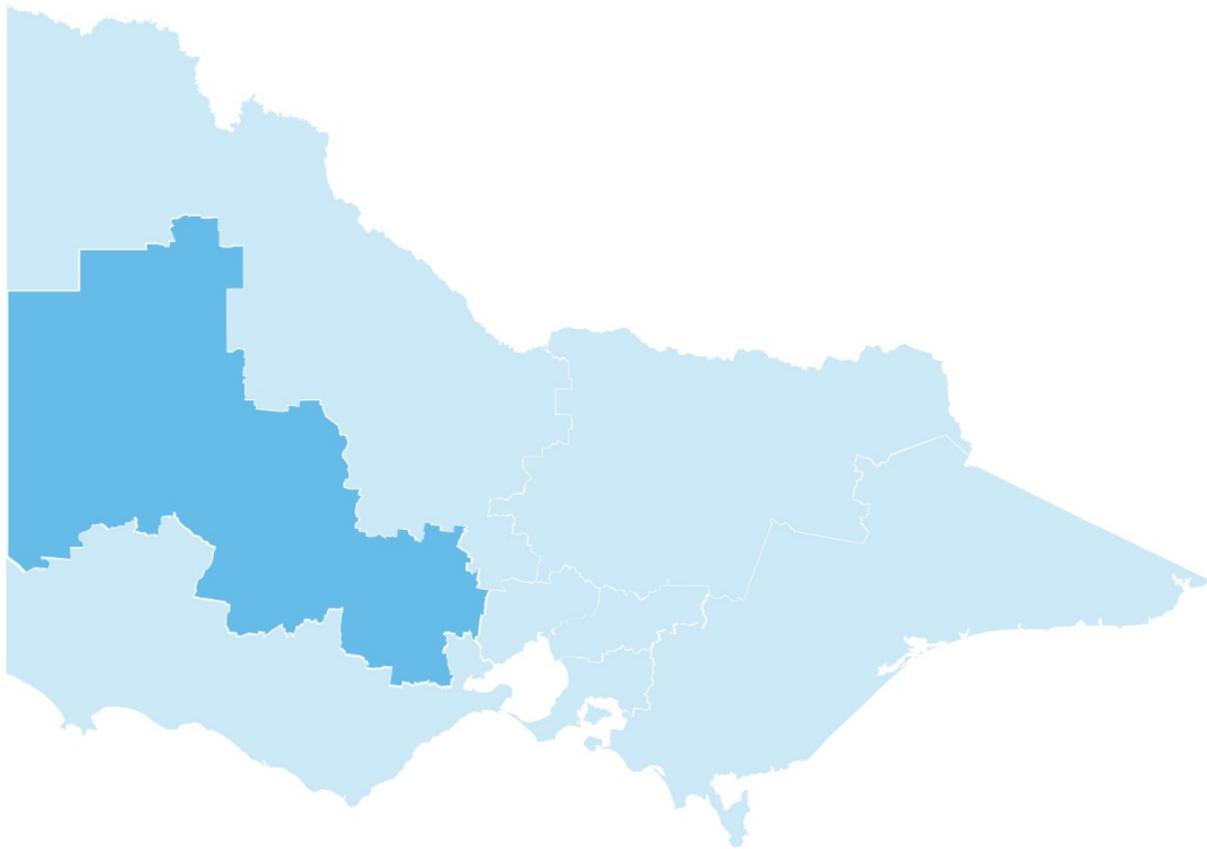


Grampians

Regional Emergency Management Plan

Grampians Regional Emergency Management Planning Committee



Acknowledgement of Country

The Grampians Regional Emergency Management Planning Committee acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the land. The committee also acknowledges and pays respect to the Elders, past and present and is committed to working with Aboriginal and Torres Strait Islander communities to achieve a shared vision of safer and more resilient communities.

This plan has been prepared by the Grampians Regional Emergency Management Planning Committee and is approved by the Emergency Management Commissioner.

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1. Introduction

1.1 Purpose

The *Emergency Management Act 2013* (EM Act 2013) requires each Regional Emergency Management Planning Committee (REMPC) to develop and maintain a comprehensive emergency management plan for the region that seeks to reduce:

- the likelihood of emergencies;
- the effect of emergencies on communities; and
- the consequences of emergencies for communities.

1.2 Objective

This Regional Emergency Management Plan (Plan) documents the agreed emergency management arrangements for mitigation, response and recovery; and defines the roles and responsibilities of stakeholders at the regional level. It supports efficiency and effectiveness on a platform of shared responsibility and interoperability to deliver community centred outcomes.

The Plan seeks to build safer and more resilient communities through dynamic engagement and connectedness with the individuals, groups and broader society that makes up the Grampians region. It ensures a coordinated and integrated approach with a focus on community involvement in planning in line with the ‘all communities – all emergencies’ approach to emergency management.

1.3 Scope

1.3.1 Context

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

In addition to the SEMP, this Plan considers the municipal emergency management plans (MEMPs) within the region and region-specific issues and opportunities (including cross-border emergencies and consequences) that exist. This Plan is not an aggregation of MEMPs within the region but instead addresses and capitalises on opportunities that exist to enhance emergency management planning outcomes and sustain or improve capability and capacity within the region.

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

Figure 1 outlines this Plan’s hierarchy. This Plan should be read in conjunction with the SEMP and any other identified plans listed in [Attachment A](#).

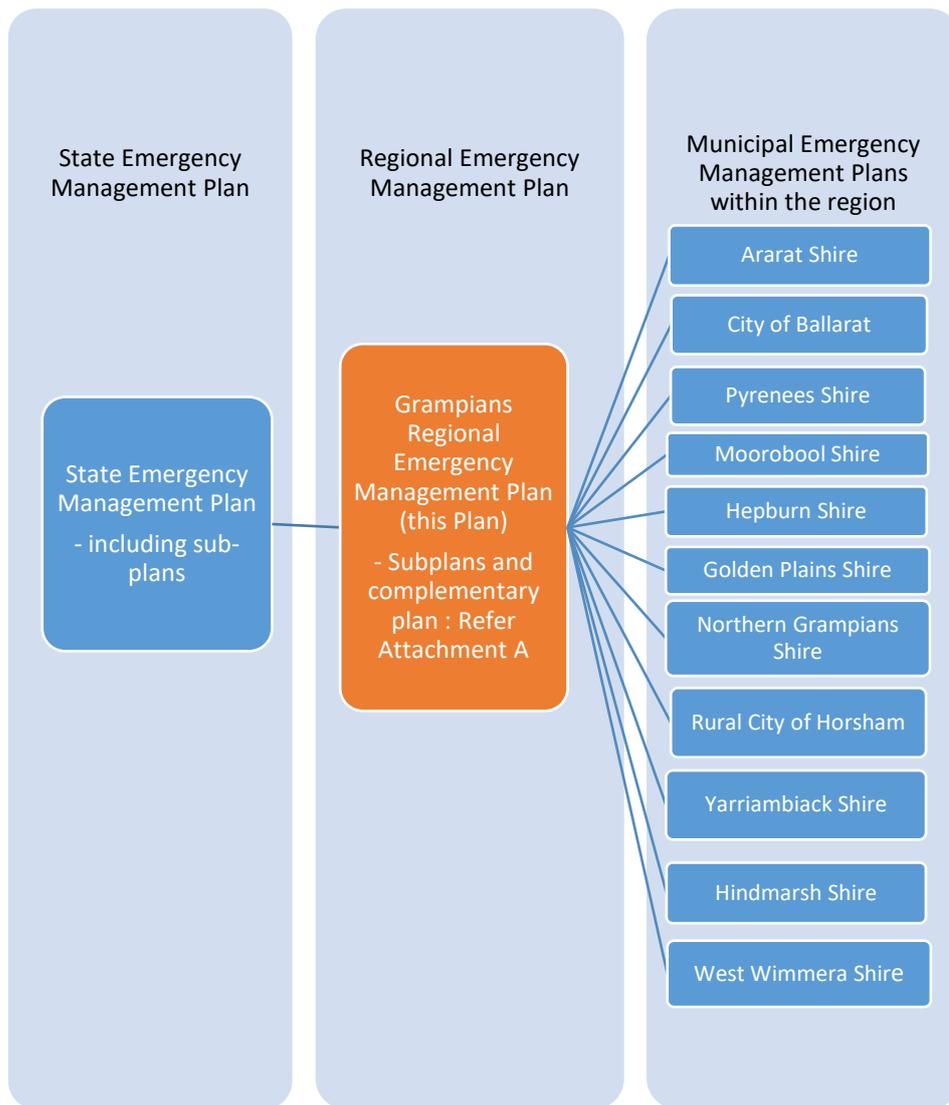


Figure 1: Plan hierarchy

1.4 Authority

In 2020, the EM Act 2013 was amended to provide for new integrated arrangements for emergency management planning in Victoria at the State, regional and municipal levels; and create an obligation for a REMPC to be established in each of the eight emergency management regions of Victoria. Each REMPC is a multi-agency collaboration group whose members bring organisation, industry or personal expertise to the task of emergency management planning for the region.

Grampians is declared as a region by the Governor in Council for the purposes of emergency management planning, pursuant to section 77A of the EM Act 2013 (see [Attachment B](#) for more detail).

The plan complies with the requirements of the EM Act 2013 including having regard to any relevant guidelines issued under section 77.

1.5 Administration

1.5.1 Regional Emergency Management Planning Committee

An overview of the REMPC, including details of its membership, meetings and relationship to State and municipal planning tiers, is detailed in the REMPC’s Terms of Reference, available on request from the REMPC.

The Grampians initial REMPC governance structure is composed of the overarching REMPC, established and functioning sub-committees and working groups established to enable the Committee to most effectively maintain awareness of risks and acquit accountabilities under this Plan. The following principles apply to functioning of REMPC Sub-Committees and Working Groups:

- **Strategic perspective.** Sub-Committees and Working Groups must add value at a regional level and not replicate planning occurring inside agencies or municipalities.
- **Capacity.** Sub-Committees and Working Groups must have the resources and people to achieve their purpose.
- **Timeliness.** Where feasible, Sub-Committees and Working Groups will be established to achieve specific outcomes within a prescribed timeframe.

The Grampians REMPC governance structure is as follows in Figure 2:

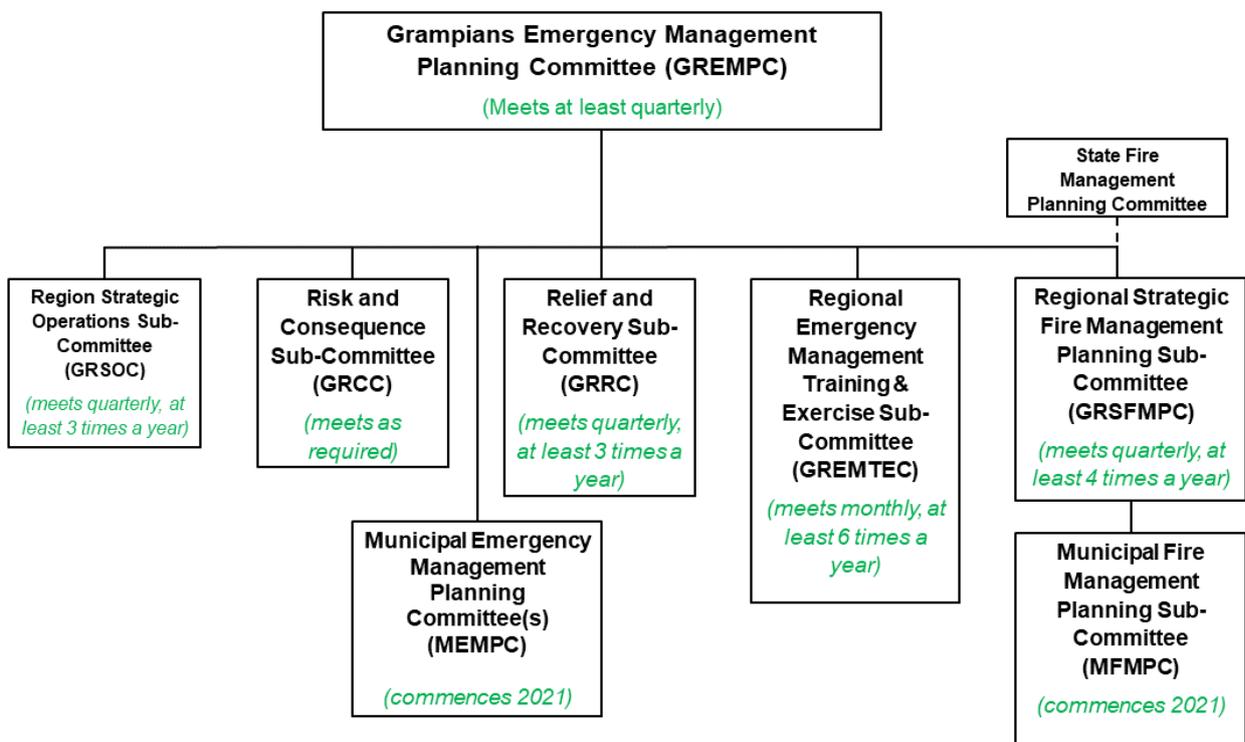


Figure 2: Grampians REMPC governance structure

1.5.2 Plan approval

This Regional Emergency Management Plan is approved by the Emergency Management Commissioner (EMC).

This Plan comes into effect when it is published and remains in effect until superseded by an approved and published update.

This Plan is published on the Emergency Management Victoria website, as required by s60AI of the EM Act 2013.

1.5.3 Plan assurance

This Plan has been prepared in accordance with the EM Act 2013 and Ministerial Guidelines for preparing emergency management plans (available on the EMV Resource Library). A Statement of Assurance ([Attachment C](#)) has been prepared and submitted to the EMC pursuant to EM Act 2013 (s60AG).

1.5.4 Plan review

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

An urgent update of this Plan is permitted if there is significant risk that life or property will be endangered if the Plan is not updated (EM Act 2013 s60AM). Urgent updates come into effect when published on the EMV website and remain in force for a maximum period of three months.

The Grampians REMPC will conduct a refresh of this Plan in mid-late 2021 following the scheduled review of the SEMP in mid-2021.

This Plan will be reviewed not later than November 2023.

2. Regional Context and Risk Profile

2.1 Regional Profile

The Grampians Region extends from the western edge of Melbourne to the South Australian border and incorporates two sub-regions – the Central Highlands and Wimmera Southern Mallee and 11 Local Government Authorities (LGAs). A comprehensive environmental scan of the region was completed by EMV in September 2020 and can be accessed on EMV's Emergency Management Planning Resource Library. The scan provides an overview of the demographic, industrial, and environmental diversity in the region with an emphasis on strengths, challenges, and risks pertinent to emergency mitigation, preparedness, response and recovery.

The Region includes the traditional lands of the of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, Jupagalk, Dja Dja Wurrung, Wadawurrung and Djab Wurrung peoples and sections of the land of the Taungurong people and the Yorta Yorta people. In 2016, 2960 people in the region identified as being Aboriginal and/or Torres Strait Islander.

The following summarises the demographics, natural, cultural and built resources, the regional economy outline, the current situation and highlights some expected opportunities, challenges and risks related to emergency management in the Region. Risks identified at the Municipal level are detailed in Appendix F.

2.1.1 Demographics

The Region has a total population of approximately 250,000 people with approximately 109,000 people in the City of Ballarat. The population is less culturally diverse than metropolitan Melbourne regions with about 10.3% of the population born overseas. In all LGAs, the number of people who speak only English at home is above 94%. The most common other languages spoken at home in the region are Mandarin and Malayalam.

There is an influx of visitors in particular towns and localities in the region for events and nature-based tourism throughout the year. At times the influx of visitors is during periods of higher risk of fire.

Of note, more than a quarter (27.1%) of households in the Grampians Region are lone person and more than 1 in 5 (20.6%) households indicated that they had no internet connection at home in 2016. Approximately 6.5% of the population have a need for assistance with core activities. Overall, the region is more disadvantaged than the average for Victorian LGAs according to Socio-Economic Indexes for Areas. However, the disadvantage is not uniform, with a broad spectrum between LGAs.

The population is forecast to increase by about 59,000 people by 2036 with most of the increase occurring in the eastern section of the region. The population is also forecast to have a higher proportion of people over 65 years but a lower proportion than Victoria as a whole.

An ageing population, coupled with an increase in older 'tree-changers' choosing to move to the region, will increase the number of people who may need assistance to manage extreme heat, bushfires and flooding, which will subsequently increase pressure on health and community services.

2.1.2 Climate change

The Grampians Region has been getting warmer and drier, with the rate of warming increasing since 1960 and rainfall declining. In the future, the region can expect:

- Temperatures to continue to increase year-round;
- More frequent and intense downpours;

- Less rainfall in autumn, winter and spring;
- Fewer frosts;
- More hot days and warm spells; and
- Harsher fire weather and longer fire seasons.

By 2050, as a result of these changes, the climate of Ararat is expected to be more like the climate of Bathurst currently, while the climate of Horsham will be more like the current climate of Echuca, and Warracknabeal will be more like Swan Hill.

The changing climate affects all aspects of the natural, built, social and economic environments of the region, including primary production, infrastructure, tourism, health and community and the natural environment.

2.1.3 Natural and cultural environment

The Grampians Region (the Region) covers 48,627 sq.km and over 99% of the Region is considered at risk to bushfires. Fire weather is expected to become harsher under a changed climate.

Principal land uses in the region are primary production (78% areas) and parkland (19% areas). Agricultural land uses include broadacre crop and livestock production, orchards, intensive horticulture, viticulture, poultry and forestry including state forests. Agricultural production is expected to be negatively impacted by climate change particularly in the western part of the Region with reduced stream flows, more severe droughts and extreme weather events.

Much of the eastern section of the Region's agriculturally productive land overlays the Western Volcanic Plains. In volcanology terms, the Western Victorian Volcanic Plains is classified as an active volcanic region, with many volcanologists considering the area dormant rather than extinct. The soils around Ballarat in other parts of the Region also contain peat deposits which can pose a major fire hazard as a smouldering peat fire cannot be extinguished by light rain.

All LGAs contain state or national parks. Many of the parks have mapped sites of Aboriginal cultural heritage. Of note is the Grampians National Park (Gariwerd) that hosts the majority of surviving Aboriginal rock art sites in south-east Australia. There are also numerous areas of Aboriginal cultural heritage within Little Desert National Park, Big Desert Wilderness Park, and Wyperfield National Park Heritage, with sites such as shell middens, oven mounds, scar trees and artefacts.

The Region hosts part of the Murray-Darling Basin as well as several river catchments and wetlands of national importance such as Lake Albacutya and Lake Hindmarsh. Many of the region's waterways are managed by appointed waterway managers. The Region is known for flood risk in many urban settlements, flash flooding and landslides, while the riverine flood response is generally long and slow to recede. There are high concentrations of boats on small waterways in peak periods and drownings occur in iconic Grampians swimming holes.

2.1.4 Infrastructure

Key infrastructure includes major roads and rail lines, water, gas, power, sewerage, airports, aerodromes, and telecommunications, all of which support ongoing growth in the Region. The Region also contains an array of infrastructure to support emergency and non-emergency services provided by State and Local Government. Extreme weather events however threaten critical infrastructure. Technological resources are also at risk of cyber-attack. Individual disruptions to infrastructure in one area can have an impact on the response and recovery efforts in other areas because resource associated with infrastructure (e.g. water) are both dependent and interdependent on infrastructure networks across Victoria.

Several types of critical infrastructure are privately owned and operated in the Region including all forms of energy (electricity, gas and liquid fuels). This includes renewable energy developments, that is, the 15 wind farms and 2 solar farms that are dispersed across nine LGAs in the Region.

The Region contains transport infrastructure of national significance namely the Western Highway and section of the rail freight line between Melbourne, Geelong and Adelaide. There is about 5,276 km of road network in the Region and public transport services. However, most people outside the LGAs of Ballarat, Ararat and Horsham are not deemed to be close to public transport. In LGAs with limited access to public transport up to 5.3% of the population do not have a motor vehicle.

Large parts of the Region are included in declared water supply catchments, which provide potable water for settlements within and outside the region. In areas where mains drinking water is not available, rural communities rely on local rainwater, groundwater and surface water sources as private water supplies. Water security is heavily impacted by both long-term trends – such as increasing population growth, urbanisation and climate change – and sudden events, including floods and blue-green algae outbreaks.

2.1.5 Economy

An understanding of the Region's economic resilience can play an important role in emergency management planning by providing some context to how adversity might affect local economies and the degree to which different communities are likely to cope with the ongoing effects of emergencies.

In 2018/2019, the Region contributed \$11.9 billion to the Victorian economy. Gross Regional Product (GRP) per worker was \$115,138; lower than compared with \$166,496 per worker for Victoria. There were about 104,000 jobs in the region and unemployment was 3.9%; lower than the State unemployment rate of 4.8%.

The main industries by number of jobs in the Region overall in 2016 were Health Care and Social Assistance (17% of all jobs), Retail Trade (11% of all jobs), Education and Training (10% of all jobs), and Agriculture, Forestry and Fishing (9% of all jobs). Almost 98% of businesses in the Region have less than 20 employees.

It is likely Victoria will record negative economic growth for the current and next financial years due to the Coronavirus pandemic. A reduction in GRP and increase in unemployment is forecast for the region.

2.2 Regional Operability

The Region shares borders with Barwon South West, North West Metro and Loddon Mallee regional borders and the South Australian state border. Some unique arrangements exist to ensure tactical interoperability in these areas and across the region.

Unique arrangements are documented and recorded at [Attachment D](#).

2.3 Significant historic emergencies in the region

A wide range of incidents have been recorded in the Region over several decades. Some incidents have impacted the entire Region or several municipalities. Recent incidents that have affected at least two municipalities are:

- Coronavirus Pandemic 2020
- Floods in 2011, 2016 and 2018,
- Locust plague in 2010/2011

An overview of significant historic emergencies in the Region, as identified by LGAs, is included in [Attachment E](#).

3. This Plan

The Grampians REMPC has prepared this Plan as required by the EM Act 2013 and having regard to the Ministerial guidelines for preparing emergency management plans.

In developing this Plan, the REMPC has committed to:

- maintaining an awareness of existing emergency plans and arrangements within the Region.
- a robust risk evaluation process, including
 - undertaking regular risk and hazard assessments
 - developing and maintaining a regional risk register
 - supporting accountable agencies to identify and prioritise possible treatments for emergency risks and consequences within the region
 - developing plans to manage or mitigate identified and prioritised residual risks
- identifying capability and capacity limitations and within the region and supporting capability uplift, including through multi-agency exercising and training

The arrangements in this plan apply on a continuing basis and do not require specific activation.

3.1 Sub-plans and complementary plans

3.1.1 Sub-plans

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

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

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

In determining which hazards require sub-plans to support this Plan, the REMPC has had consideration of the following reports and supporting materials:

- [Victorian Preparedness Framework \(VPF\)](#).
- Regional sub-plans and complementary plans
- 2014 Emergency Risks in Victoria Report, and
- Existing Municipal Emergency Management Plans (MEMPs), including their Community Emergency Risks Assessments (CERAs).

A list of sub-plans is included at [Attachment A](#).

3.1.2 Complementary Plans

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

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

A list of complementary plans that have significance to the comprehensive, coordinated and integrated emergency management arrangements in the region are included at [Attachment A](#).

3.2 Planning Process

The planning process seeks to understand the regional context, assess strategies, develop, monitor and review plans to manage identified regional risks or hazards.

The State Emergency Management Priorities outlined in the SEMP underpin and guide all decisions at every phase of emergency management. These priorities are:

- Protection and preservation of life is paramount. This includes:
 - Safety of emergency response personnel and
 - Safety of community members including vulnerable community members and visitors/ tourists
- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety
- Protection of critical infrastructure and community assets that support community resilience
- Protection of residential property as a place of primary residence
- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability
- Protection of environmental and conservation assets that considers the cultural, biodiversity, and social values of the environment.

In addition to the sub-plans and complementary plans that are in existence to manage known hazards, the REMPC has identified emerging trends and threats and prioritised core capabilities as areas to focus improvement and enhancement ([Attachment F](#)). These risks have been assessed through a community consequence lens to establish collective regional coordination and response arrangements that will support an effective, coordinated and integrated preparedness, response and recovery. It is noted that mitigation for these risks may fall to an individual or agency and that the REMPC does not have authority to direct any person. The REMPCs function is to provide information and guidance to the relevant risk owner, where necessary.

3.3 Planning Objectives

This plan:

- *Promotes an integrated and coordinated approach to emergency management in the Grampians Region that seeks to reduce impact on the Region's communities, infrastructure and services and to support communities where capability spans are reached at a local level.*
- *Ensures mitigation, response and recovery are effectively integrated.*
- *Provides an authorising environment for a regional emergency management planning framework and supporting structures.*
- *Promotes a community focus, resilience, and a connected regional sector for identifying, sharing and management of emerging risks and consequences.*
- *Endorses capability development through shared training, exercising, learnings and continuous improvement initiatives.*

- *Provides links to information sources that outline the agreed emergency management arrangements for the region-*
- *Support the integration of Class 1, Class 2 and Class 3 emergencies within the Region by ensuring strong and resilient multi agency relationships are fostered as part of the emergency management planning processes*

3.4 Three-year planning horizon

The criteria used to measure the success of this Plan are:

Strategic

- REMP is used by the REMPC to guide its work over the 3 years
- Actively engaging with Aboriginal and Torres Strait Islander communities in the region.'
- The EMV Environmental Scan is updated by the REMPC annually to identify and mitigate new risks.
- The VPF's core capabilities and associated elements underpin the intent and direction of the region's collective preparedness activities.
- Lesson Sharing is built into the culture of the REMPC and is actively promoted and actioned.
- REMPC sub committees Terms of Reference (TOR) are reviewed in 2021 to ensure they are appropriate, and flexible to the changing needs of the region.

Operational

- The Complimentary Plans and Sub Plans within the REMP are updated as per their requirements and guided by a capability assessment using the principles in the VPF.
- Cross border relationships are strengthened – between agencies that have complex boundaries within the region, with adjacent regions, and interstate with South Australia
- The region can perform its collective mitigation, preparedness, response, and recovery activities as per the SEMP, guided by the VPF's core capabilities and associated elements.

Tactical

- The Training and Exercising Sub-Committee leads an annual multi agency program covering Class 1 and Class 2 Emergencies
- The Risk and Consequence Sub-Committee leads the development of a region consequence plan on a regular basis, and during significant events
- The Relief and Recovery Sub-Committee leads the emergency relief and recovery planning, and promotes collaboration in emergency relief and recovery

4. Emergency Management Phases

When undertaking emergency management planning across all phases, consideration is given to the five core capability elements (people, systems, resources, processes and governance) and the 21 core capabilities detailed in the VPF.

The Grampians REMPC strongly encourages the use of VPF core capabilities in planning to foster a common language and set of definitions that will contribute to an integrated planning methodology between community, municipal, regional and state levels.

4.1 Mitigation

This Plan recognises that mitigation activities occur across a broad range of business, industry and agencies, as part of normal agency working arrangements. Mitigation activities may include application of policy and regulations, development of infrastructure, and provision of training and education activities.

The REMPC has undertaken an emergency risk assessment ([Attachment F](#)) for the region. This process has included:

- Identification of regional profile, hazards and emerging trends/threats
- Analysis of known hazards and their current mitigation measures (existing plans and arrangements) to assess residual risk ratings and determine significant regional hazards
- Evaluation of existing hazard plans and collective capability plans/arrangements against identified significant regional hazards and emerging trends/threats
- Identification of priority areas (treatment priorities) for the REMPC to focus on as part of the continuous improvement of emergency risk management in the region

Examples of collective mitigation activities that are occurring across the region are:

- Levee and culvert changes to improve flood protection and reduction in consequences.
- Land use reviews for fire and flood areas.
- Changing infrastructure redundancy such as increasing electricity connections to other grids.
- Contraflow option on freeway from Bacchus Marsh to Ballarat.
- Emergency markers in place in Lerderderg Gorge and Grampians National Park
- Grampians National Park Search and Rescue Observation Sharing, Insights and Lessons
- Grampians Emergency Management Training and Exercising Sub-Committee – exercising, training, improving, building capability and capacity

Further discussion of the VPF to shape the intent and direction of the Grampians REMPC activities is outlined in Section 4.2.

4.2 Preparedness Activities

In the emergency management context preparedness includes activities undertaken by agencies or stakeholders, individually and/or collectively, to enable effective mitigation, response and recovery.

Grampians preparedness activities that will be undertaken to focus on the following principal VPF core capabilities and elements of People, Resources, Governance, Systems and Processes:

- Operational management: Governance and people
- Planning (including exercising): Governance and processes
- Relief assistance: Governance
- Community information and warning: Processes
- Social, economic and built recovery: Governance and people
- Public safety and order: Governance and process
- Building community resilience: Governance and processes
- Fire management and suppression: Governance and processes

The outcomes from the Local Government Capability and Capacity for Emergency Management Project will also guide the REMPC's preparedness activities.

Attachment F outlines the intent and direction for the preparedness activities for the principal core capabilities and elements. The intent and scope of the preparedness activities to enhance the above capabilities will be developed by the REMPC and outlined in annual work plans.

4.3 Response Arrangements

The phase includes agency command, control and coordination arrangements that are in place and tested before an event (known as readiness), the conduct of the response operation, and the provision of immediate relief to support communities during and in the immediate aftermath of an emergency.

Regional response arrangements in the Region are detailed in the sub-plan Grampians Emergency Response Plan.

The structure of command, control and coordination practiced in the Grampians Region is as described in the SEMP. There is flexibility to stand up committees and teams as needed for an incident. Where possible, response activities should be managed at the lowest possible level which is often the municipal level. Whilst this is the case, regional support may be requested in accordance the arrangements outlined in this Plan.

At the regional level the Regional Emergency Management Team (REMT) is a key leadership team. The role and membership of the REMT is described in the SEMP. In the Region, the REMT operates as required all-year with meetings and an open all-agencies invitation to members.

This Plan applies a regional planning lens to the regions emergency management arrangements that will be applied when a multi-agency effort is required to manage an event. It is not intended to be a tactical level plan although it may support the development of such plans and outline the arrangements where the scale and nature of the emergency require escalation. This Plan acknowledges the requirement for flexibility in the Region's approach to emergency management and that there may be a requirement for alternative governance structures to be implemented for various incidents. Any alternative model will have a documented governance structure, roles and responsibilities, and clear linkages into the State, Region and Incident tiers.

Where possible, response activities should be managed at the lowest possible level which is often the municipal level. Whilst this is the case, regional support may be requested in accordance the arrangements outlined in this Plan.

This Plan applies a regional lens to response arrangements that will be applied when a multi-agency effort is required to manage an emergency event. It is not intended to be a tactical level plan although it may support the development of such plans and outline the arrangements where the scale and nature of the emergency require escalation.

A focus on the operational management core capability, noted in Section 4.2, will identify resource needs (people) and identify avenues to strengthen. Training, mentoring and exercising together in the region will identify shortfalls and surplus of skills. Subplan and complementary plans refreshes will assist agency to outline skills, shortfalls, and internal mitigations to address. Further, these plan refreshes will outline principles for escalation and de-escalation triggers for response activities.

4.3.1 Incident Control Centres and Regional Control Centre/s

As per the [Victorian Emergency Operations Handbook \(VEOH\)](#), Class 1 and some types of Class 2 emergencies are managed from the State Control Centre, Regional Control Centres (RCCs) and either an Incident Control Centre (ICC), mobile command vehicle, site office or other location determined by the EMC. Class 2 and other emergencies, depending on the size, type and nature may be managed from an agency specific location.

The VEOH details the locations and contact details for each RCC and ICC across the state, which are expanded further in [Attachment G](#) of this Plan.

4.3.2 Transition to recovery

This Plan defers to the guidelines for the transfer to recovery arrangements as outlined in the SEMP.

4.4 Recovery arrangements

This REMP outlines recovery arrangements that will be applied where an emergency has impacted multiple municipalities or communities or where the impacts of an emergency have wide ranging or long-term impacts or to provide a regional lens for what is outlined in the SEMP.

Regional recovery arrangements in the Region are contained in the sub-plan Grampians Emergency Recovery Plan.

As outlined in the SEMP, there are four key recovery environments that require a coordinated approach as part of the recovery process; social, economic, natural and built (as per the *Resilient Recovery Strategy*).

A Regional Relief and Recovery Sub-Committee includes agencies with regional recovery responsibilities, local government and support agencies. It is responsible for:

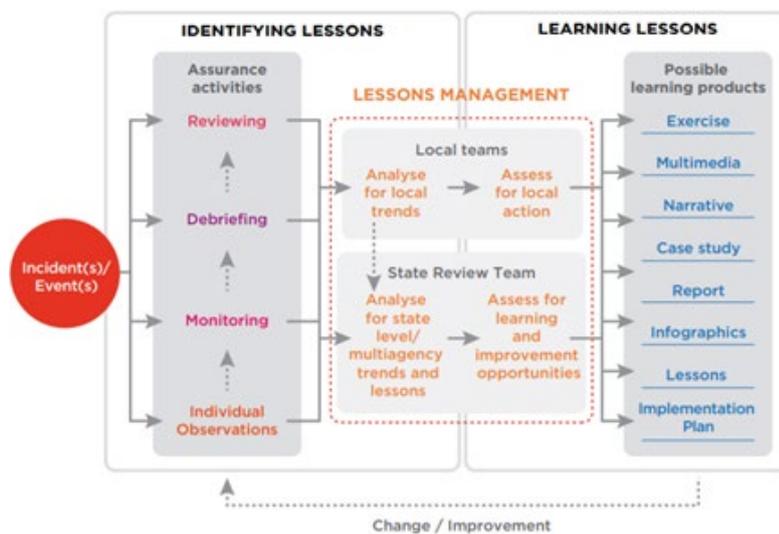
- Advice to the REMPC on emergency relief and recovery planning in the Region including the REMP and any relevant sub-plan
- Promoting and enabling collaboration in emergency relief and recovery
- Reviewing emergency relief and recovery components of events in conjunction with other reviews
- Identifying relevant advocacy needs to the REMPC

5. Evaluation and continuous improvement

The Region supports the State's commitment to a culture of continuous improvement that is outlined in the 2015 [EM-LEARN Framework](#) by:

- Utilising the EM-LEARN Framework and the Lessons Management Life Cycle to support the identifying and learning of lessons.
- Providing the opportunity to share experiences and learn from others.
- Encouraging the sector to share learnings about examples of good practice or areas for improvement.
- Utilising assurance activities (monitoring, debriefing and reviewing) to identify learnings.
- Focusing on systems of work, rather than the performance of individuals.
- Focusing on identifying trends, rather than actioning issues.
- Recognising that identifying and implementing sustainable solutions takes time, resources and opportunity.

Lessons management involves the identification and learning of lessons captured through assurance and learning activities (including debriefing, monitoring and reviews) occurring before, during and after emergencies. This process of moving from identifying lessons to learning lessons is guided by the lessons management life cycle within the EM-LEARN Framework, which aims to provide a state-wide shared understanding of what lessons management means for the Victorian Emergency Management sector.



For the Region, lessons management takes the form of the following arrangements:

- After Action Reviews
- Debriefs of officers, teams and agencies
- Review systems of work rather than on the performance of individuals
- Reviews of the effectiveness of the coordination, control, consequence management and communications functions
- Independent assurance activities undertaken by the Inspector-General for Emergency Management (IGEM) or an independent monitor of systems
- Public forums including representatives from relevant community, business and industry groups.

Real Time Monitoring and Evaluation (RTM&E) is a systematic and objective function that monitors operational performance, systems and processes and evaluates the effectiveness of emergency management activities. RTM&E adds value to the management of emergencies by providing real time feedback to personnel and confidence and assurance to the EMV on the overall management of the emergency.

The purpose of **debriefing** is to identify key observations, learning opportunities and good practise to ensure learning and improvement occurs within the emergency management sector. Debriefing allows participants to, as an individual or group walk through a series of questions enabling reflection on an experience to uncover learnings in a non-punitive environment. The outcomes of debriefs and other review activities will inform the ongoing cycle of learning and improvement within the sector by validating and evaluating existing doctrine, arrangements, policy, procedure, and incident/emergency management application. The outcomes will provide evidence to inform a range of activities including training, exercising and briefings.

The purpose of **reviewing** is to identify key observations, learning opportunities and good practise to ensure learning and improvement occurs within the emergency management sector. A review is a formal assessment of a specific topic generally at the conclusion of an event with the intent of instituting change. The outcomes from reviews will inform the ongoing cycle of learning and improvement within the sector by validating and evaluating existing doctrine, arrangements, policy, procedure, and incident/emergency management application. The outcomes will provide evidence to inform a range of activities including training, exercising and briefings.

The Region is undertaking several continuous improvement activities including Ambulance Victoria's collaborative activities for search and rescue in Grampians National Park.

6. Roles and responsibilities

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

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

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

Attachment H provides further detail relating to each agency's roles and responsibilities where they differ from the SEMP.

7. Restricted operational information

Section 60AI(2) of the EM Act 2013 allows the REMPC and EMV to exclude information from this published that is related to critical infrastructure, personal information or information that is of a commercially sensitive nature.

A short summary of the restricted information is included here, including who the contact point is should the user of this plan seek access to this information. The contact point for all restricted information is as per the Contact List held and maintained by EMV.

Summary of the restricted information	Reason for restriction	Agency that hold this information in full
Activation of the ICCS and / or the IPOC. Triggers for standing up the REMT or RCT in response to a public safety incident.	Related to critical infrastructure	Regional Emergency Management Inspector, VicPol & Emergency Management Victoria
Addresses and contact details for RCC and ICCs.		DELWP
Vulnerable Persons Register	Related to Personal information	VicPol, relevant LGA
List of facilities where Child Protection Clients or Clients in supported residential accommodation reside.	Related to personal information	DHHS

The information included in the remainder of this section is considered restricted operational information and is to be redacted in the published version of this Plan.

Document information

Document details

Criteria	Details
Document title:	Grampians Regional Emergency Management Plan
Document owner:	Grampians Regional Emergency Management Planning Committee

Version control

Version	Date	Summary of amendments	Author
0.3	9 August 2020	Addition of existing plans and planning objectives	IREMP WG members
0.4	1 September 2020	Risk assessment – Attachment E	IREMP WG members
0.5	27 September 2020	Distributed to IREMPC members for endorsement as final REMP subject to any agreed revisions	IREMP WG members
0.6	8 October 2020	Distributed to IREMPC members for endorsement as final REMP subject to any agreed revisions	Angela Clough (Chair) and IREMPC WG members
0.7	15 October 2020	Endorsed by IREMPC. Submitted to EMV for feedback.	IGREMPC
0.8	3 November 2020	Minor amendments agreed by REMPC at meeting on 30 October 2020. Submitted to EMC for approval.	Chair on behalf of REMPC
1.0	18 Nov 2020	Approved by Andrew Crisp, Emergency Management Commissioner	N/A

Document assurance

This document requires the following assurance:

Assurer	Title	Date
Angela Clough	Chair – on behalf of the Grampians REMPC	15/10/2020

Document approval

This document requires the following approval:

Approver	Title	Date
Andrew Crisp	Emergency Management Commissioner	18 Nov 2020

References

Support material	Author	Location/link
CERA Consolidated data – June 2020	Hosted by Victoria SES	https://www.ses.vic.gov.au/em-sector/community-emergency-risk-assessment-cera
2020 Environmental Scan Report - Gippsland Region	Information Management and Intelligence Team, EMV	EMV Website
Grampians Emergency Recovery Plan		
Guidelines for Preparing State, Regional and Municipal Emergency Management Plans	Issued by the Minister for Police and Emergency	EMV Website
Resilient Recovery Strategy	Emergency Management Victoria	EMV Website https://www.emv.vic.gov.au/how-we-help/resilient-recovery-strategy
Lessons management framework (EM-LEARN)	Emergency Management Victoria	https://www.emv.vic.gov.au/how-we-help/reviews-and-lessons-management/lessons-management-framework-em-learn
Victorian Emergency Operations Handbook	Emergency Management Victoria	EMV Website https://www.emv.vic.gov.au/publications/victorian-emergency-operations-handbook
Victorian Preparedness Framework	Emergency Management Victoria	EMV Website https://www.emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/victorian-preparedness-framework
Victorian Emergency Management Strategic Action Plan	Emergency Management Victoria	EMV Website https://files-em.em.vic.gov.au/public/EMV-web/Publications/EMV_Strategic_Action_Plan_2018-2021.pdf

Review date

Review Date	Description
November 2022	This document will be reviewed at least every 3 years or more frequently as required.

Acronyms

This section contains acronyms that are used throughout this Plan.

Acronym	Description
AFAC	Australasian Fire and Emergency Service Authorities Council
CERA	Community Emergency Risk Assessment
EM Act 2013	Emergency Management Act 2013
EMC	Emergency Management Commissioner
EMMV	Emergency Management Manual Victoria
EMV	Emergency Management Victoria
GRP	Gross Regional Product
ICC	Incident Control Centre
IGEM	Inspector-General for Emergency Management
IREMPC	Interim Regional Emergency Management Planning Committee
LGA	Local Government Authority
MEMP	Municipal Emergency Management Plan
NAFC	National Aerial Firefighting Centre
NERAG	National Emergency Risk Assessment Guidelines
NRSC	National Resource Sharing Centre
RCC	Regional Control Centre
REMPC	Regional Emergency Management Planning Committee
REMP	Regional Emergency Management Plan
REMT	Regional Emergency Management Team
RTM&E	Real Time Monitoring and Evaluation
SEMP	State Emergency Management Plan
TOR	Terms of Reference
VEOH	Victorian Emergency Operations Handbook
VPF	Victorian Preparedness Framework

Definitions

This section contains definitions that are additional to the definitions included in the State Emergency Management Plan.

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Terms	Description

Attachment A: Plan Hierarchy

This Plan's Sub Plans

Grampians Emergency Response Plan 2014
Grampians Emergency Relief and Recovery Plan
Grampians Fire & Heat Risk Consequence Plan 2015
Flood sub-plan – September 2018 (Mid West – Grampians)
Kaniva Toxic Waste Dump Risk Consequence Plan 2019

Complementary Plans

Grampians Regional Readiness & Response Arrangements: 28 February 2017
Grampians Hiker Camp Closures Process Map: 4 December 2018
Grampians National Park Search and Rescue Plan 2018 Signed: 14 May 2018
Grampians Local Response Plans: 16 April 2020
Grampians Supplement - FFMVic 2019-20 Readiness and Response Plan
Grampians Local Mutual Aid Plan December 2019
Grampians Strategic Bushfire Management Plan
FFMVic South Western Strategic Bushfire Management Plan
FFMVic West Central Strategic Bushfire Management Plan
Victorian Fire Risk Register
GWMWater Emergency Management Plan 2020
CH Water Emergency Management Plan
Parks Victoria Geelong Area Emergency Response Plan (includes Brisbane Ranges, You Yangs, Lerderderg, Werribee Gorge, Serendip, Inverleigh)
Parks Victoria Ballarat Area Emergency Response Plan (includes Hepburn, Creswick, Woorookarong, Lal Lal, Enfield, Buangor, Langi Ghiran, St Gorges Lake)
Parks Victoria Grampians Area Emergency Response Plan (Includes Grampians NP, Black Range, reserves around Stawell, Ararat Hills)
Parks Victoria Wimmera Area Emergency Response Plan (Includes Mt Arapiles-Tooan, Little Desert, Jilpanger, and multiple lake reserves)
Grampians National Park Search & Rescue Plan – 2018 (current version on EMCOP – Grampians Region Plans)
Mt Arapiles-Tooan State Park Rescue Plan – 2019 (current plan circulated through the Horsham MEMPC)

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Attachment B: The emergency management planning region

This Plan recognises that the regions for emergency management planning do not align with the regions used in the business as usual activity of each member agency.

Declaration of eight emergency management regions

This Plan recognises that the regions for emergency management do not align with the regions used in the business as usual activity of each REMPC member agency.

On recommendation of the Minister for Police and Emergency Services, the Governor in Council has declared emergency management regions under s77A of the *Emergency Management Act 2013*, as amended by the *Emergency Management Legislation Amendment Act 2018*. This declaration was made on 28 September 2020.

The eight emergency management regions are:

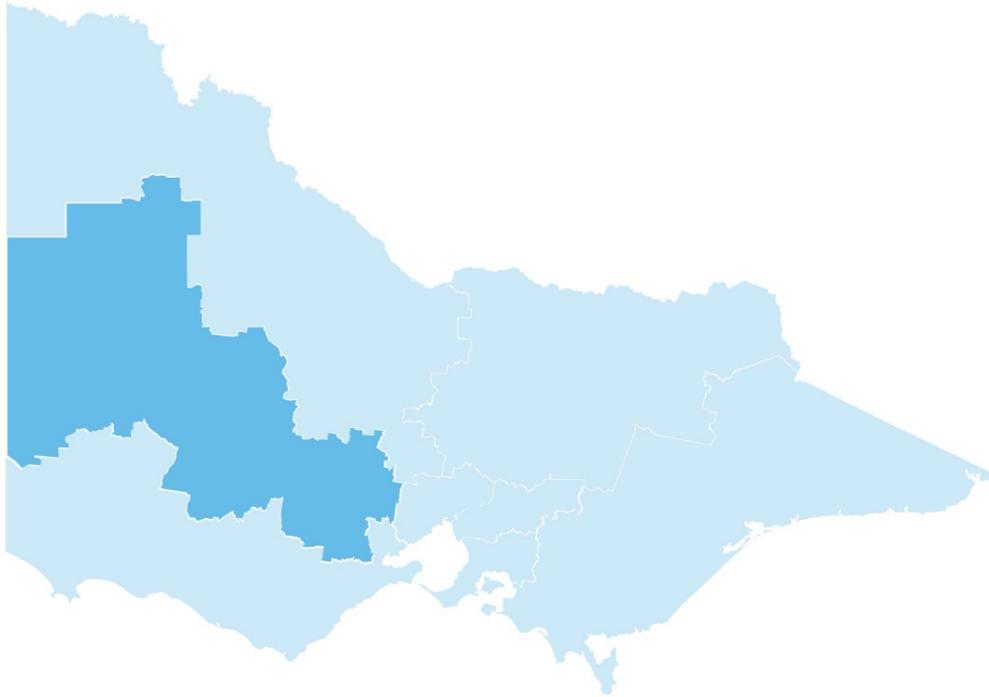
- Barwon South West
- Gippsland
- Grampians
- Hume
- Loddon Mallee
- Eastern Metro
- North West Metro
- Southern Metro

The eight regions are based on the Victorian Government regions with minor variations for the purposes of emergency management.

All emergency management regions are encouraged to collaborate with other regions as part of the new planning framework.

The Area of Operations concept in the State Emergency Management Plan provides flexibility across all emergency management regions.

Grampians as an emergency management region



The municipalities within the Grampians region are:

- Rural City of Ararat
- City of Ballarat
- Golden Plains Shire
- Hepburn Shire
- Hindmarsh Shire
- Rural City of Horsham
- Moorabool Shire
- Northern Grampians Shire
- Pyrenees Shire
- West Wimmera Shire
- Yarriambiack Shire



Attachment C: Emergency Management Plan Statement of Assurance for this Plan

Plan Preparer: Grampians Emergency Management Planning Committee

I certify that the attached Regional Emergency Management Plan complies with the requirements of the Emergency Management Act 2013, including having regard to any relevant guidelines issued under section 77 of that Act, to the extent outlined in the planning assurance checklist.

Signature of nominated representative of preparer:

A solid black rectangular box used to redact the signature of the nominated representative.

Name: Angela Clough, Chair, Grampians Emergency Management Planning Committee

Date: 26/10/2020

Attachment D: Cross-border considerations

All phases of emergency management are considered in the context of cross border delivery and interoperability when planning for the region.

Regional planning provides the opportunity to consider and capture unique and shared challenges of geographical areas that share risk and hazard landscapes regardless of regional or state border footprints seemingly separating them.

Emergency management planning in regions which share an interstate border need to consider existing collaborations at State, regional and municipal levels.

All levels of planning currently collaborate across regional and state borders for the benefit of border communities and to ensure maintenance of critical supply chains and essential services that benefit the State of Victoria.

Within the Region numerous agencies involved in mitigation, preparedness, response and recovery have different organisational and administrative boundaries. This increases the complexity of emergency management planning within the Region. A key goal of the REMPC is to ensure effective communication across a complex region, with the community at the centre of what we do.

Regional borders

The Region shares regional borders with Barwon South West Region, North West Metropolitan Region and Loddon Mallee Region. Communities in neighbouring regions interact through reciprocal provision of services and workforces. Communities in the Golden Plains Shire commonly use services and provide labour in Geelong in the Barwon South West Region due to the proximity of that regional city. Communities in the northern parts of the Grampians Region seek services in Mildura and Bendigo in Loddon Mallee Region. Preparedness activities, response arrangements and relief arrangements recognising these interdependencies benefits our border communities.

State borders

Our communities along the border are often dependent on produced and services sourced from South Australia towns and the South Australian community and government. Preparedness activities, response arrangements and relief arrangements recognising this benefits our border communities.

Closure of the border between Victoria and South Australia would have significant impacts for border communities in accessing healthcare services, education, food and essential supplies and services. It would also significantly impact movement of freight and logistics for multiple industries. More broadly, border closure or restriction of movement would negatively impact the local economy through depressing additional industries such as tourism. Recovery planning which recognises this, benefits not only the local community but the entire Region.

Industries, notably agriculture and utility services, operate across border. Planning and engagement recognising this in risk assessment provides for a more thorough assessment. Emergency response, including firefighting aircraft, operates across the border. Collaboration at State, Regional and Incident tiers benefits border communities.

Mutual arrangements between Victoria and South Australia are in place for fire agency response. Fire Fighting Aircraft arrangements are governed by the National Aviation Firefighting Centre (NAFC). On a day to day basis this is done operationally between the state

air-desks in the State Control Centre equivalents in each State and approved by the Class 1 State Response Controller in consultation with the EMC.

Deployment of resources over and above first response is also informed by the National Resource Sharing Centre (NRSC), and interstate deployments must have the approval of the EMC.

Attachment E: Significant historic emergencies

Emergency	Date	Location
Rural City of Ararat		
Fire	1977 2005 2015 2019	Streatham Deep Lead/Black Range Bushfires NYE Moyston Moyston (Rocky Point)
Flood	2010/11 2016	Wickliffe Streatham Rossbridge Ararat Streatham Wickliffe
Pandemic	March 2020	Global Pandemic affecting lives and livelihood
City of Ballarat		
Fire	2009 2015 (Dec) 2016 (Feb) 2018 (Dec) 2019 (Mar, April)	Mt Clear Scotsburn Mt Bolton Buninyong Mt Clear, Bunkers Hill
Floods	2010 (Sep) 2011(Jan, Feb, Sept) 2012	Miners Rest, Delacombe Municipality wide Municipality wide
Pandemic	March 2020	Global Pandemic affecting lives and livelihood
Wind Storm Impacts	2013 (Jan) 2012 (Nov) 2010 (June)	Ballarat North & Ballarat East Cardigan Village, Bunkers Hill, Delacombe, Sebastopol, Mt Clear, Mt Helen and Buninyong Major wind storm with significant impact to the suburbs of Delacombe and Sebastopol, damaging 69 homes;
Mine Accidents	2007 (Nov)	27 Miners trapped Mt Clear
Golden Plains Shire		
Fire	2006 2006 2013 2019 (March) 2019 (December)	Anakie Snake Valley Dereel Mt Mercer Mt Mercer
Floods	2011(Jan-Feb) 2016 (Sep) 2018 (Dec)	Shire Wide (State Wide) Flood and Storm (State Wide) Flood and Storm (State Wide)
Pandemic	March 2020	Global Pandemic affecting lives and livelihood
Avian Influenza	2020	Lethbridge
Wind Event (Downburst) – Transmission towers knocked down)	2020	Cressy
Hepburn Shire		
Major Flood	September 2010 and January 2011	Creswick and Clunes
Bushfire	February 2009	Daylesford

Emergency	Date	Location
Bushfire	February 1983	Trentham East
Bushfire	February 1977	Creswick
Bushfire	February 1969	Daylesford
Hindmarsh Shire		
Pest Plague - Locusts	2010/11	State Wide
Pest Plague - Mice	14/11/2010	State Wide
Fire	2015 2014	Little Desert Mallee
Floods	2010/11	Dimboola and surrounds
Rural City of Horsham		
Pest Plague - Locusts	2010/11	State Wide
Pest Plague - Mice	14/11/2010	State Wide
Fire	2014 2016	Northern Grampians Mt Lubra Grampians
Floods	2010/11	Horsham and surrounds
Moorabool Shire		
Fire	1983 2006 (Jan) 2009 (Feb) 2013 (Feb) 2015 (Dec) 2019 (Jan)	Greendale Anakie Muskvale Mt Warrenheip & Yendon Scotsburn (impacting many parts of the Shire and homes and properties destroyed) Lerderderg
Floods	2010 (Feb, Mar, Sep) 2011(Jan-Feb) 2016 (Sep) 2018 (Dec)	Bacchus Marsh – Shire Wide Shire Wide (State Wide) Flood and Storm (State Wide) Flood and Storm (State Wide)
Pandemic	March 2020	Global Pandemic affecting lives and livelihood
Train Derailment	2003 (Nov)	Ballan (Melb- Ballarat Line)
Northern Grampians Shire		
Flood	2016 (Sept) 2011 (Dec) 2010 (Sept)	Shire wide Flood and Storm - Upper Wimmera Catchment Flood and Storm - State Wide 190 landslides were recorded across the Grampians National Park, with significant impacts on Halls Gap
Fire	2014 (Dec) 2014 (Dec)	Northern Grampians Complex Fire (Wartook, Roses Gap, Dadswells Bridge) Fire Black Range - Bunjils Cave Rd fire
Mine Accidents	2007 (Nov)	27 Miners trapped Mt Clear
Pyrenees Shire		
Fire	1998 (Dec) 2001 (Mar) 2002 (Sep)	Linton Glenpatrick Mt Lonarch

Emergency	Date	Location
	2006 (Mar) 2006 (Apr) 2006 (Apr) 2013 (Jan) 2019 (Dec)	Snake Valley Waubra Langi Kal Kal Chepstowe Lexton
Floods	2010 (Sep, Dec) 2011(Jan) 2016 (Jan) 2016 (Sep, Oct)	Beaufort Shire Wide Avoca Shire Wide
Pandemic	March 2020	Global Pandemic affecting lives and livelihood
Truck Incident	2000 (Jun)	Western Highway
	2007 (Apr)	Western Highway
Gas Pipeline Rupture	2001 (Dec)	Amphitheatre
West Wimmera Shire		
Pest Plague - Locusts	2010/11	State Wide
Pest Plague - Mice	14/11/2010	State Wide
Fire	2013 2013	Edenhope Little Desert – Salt Lake Track
Yarriambiack Shire		
Fire	2014	Wyperfeld National Park – Lake Albacutya Wirrengren Park Bronzewing – Sunraysia Highway Paradise Flora and Fauna Reserve– Moyles Road
Floods –including rain events	2010 (Sep) 2011(Jan-Feb) 2016 -high flow	Yarriambiack Creek & Dunmunkle Creek
Pest Plague- Locusts Mouse plagues	late 2010 early 2011 2010, 2011 and 2014	Whole shire

Attachment F: Regional Risk Assessment

Overview

The regional risk assessment process has utilised the primary elements outlined in the National Emergency Risk Assessment Guidelines (NERAG), supplemented by the community emergency risk management processes (CERA) and the emergency management core capabilities from the Victorian Preparedness Framework (VPF).

The components of the risk assessment process were follows:

- Scope and context:
 - Grampians' regional characteristics, assets and values outlined in Section 2.
 - Planning objectives outlined in Section 3.3.
- Hazard identification and residual risk analysis:
 - CERA process outlined in following sections.
- Risk evaluation:
 - Existing hazard-based plans: Sub-plans and complementary plans outlined in Attachment A.
 - Collective plans/arrangement & capabilities: VPF– Core capabilities outlined in the following sections.
- Treatment priorities:
 - Priority areas for the REMPC to focus on as part of the continuous improvement of emergency risk management in the region that is guided by the planning objectives. These priorities are aligned to the VPF core capabilities.

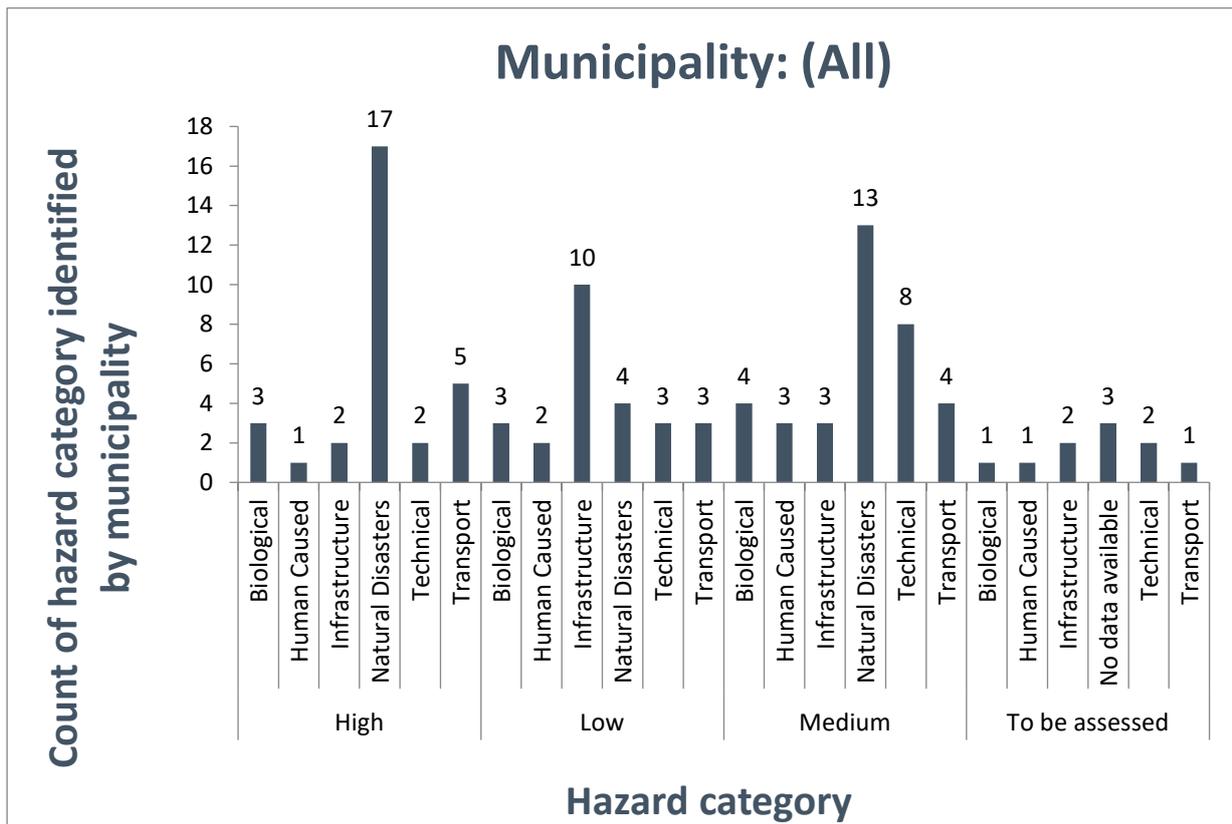
Hazard identification and residual risk analysis - CERA Assessment

Each municipality in the Region as part of their municipal planning process undertakes the CERA. This process has identified several emergency hazards specific to each Municipality and has analysed their residual risk ratings. These emergency hazards were grouped into six hazard categories:

- biological
- Human-caused
- infrastructure
- natural disasters
- technical
- transport.

The residual risk ratings were determined by applying the risk and consequences ratings following consideration of the current mitigation measures.

The figure below shows a count of emergency hazards for the Region’s municipalities in each of the six categories according to their residual risk rating. The CERAs were undertaken between 2017 and 2019.



The following table displays the CERA risk identification and residual risk ratings outcomes for each municipality. The CERAs were undertaken between 2017 and 2019.

Municipality	Hazard Category	Emergency Hazard	Ratings Confidence	Residual Risk Rating
Ararat	Biological	Food / Water Supply Contamination	To be assessed	To be assessed
		Human Epidemic / Pandemic	Medium	High
	Human Caused Infrastructure	Civil Disturbance	To be assessed	To be assessed
		Other - Service Disruption - Essential Services	Medium	Medium
		Other - Service Disruption - Telecommunications	Medium	Medium
	Natural Disasters	Bushfire - large, regional	Medium	High
		Flood – Riverine	Medium	High
		Heat Health	Medium	High
		Storm	Medium	Medium
	Technical	Fire - Commercial / Industrial	Medium	Medium
		Fire - Residential	Medium	Medium
		Hazardous Materials Release - in transport	Medium	Medium
	Transport	Road Transport Incident - large commercial vehicle	Medium	High
		Transport Incident - Aircraft	Medium	Medium
Transport Incident - Train, Rail		Medium	High	
Ballarat	Biological	Exotic Animal Disease	Medium	Medium
		Human Epidemic / Pandemic	Medium	Medium
	Human Caused	Other - Mass Gathering	Low	Low
		Terrorism / Massacre	Low	Medium
	Infrastructure	Service Disruption - Utilities	Low	Medium
		Structural Failure - Dam	Low	Medium
	Natural Disasters	Bushfire - large, regional	High	High
		Flood - Flash	High	High
		Heat Health	Medium	High
Landslide		Low	Medium	

Municipality	Hazard Category	Emergency Hazard	Ratings Confidence	Residual Risk Rating	
	Technical	Storm	Medium	High	
		Fire - Commercial / Industrial	Medium	High	
		Fire - Residential	Medium	High	
		Hazardous Materials Release - from facility	Low	Medium	
	Transport	Industrial Accident	Low	Medium	
		Transport Incident - Aircraft	High	High	
		Transport Incident - Train, Rail	Medium	Medium	
Golden Plains	Biological	Exotic Animal Disease	Low	Medium	
		Food / Water Supply Contamination	High	Low	
	Infrastructure	Human Epidemic / Pandemic	Low	Medium	
		Resource Shortage - Fuel	Low	Medium	
		Service Disruption - Electricity	Low	High	
		Service Disruption - Water	Low	High	
		Structural Failure - Bridge	Low	Low	
	Natural Disasters	Bushfire - large, regional	Medium	High	
		Bushfire - small, isolated	High	Medium	
		Earthquake	High	Low	
		Flood - Extreme (probable maximum flood)	Medium	Medium	
		Flood - Major	Medium	High	
		Flood - Moderate	Medium	High	
		Heat Health	Medium	Extreme	
		Storm	Low	High	
		Technical	Fire - Commercial / Industrial	Medium	High
			Fire - Residential	Medium	High
	Hazardous Materials Release - in transport		Low	Medium	
	Transport	Road Transport Incident - large commercial vehicle	Low	High	
		Transport Incident - Train, Rail	Low	Medium	
Hepburn	Human Caused	Mass Gathering	Medium	Medium	

Municipality	Hazard Category	Emergency Hazard	Ratings Confidence	Residual Risk Rating	
	Infrastructure	Other - Missing Persons	Medium	Low	
		Service Disruption - Electricity	High	Medium	
	Natural Disasters	Service Disruption - Telecommunications	High	High	
		Bushfire - large, regional	High	High	
		Flood - Major	High	High	
		Heat Health	High	High	
		Storm	High	Medium	
	Technical	Hazardous Materials Release - from facility	Medium	Medium	
	Transport	Road Transport Incident - large commercial vehicle	High	Medium	
		Transport Accident, Road, Private vehicle	High	Low	
Transport Incident - Train, Rail		Medium	Medium		
Hindmarsh, Horsham West Wimmera & Yarriambiack	Biological	Exotic Animal Disease	N.A.	High	
	Infrastructure	Service Disruption - Electricity	N.A.	Medium	
	Natural Disasters	Bushfire - large, regional	N.A.	High	
		Flood - Major	N.A.	Medium	
		Heat Health	N.A.	Extreme	
		Storm	N.A.	Medium	
		Technical	Fire - Hazardous Materials Release - from facility	N.A.	Medium
	Transport	Road Transport Incident - large commercial vehicle	N.A.	High	
	Moorabool	Biological	Exotic Animal Disease	Low	Low
			Human Epidemic / Pandemic	High	High
Human Caused Infrastructure		Other - CBR - Incident	Medium	Medium	
		Other - Missing Persons	Medium	Low	
		Other - Service Disruption - Essential Services	Medium	High	
		Structural Failure - Bridge	Low	Medium	
		Structural Failure - Building	Low	Low	
Structural Failure - Dam	Medium	Medium			

Municipality	Hazard Category	Emergency Hazard	Ratings Confidence	Residual Risk Rating
	Natural Disasters	Bushfire - large, regional	High	High
		Bushfire - small, isolated	High	Medium
		Earthquake	Low	Low
		Flood - Flash	High	Medium
		Flood - Riverine	High	Medium
		Heat Health	Low	High
		Landslide	Medium	Medium
		Storm	High	High
	Technical	Fire - Commercial / Industrial	Medium	Medium
		Fire - Residential	Medium	Medium
	Transport	Other - Major Transport Incident (RAIR)	Low	Medium
		Other - Transport Incident - large commercial vehicle	High	Medium
Northern Grampians	Natural Disasters	Bushfire - large, regional	High	High
	Technical	Fire - Tyre stockpile	High	Extreme
Pyrenees	Biological	Human Epidemic / Pandemic	High	High
		Human Caused	High	High
	Infrastructure	Other - Community Event	High	High
		Other - Service Disruption - Telecommunications	Low	Medium
		Service Disruption - Electricity	Low	High
	Natural Disasters	Service Disruption - Gas	Medium	Medium
		Bushfire - large, regional	High	High
		Flood - Flash	High	High
		Heat Health	High	Extreme
		Storm	Medium	High
	Technical	Fire - Residential	High	Extreme
Transport	Road Transport Incident - large commercial vehicle	High	Extreme	

The significant regional emergency hazards over the period 2016 – 2019 were defined by the total number of high or extreme residual ratings across the region’s municipalities, and included the following:

- heat: 10 municipalities
- bushfire: 10 municipalities
- storm: 4 municipalities
- exotic animal disease: 4 municipalities
- flood – riverine and flash: 4 municipalities
- fire - commercial/industrial: 3 municipalities
- service/infrastructure disruption – electricity, water & telecommunications: 3 municipalities
- pandemic: 3 municipalities

Several of these regional significant emergency hazards are likely to concur in a concurrent and/or cascading fashion, that is, due to the same weather event. Possible concurrent and/or cascading emergency hazards may include:

- heat, bushfire, storm and service disruption
- storm, flooding – riverine and flash, and service disruption.

The likely occurrence of concurrent and/or cascading emergencies necessitates the robust multi-agency/hazard arrangements and plans to deliver the required capabilities in preparedness, response and recovery.

Risk Evaluation

The risk evaluation considered the following two components:

- **Significant regional hazards** – as identified from the CERA processes
- **Emerging trends and threats** – as identified in Regional Profile Section 2, and evaluated for adverse impact on communities’ values and assets, and require revisions and enhancements to hazard arrangements/capabilities (treatment priorities)

Significant Regional Hazards

The risk evaluation for the significant regional hazards considered the following two perspectives:

- hazard: existing hazard plans as outlined in [Attachment A](#)
- collective capability: existing multi-hazard/multi agency plans/arrangements outlined in [Attachment A](#), and collective capabilities required as defined in the VPF.

Hazard-based arrangements/plans

The existing hazard-based regional arrangements/plans include:

- **Heat** is managed through the Fire and Heat Consequence Plan.
- **Bushfire and grass fire** is managed through joint agency Strategic Bushfire Management Plans, Joint agency Fuel Management Plans, the Victorian Fire Risk Register, EMV JSOP2.03 IMT readiness arrangements, JSOP2.06 Aviation readiness arrangements, Safer Together Projects, Local Mutual Aid Plans and Fire Agency Readiness and Response Plans. Joint training, exercising and debriefs assist in the continual improvement of emergency response

- **Storm – including wind events** is managed through VICSES Regional Response Plan- Storm EMV JSOP2.03 IMT readiness arrangements. Joint training, exercising and debriefs assist in the continual improvement of emergency response.
- **Hazardous Materials Incident(s)** is managed by arrangements between FRV and CFA
- **Pandemic, Epidemic or Disease Outbreak (Human)** is managed through the State Health Emergency Response Plan.
- **Pandemic, Epidemic or Disease Outbreak (Zoonotic)** is managed through DJPR promotion of resilience through emergency planning and preparedness, including the State Biosecurity Sub-Plan, Victorian Emergency Animal Welfare Plan, and national arrangements captured in AUSVETPLAN, PLANTPLAN and AQUAPLAN.
- **Flooding / Flash Flooding** is managed through VICSES Regional Response Plan-Flood, EMV JSOP2.03 IMT readiness arrangements. Joint training, exercising and debriefs assist in the continual improvement of emergency response
- **Earthquake – including structural collapse** is managed through VICSES Regional Response Plan- Earthquake, EMV JSOP2.03 IMT readiness arrangements. Joint training, exercising and debriefs assist in the continual improvement of emergency response.
- **Landslip** is managed through is managed through VICSES Regional Response Plan-Landslip, EMV JSOP2.03 IMT readiness arrangements. Joint training, exercising and debriefs assist in the continual improvement of emergency response.
- **Major Transport Accident** is managed by Victoria Police arrangements
- **Utility Disruption** is managed through relevant utility owners / operators response plan in partnership with the relevant control agencies (if required).
- **Chemical, Biological, and Radiological Safety Incident(s)** is managed through Chemical Biological Radiological Response Plan.

Collective capability plan/arrangements

The hazard-based plans were evaluated to determine the required core capabilities to deliver preparedness, response and recovery for the specific hazard. The core capabilities definitions were obtained from the Victorian Preparedness Framework. The application of this perspective facilitates the identification of the principal core capabilities and guides the framing of treatment priorities.

Hazard type	Risk	Consequences	Core Capabilities required
Biological: Human disease	Epidemic or Pandemic with cascading consequences to communities across health, education, food security and livelihoods	<ul style="list-style-type: none"> Relief services need to be delivered by alternative methods to traditional ERCs Community fatigue and possible poor compliance with restrictions to activity over time Significant strain on emergency personnel across agencies with prolonged incident management required (resources) Strain on health services, mortuaries and cemeteries Secondary impact to regional economies Secondary impact to freight, logistics and supply chains Possible reduction in Class 1 emergency workforce to support response, or respond to new incidents 	Relief Assistance Health Emergency Response Public Safety and order Operational management Fatality Management Social and economic recovery Learning and Assurance Planning
Natural disaster	Multiple concurrent Class 1 emergencies, or a large-scale Class 1 emergency in the Region; with significant damage across the recovery environments	<ul style="list-style-type: none"> Need to manage warnings and advice across multiple hazards Strain on resources in response Significant damage across the recovery environments, with extended recovery timeframes 	Relief Assistance Operational management Community information and warnings Building community resilience Impact assessment Economic, built and social recovery

Hazard type	Risk	Consequences	Core Capabilities required
			<p>Natural Environment Rehabilitation</p> <p>Fire management and suppression</p> <p>Planning</p>
Technical	Protracted or complex incident involving a technical hazard (e.g. hazardous materials site, energy infrastructure) posing risks to community safety or functioning	<ul style="list-style-type: none"> • Need to manage warnings and advice • Strain on resources in response • Novel incident management structure required to manage consequences • Novel or emerging hazards to first responders • Significant damage across the recovery environments, with extended recovery timeframes 	<p>Operational management</p> <p>Community information and warnings</p> <p>Economic, built and social recovery</p> <p>Fire management and suppression</p> <p>Planning</p>
Human caused: Public Safety	Incident posing significant disruption to a single community, or incidents occurring at multiple sites across the region which threaten public safety and / or public order	<ul style="list-style-type: none"> • Need to manage warnings and advice • Strain on resources in response • Novel incident management structure required to manage consequences • Possible mass injuries or mass casualties • High demand for community relief (particularly Psychological First Aid) • Heightened risk of first responder injury 	<p>Relief assistance</p> <p>Operational management</p> <p>Public Safety and order</p> <p>Warnings and information</p> <p>Planning</p>
Biological: Animal disease outbreak	Animal disease outbreak with cascading consequences to communities across health, food security and livelihoods	<ul style="list-style-type: none"> • Need to manage warnings and advice • Strain on resources in response • Novel incident management structure required to manage consequences • Volunteer response to Class 1 emergencies may be impacted by competing 	<p>Environmental Response</p> <p>Relief assistance</p> <p>Operational management</p> <p>Public Safety and order</p> <p>Warnings and information</p>

Hazard type	Risk	Consequences	Core Capabilities required
		Class 2 related restrictions of movement.	Planning
Human caused / Natural Disaster: Search and Rescue	<p>Increase in frequency or complexity of Search and Rescue operations</p> <p>Long-term increased tourist visitation to Grampians National Park and surrounding natural attractions with potential for large scale loss of life, large scale relief needs; search and rescue or road rescue</p>	<ul style="list-style-type: none"> • Significant numbers of international or domestic tourists visiting the region with limited local knowledge, or familiarity with Warnings and Advice messaging • Multiple Control Agencies have responsibility, depending on the nature and location of the incident • The incident may be a Class 1 incident, or a Class 2 incident • A broad EMT may be required to comprehensively manage the consequences of an emergency • Risks to first responders • Strain on limited community services and facilities. 	<p>Operational management</p> <p>Public Safety and order</p> <p>Warnings and information</p> <p>Search and rescue</p> <p>Planning</p>

Emerging trends and threats

The following emerging trends and threats are considered likely to adversely impact on the residual risk ratings, core capabilities and the associated capacities.

Emerging trend or threat	Risk	Consequences	Impacted core capabilities/ capacities
Climate Change	Changed weather patterns	<ul style="list-style-type: none"> Reduced window in which to conduct traditional planned burning methods Competition for uses of water sources (e.g. farming vs environmental) Possible increase in fire ignitions, floods or storms Increased demand on resources in response and relief Increased damage across the recovery environments, leading to longer recovery timeframes Loss of habitat for rare or threatened species Possible changes in dry land farming use over time (e.g. more cropping) 	Relief Assistance Operational management Community information and warnings Building community resilience Impact assessment Economic, built and social recovery Natural Environment Rehabilitation Fire management and suppression
Emergent technology	Increase in renewable energy sites across the region	<ul style="list-style-type: none"> Increase in high voltage powerlines in the region Increase in energy related infrastructure in the region Changes in land use Changes to local response plans 	Operational management Economic, built and social recovery Fire management and suppression Planning
Concurrent emergencies	Increased instances of needing to manage multiple Class 1 emergencies and / or a Class 1 emergency and a Class 2 emergency	<ul style="list-style-type: none"> Strain on traditional incident management team structures Additional considerations in public warnings Response agency personnel fatigue management and training requirements Increased demand on Emergency Relief Centres 	Relief Assistance Operational management Community information and warnings

Emerging trend or threat	Risk	Consequences	Impacted core capabilities/ capacities
		and possible use of informal shelter in place options	
Ageing population in rural areas	Changes in population impact on agency capacity, and on community resilience	<ul style="list-style-type: none"> • Possible decline in volunteer numbers across multiple agencies involved in emergency management • Possible changes in community capacity 	Relief Assistance Operational management Building community resilience
Geo-political risk	Possible impacts on cyber security, biosecurity, trade, and tourism	<ul style="list-style-type: none"> • Increased or novel cyber-attacks which inhibit agency systems and capability to respond to emergencies • Regional teams may need to assist in delivering State priorities • Restrictions on use of resources (e.g. fuel) or limits in supply chains • Altered numbers of international and domestic tourists visiting regional communities 	Operational management Building community resilience Economic, built and social recovery

Treatment priorities

The risk evaluation across the significant regional hazards and emerging trends/threats revealed following principal priority core capabilities:

- Operational management
- Planning (including exercising)
- Relief assistance
- Community information and warning
- Social, economic and built recovery
- Public safety and order
- Building community resilience
- Fire management and suppression

These principal priority core capabilities were the core capabilities primarily underpinning the significant regional hazard preparedness, response and recovery activity delivery, and the core capabilities primarily impacted by emerging threat/trends.

The treatment priorities for the REMPC will focus on the priority principal core capabilities to enhance emergency risk management by strengthening the relevant capability elements. The capability elements are people, resources, governance, processes and systems (refer to the VPF for definitions).

The following sets the intent and direction of treatment priorities for the principal core capabilities.

Core capability	Considerations
Operational Management	<p>Governance</p> <ul style="list-style-type: none"> • Transfer of control: <ul style="list-style-type: none"> ○ Agency - incident ○ Incident - incident ○ Region – region • Escalation/De-escalation of control • Transition to recovery • Relief activation/coordination • Readiness arrangements <p>People</p> <ul style="list-style-type: none"> • Sustainable IMT and support agency resources • Volunteer attraction and retention strategies • Capacity building- training, accreditation
Planning (including exercising)	<p>Governance/process</p> <ul style="list-style-type: none"> • Coordinated pre-season briefings. • Review previous season effectiveness of the coordination, control, consequence management and communications functions/outcomes/actions/improvements • Develop and exercise Regional Control and Coordination arrangements which test capability to respond to concurrent Class 1 and Class 2 emergencies occurring in the region.

Core capability	Considerations
	<ul style="list-style-type: none"> • Refresh and realign REMPC subcommittees/working group's intent and direction
Relief assistance	<p>Governance</p> <ul style="list-style-type: none"> • Transfer of control: <ul style="list-style-type: none"> ○ Agency - incident ○ Incident - incident ○ Region – region • Escalation/De-escalation of control • Transition to recovery • Relief activation/coordination • Readiness arrangements
Community information and warning	<p>Processes</p> <ul style="list-style-type: none"> • Sustainable and agreed protocol for community information and warning across all hazards
Social, economic and built recovery	<p>Governance</p> <ul style="list-style-type: none"> • Transfer of coordination <ul style="list-style-type: none"> ○ Incident ○ Region • Transition to recovery • Support agency activation/coordination • Readiness arrangements <p>People</p> <ul style="list-style-type: none"> • Sustainable support agency resources • Volunteer attraction and retention strategies • Capacity building- training, accreditation
Public safety and order	<p>Governance/process</p> <ul style="list-style-type: none"> • Coordinated pre-event briefings. Review previous event effectiveness of the coordination, control, consequence management and communications functions/outcomes/actions/improvements
Building community resilience	<p>Governance/process</p> <ul style="list-style-type: none"> • Collate current community engagement activities from across all agencies • Consider the possible collaboration on current community engagement activities from across all agencies
Fire management and suppression	<p>Governance/process</p> <ul style="list-style-type: none"> • Review coverage and effectiveness of governance and processes for preparedness, response and recovery activities associated with high risk hazardous sites and other within the region.

Attachment G: Regional and Incident Control Centres

Regional Control Centre

Location:	Street address	
Grampians	[REDACTED]	Facility Manager: Country Fire Authority Business Continuity Arrangement: SES Regional Office Wendouree

Incident Control Centres

Location	Street address	
Horsham	[REDACTED]	Incident control centre operated by: Department of Environment Land Water and Planning Facility managed by: Department of Jobs, Precincts and Regions Business Continuity Arrangement: Ararat Incident Control Centre
Ararat	[REDACTED]	Facility Manager: Country Fire Authority Business Continuity Arrangement: Horsham ICC or Ballarat ICC (in no order)
Ballarat	[REDACTED]	Facility Manager: Department of Environment Land Water and Planning Business Continuity Arrangement: Ararat Incident Control Centre

Attachment H: Emergency Management Agency Roles and Responsibilities

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This Plan aligns to agency roles and responsibilities detailed in the SEMP.

Attachment I: Municipal Emergency Management Plan approval schedule

This table provides an overview of the dates that Municipal Emergency Management Plans (MEMPs) within the Grampians region were last reviewed and when they are due for their next review.

All MEMPs will be approved by the REMPC during this plan's own review horizon.

Municipality	Date of most recent approval (from earliest to most recent)	Date of next approval
West Wimmera	7 August 2018	7 August 2021
Hepburn	6 October 2018	6 October 2021
Golden Plains	18 October 2018	18 October 2021
Ballarat	3 September 2019	3 September 2022
Hindmarsh	10 January 2020	10 January 2023
Horsham	5 June 2020	5 June 2023
Yarriambiack	3 August 2020	3 August 2023
Pyrenees	11 August 2020	11 August 2023
Moorabool	11 August 2020	11 August 2023
Ararat	31 August 2020	31 August 2023
Northern Grampians	31 August 2020	31 August 2023