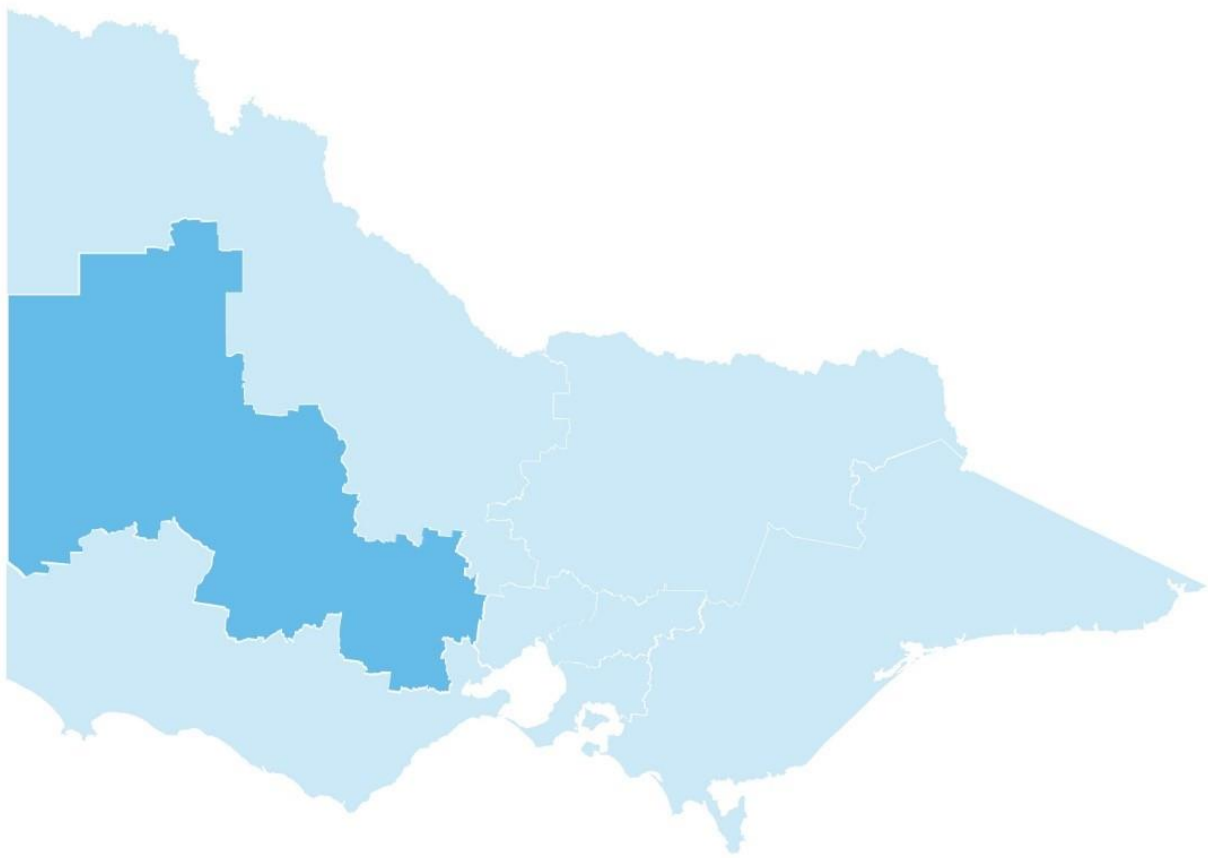


Grampians

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 (REMPAC) 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, relief and recovery and defines the roles and responsibilities of stakeholders at the regional level. It supports efficiency and effectiveness of emergency management on a platform of shared responsibility and interoperability to deliver community focused outcomes.

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

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.

2.2 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, relief 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
- Supports 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

1.3 Audience

This plan recognises that emergency management is the shared responsibility of all Victorians, not just the emergency management sector, to support communities to be safer and more resilient.

The audience for this plan comprises government, business, the community of Victoria and, primarily, agencies within the emergency management sector.

1.4 Authority

The EM Act 2013 requires 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 A](#) 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 Scope

1.5.1 Context

The Grampians REMPC has prepared this Plan as required by the EM Act 2013 and having regard to the [Guidelines for Preparing State, Regional and Municipal Emergency Management Plans](#). This Plan supports holistic and coordinated emergency management arrangements within the Grampians region and is consistent with and contextualises 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, rather addresses and builds upon 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. This Plan should be read in conjunction with the SEMP and any other identified plans listed in [Attachment B](#).

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.

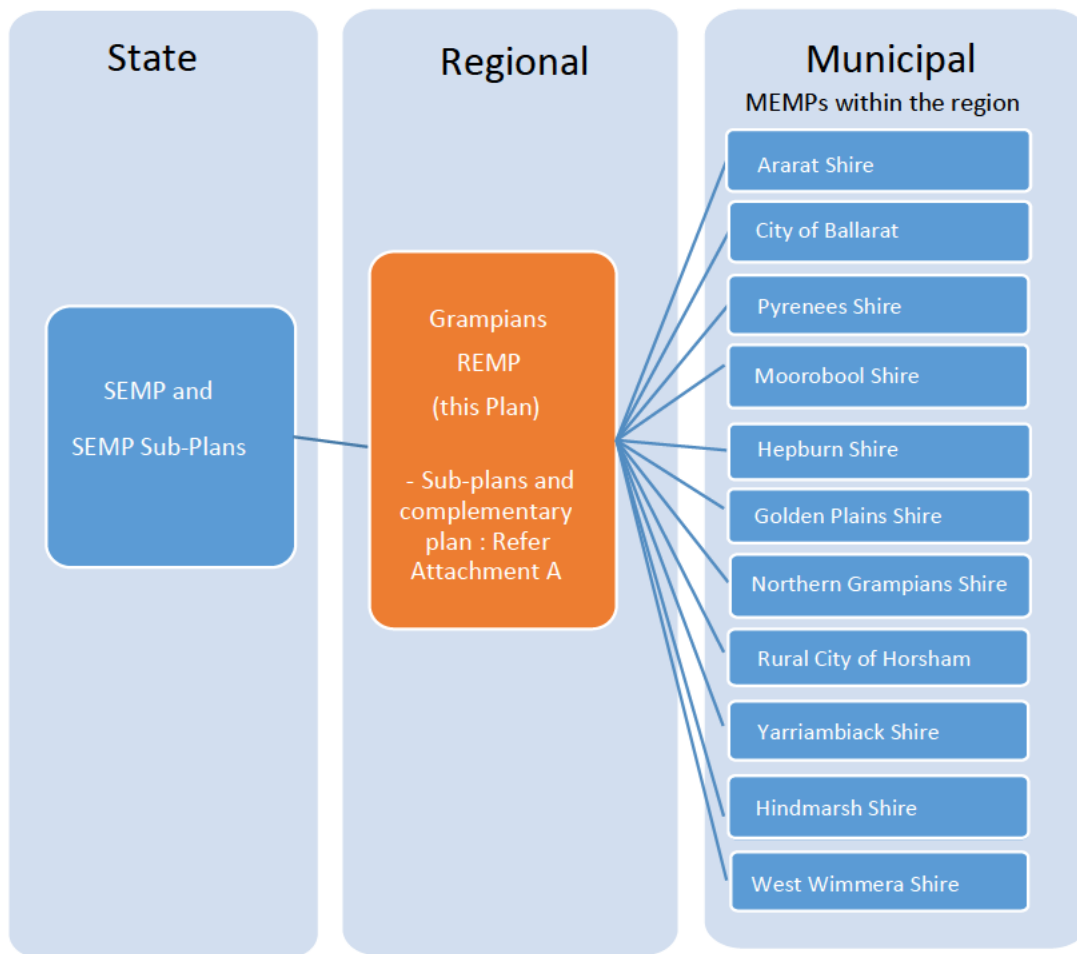


Figure 1: Plan hierarchy

In developing this Plan, the REMPC has committed to:

- maintaining an awareness of existing emergency plans and arrangements within the region.
- a continuous and 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.

1.6 Administration

1.6.1 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 REMPC governance structure (see Figure 2) is composed of the overarching REMPC, sub-committees and working groups as required to support the REMPC to 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** - must add value at a regional level and not replicate planning occurring inside agencies or municipalities.
- **Capacity** - must be resourced appropriately to achieve their purpose.
- **Timeliness** - where feasible, established to achieve specific outcomes within a prescribed timeframe.

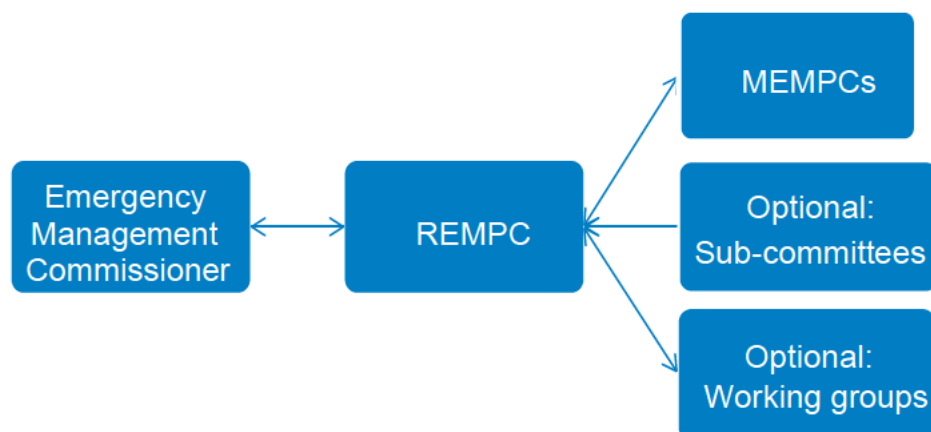


Figure 2: Grampians REMPC governance structure

1.6.2 Plan approval

This Plan is approved by the Emergency Management Commissioner (EMC) and 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 (EMV) website, as required by s60AI of the EM Act 2013.

1.6.3 Plan assurance

A Statement of Assurance ([Attachment C](#)) has been prepared and submitted to the EMC pursuant to EM Act 2013 (s60AG).

1.6.4 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. This Plan was last approved in November 2020.

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.

This Plan will be reviewed not later than November 2026.

1.7 Sub-Plans and Complementary Plans

1.7.1 REMP Sub-Plans

The REMPC will determine if a multi-agency sub-plan is required to detail more specific or complex arrangements, specific to the Grampians region, that either enhance or contextualise this Plan. In determining which hazards require sub-plans, the REMPC has considered the following reports and supporting materials:

- State Emergency Management Plan (SEMP)
- Grampians Regional Emergency Risk Assessment (RERA)
- Emergency Risks in Victoria Report,
- [Victorian Preparedness Framework \(VPF\)](#)
- Existing Municipal Emergency Management Plans (MEMPs), including their Community Emergency Risks Assessments (CERAs).

All sub-plans 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).

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

1.7.2 Complimentary 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 relevant complementary plans is also included at [Attachment B](#).

1.8 Regional Emergency Risk Assessment

A Regional Emergency Risk Assessment (RERA) for the Grampians region was conducted in 2021 to evaluate current regional risks and management priorities. The risk register summary is provided at [Attachment D](#).

To compliment the RERA, the REMPC has identified emerging trends and threats and prioritised core capabilities aligned to the VPF as areas to focus improvement and enhancement (also in [Attachment D](#)).

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.

1.9 Three-year planning horizon

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

Strategic

- The Plan is used by the REMPC to guide its work over a three year period

- Active engagement with Aboriginal and Torres Strait Islander communities in the region.
- The RERA is updated by the REMPC at regular intervals to identify and mitigate new risks.
- The VPF 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 reviewed as appropriate to ensure they are efficient, effective, and flexible to the changing needs of the region.

Operational

- Any REMP Sub-Plans and complimentary plans are updated as required 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 is able to perform its collective mitigation, preparedness, response, and recovery activities as per the SEMP, guided by the VPF core capabilities and associated elements.

Tactical

- Undertake annual multi-agency exercise program covering Class 1 and Class 2 emergencies.
- Develop a region consequence plan, reviewed regularly, and during significant events.
- Undertakes emergency relief and recovery planning, and promotes collaboration in emergency relief and recovery.

2. Regional Context and Risk Profile

3.1 Regional Profile

The Grampians region is on the lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, Jupagalk, Dja Dja Wurrung, Easter Maar, Wadawurrung, and Wurundjeri peoples.

The region extends from the western edge of Melbourne to the South Australia border and incorporates eleven Local Government Areas (LGAs): Ararat, Ballarat, Golden Plains, Hepburn, Hindmarsh, Horsham, Moorabool, Northern Grampians, Pyrenees, West Wimmera, and Yarriambiack. The region also includes two sub-regions – the Central Highlands and Wimmera Southern Mallee.

A region environmental scan was conducted by EMV in September 2020 and is 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.

3.1.1 Traditional Owners

The region accounts for approximately seven per cent of Victoria's total Aboriginal population, which is 3,164 people¹. It is important that regional response, relief and recovery planning and coordination seeks to involve and consider Aboriginal representation. The *Victorian Aboriginal Heritage Act (2006)* recognises Traditional Owners as the primary guardians, keepers, and knowledge holders of Aboriginal cultural heritage. At a local level, Registered Aboriginal Parties are the voice of Aboriginal people in the management and protection of Aboriginal cultural heritage in Victoria. Further information can be found at [Victoria's current Registered Aboriginal Parties](#) and [online map](#).

The Victorian Aboriginal Heritage Register is a management tool to support Aboriginal cultural heritage. The Register holds the records of all known Aboriginal cultural heritage places and objects within Victoria. Aboriginal heritage places and objects are irreplaceable, non-renewable resources and can also include traditional and spiritual sites of significance. For further information please refer to the [Aboriginal Cultural Heritage Register and Information System \(ACHRIS\)](#).

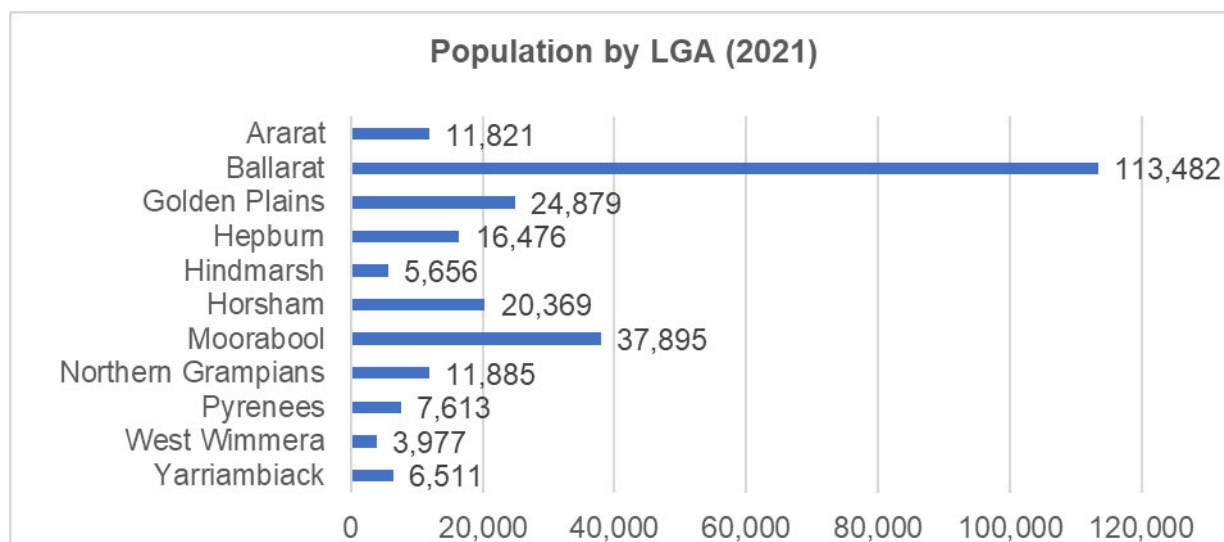
There are multiple Cultural Plans and land use agreements and requirements in place that emergency management providers will respect and refer to, these include [Agreements with Traditional Owners](#) and [Register of Land Use Activity Agreements](#).

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 D](#).

3.1.2 Demographics

In 2021, the region had a total population of 260,564 people with 113,482 people in the City of Ballarat. The population is less culturally diverse than metropolitan Melbourne regions with the population born overseas. In all LGAs, the number of people who speak only English at home is above 94 percent. The most common other languages spoken at home in the region are Mandarin and Malayalam.

¹ Grampians Regional Aboriginal Justice Advisory Committee (RAJAC), 2022



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, floods and storms.

Of note:

- more than a quarter (27.1 percent) of households in the Grampians region are lone person
- more than 1 in 5 (20.6 percent) households indicated that they had no internet connection at home in 2016
- approximately 6.5 percent 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 49,624 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.

3.1.3 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 extreme heat; and
- Harsher fire weather and longer fire seasons.

As a result, by 2050, 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 Deniliquin, Ballarat more like Hamilton, 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.

3.1.4 Natural and cultural environment

The Grampians region covers 48,627 sq.km and over 99 percent 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 percent areas) and parkland (19 percent 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 forests, national parks or protected public land. Many of the parks and reserves 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 Wyperfeld National Park Heritage, with sites such as shell middens, oven mounds, scar trees and artefacts.

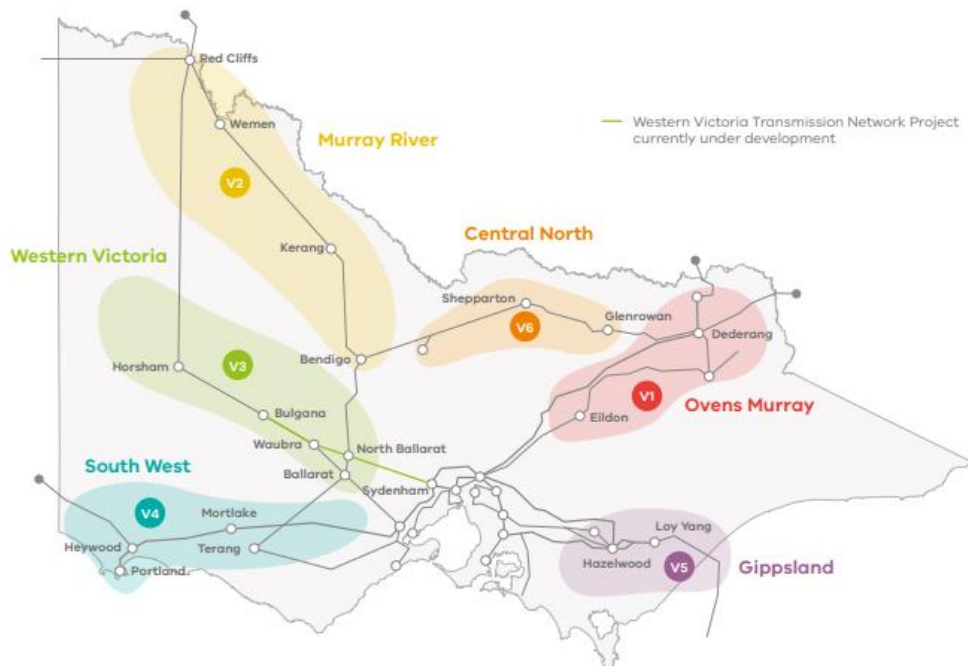
The region hosts part of the Murray-Darling Basin as well as several river catchments and wetlands of national importance such as Lake Albacutya and Lake Hindmarsh. Many of the waterways are managed by appointed waterway managers. The region is known for flood risk in many urban settlements, flash flooding and landslides, while the riverine flood response is generally long and slow to recede.

3.1.5 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. Victoria is undergoing a once-in-a-generation energy transition. As Victoria's ageing and increasingly unreliable coal-fired power stations retire, the electricity system is evolving. Investment in large-scale renewable energy generation and storage facilities will help provide reliable and affordable electricity at the scale needed to power Victorian homes and businesses. New transmission infrastructure is critical to get energy from new areas where it is generated to homes and businesses where it is used. Renewable Energy Zones (REZs) are areas in Victoria with the greatest potential for renewable energy, such as wind, sunshine, rain, tides, waves and geothermal heat. Developing these clean energy resources at scale and in a coordinated way with the batteries and high-voltage infrastructure required to

carry electricity will support the next-generation power grid. Development of transmission infrastructure brings both challenges and opportunities for the Grampians 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 percent 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.

3.1.6 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 2020/2021, the region contributed \$12.8 billion to the Victorian economy. Gross Regional Product (GRP) per worker was \$123,334; lower than compared with \$140,518 per worker for Victoria. There were about 103,743 jobs in the region and unemployment rate was 3.54 percent; lower than the State unemployment rate of 4.01 percent.

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

3.2 Regional Operability

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

Unique cross border arrangements are documented and recorded at [Attachment E](#).

3.3 Significant historic emergencies in the region

A wide range of incidents have been recorded in the Grampians region over several decades, with some incidents impacting the entire region or several municipalities. A list of significant emergencies in the Grampians regions, identified by LGAs, can be found Attachment F.

4. Emergency Management Phases

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.

To support understanding the priority mitigation activities required, the REMPC undertook a regional emergency risk assessment in 2021 ([Attachment D](#)).

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.
- Emergency markers installations across high activity public land to minimise the risk of people becoming disorientated and lost.
- Exercising, training, improving, and building capability and capacity
- In building preparedness for an emergency animal disease (EAD) event such as foot-and-mouth (FMD) disease the Department of Energy, Environment and Climate Action (DEECA) has been responding to this increased risk through the EAD Preparedness Program and by building the capacity of the whole department and key stakeholders.
- Regional strategic bushfire management planning to reduce bushfire risk across the Grampians

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.

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

VPF Core Capability	Capability Elements
1. Planning (including exercising):	governance and processes
2. Community Information and Warning:	processes
3. Operational Management:	governance and people
5. Public Safety and Order:	governance and processes
6. Building Community Resilience:	governance and processes
7. Fire Management and Suppression:	governance and processes
15. Relief Assistance:	governance
17. Economic Recovery:	governance and people
19. Built Recovery:	governance and people
20. Social Recovery:	governance and people

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

Attachment D 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 response 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 and early recovery to support communities during and in the immediate aftermath of an emergency.

Regional response arrangements, structure of command, control and coordination practiced in the Grampians region is as described in the SEMP. 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) comprises members agencies at the regional tier who perform command, control, coordination, consequence management, recovery and communications functions. 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, incident tiers.

A focus on the operational management core capability, 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. A review of all hazard specific sub-plans, and relevant complementary plans 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](#), Class 1 and some types of Class 2 emergencies are managed from the State Control Centre (SCC), 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 Handbook 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 Relief and Recovery arrangements

This REMP outlines relief and recovery arrangements that will be applied where an emergency has impacted multiple local government areas or communities or where the impacts of an emergency have wide ranging or long-term impacts that complements the SEMP.

Regional relief and recovery arrangements are contained in the Grampians Emergency Relief and Recovery Sub-Plan (Appendix 1) maintained by the [Resilient Recovery Strategy](#). The Grampians Regional Relief and Recovery Sub-Committee consists of agencies with regional recovery responsibilities, local government and support agencies. It is responsible for:

- Providing 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

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.
- Annual REMT and RCT pre-season briefings and end of season debriefs.
- Grampians National Park Search and Rescue Observation Sharing, Insights and Lessons.

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 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 Grampians 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

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.

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 holds 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 (REMI), Victoria Police and EMV
Addresses and contact details for RCC and ICCs.		CFA, DEECA
Vulnerable Persons Register	Related to Personal information	Victoria Police, relevant LGA
List of facilities where Child Protection Clients or Clients in supported residential accommodation reside.	Related to personal information	Department of Families, Fairness and Housing (DFFH)

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 IREMP members for endorsement as final REMP subject to any agreed revisions	IREMP WG members
0.6	8 October 2020	Distributed to IREMP members for endorsement as final REMP subject to any agreed revisions	██████████ and IREMP WG members
0.7	15 October 2020	Endorsed by IREMP. Submitted to EMV for feedback.	IGREMP
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 November 2020	Approved by Andrew Crisp, Emergency Management Commissioner	N/A
1.1	May 2023	Distributed REMP to REMPC WG as draft for revisions	REMP WG
1.2	September 2023	Updated draft provided to REMPC for final feedback	REMP WG
1.3	September 2023	Final	

Document assurance

This document requires the following approval:

Assurer	Title	Date
Brett Boatman	Chair – on behalf of the Grampians REMPC	13 / 09 / 2023

Document approval

This document requires the following approval:

Approver	Title	Date
Rick Nugent	Emergency Management Commissioner	19 / 12 / 2023

References

Support material	Author	Location/link
RERA Summary Report – December 2021	Hosted by EMV	
CERA Consolidated data – June 2020	Hosted by VicSES	https://www.ses.vic.gov.au/about-us/emergency-management-training/community-emergency-risk-assessment-cera
2020 Environmental Scan Report – Grampians Region	EMV	EMV Website
Grampians Relief and Recovery Plan	Grampians Relief and Recovery Sub-Committee	
Guidelines for Preparing State, Regional and Municipal Emergency Management Plans	Issued by the Minister for Emergency Services	EMV Website
Resilient Recovery Strategy November 2019	EMV	EMV website
Lessons management framework (EM-LEARN) November 2015	EMV	EMV Website
Victorian Emergency Operations Handbook November 2022	EMV	EMV Website
Victorian Preparedness Framework October 2022	EMV	EMV Website
Strategic Action Plan (SAP) 2022–25	EMV	EMV Website

Review date

Review Date	Description
November 2026	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
EMC	Emergency Management Commissioner
EMV	Emergency Management Victoria

Acronym	Description
MEMP	Municipal Emergency Management Plan
NAFC	National Aerial Firefighting Centre
NRSC	National Resource Sharing Centre
REMPC	Regional Emergency Management Planning Committee
REMP	Regional Emergency Management Plan
REMT	Regional Emergency Management Team
RERA	Regional Emergency Risk Assessment
SEMP	State Emergency Management Plan
VPF	Victorian Preparedness Framework

Attachment A: 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

On recommendation of the then 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 30 September 2020.

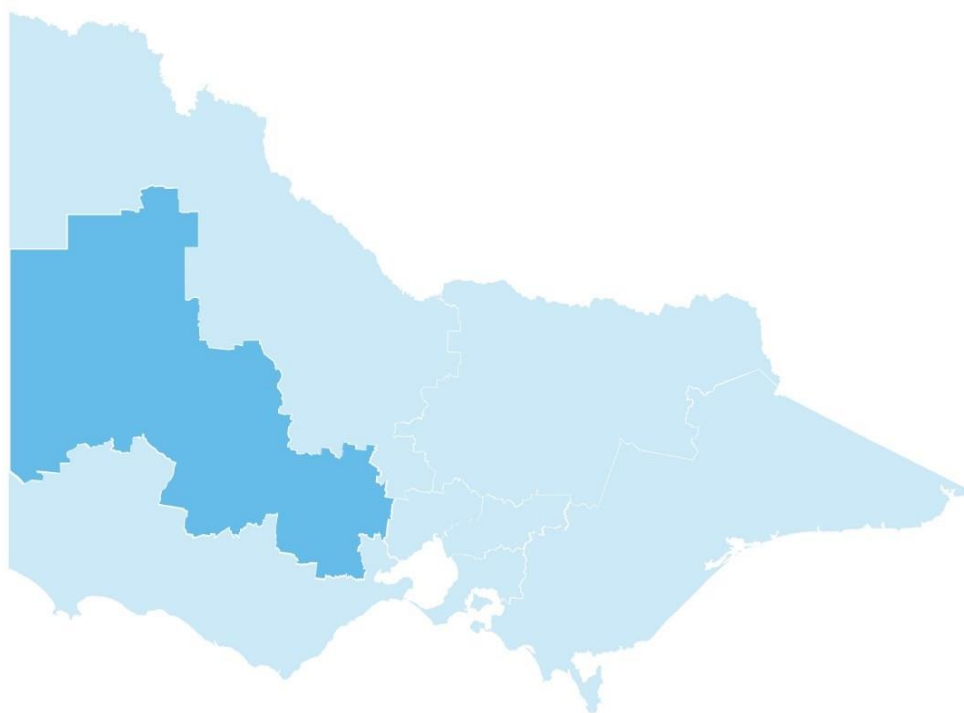
The eight regions are based on the Victorian Government regions with minor variations for the purposes of emergency management. The eight emergency management regions are:

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

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 SEMP provides flexibility across all emergency management regions.

Grampians 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 B: Plan Hierarchy

Grampians REMP Sub Plans

- [Grampians Emergency Relief and Recovery Plan 2023](#)
- [Grampians Region Emergency Response Plan - Storm Sub-plan - March 2020](#)
- [Grampians Region Emergency Response Plan - Flood Sub-plan - September 2018](#)
- [Grampians Region Emergency Response Plan - Landslide Sub-plan - September 2019](#)
- [Grampians Region Emergency Response Plan - Earthquake Sub-plan - September 2019](#)

Complementary Plans

- [Grampians Regional Readiness & Response Arrangements: 2022-23](#)
- [Grampians and Grampians Peaks Trail Hiker Camp Closures Process Map: 4 December 2018](#)
- [Grampians National Park Search and Rescue Plan 2018 Signed: 14 May 2018](#)
- [Grampians Local Response Plans: 18 August 2020](#)
- [Grampians Supplement - FFMVic 2022-23 Readiness and Response Plan](#)
- [Grampians Local Mutual Aid Plan 2022-23](#)
- [Grampians Joint Fuel Management Program 2022-23](#)
- Grampians Strategic Bushfire Management Plan
- FFMVic South Western Strategic Bushfire Management Plan
- FFMVic West Central Strategic Bushfire Management Plan
- [Victorian Fire Risk Register](#)
- DEECA [Agreements with Traditional Owners](#)
- DJCS [Register of Land Use Activity Agreements](#)
- DJSIR Food and Grocery Emergency Management Plan - March 2023
- GWMWater Emergency Management Plan 2020
- CH Water Emergency Management Plan
- Parks Victoria Geelong Area Emergency Management Plan (includes Brisbane Ranges, You Yangs, Lerderderg, Werribee Gorge, Serendip, Inverleigh & Bellarine Parks)
- Parks Victoria Ballarat Area Emergency Management Plan (includes Hepburn, Creswick, Woorookarong, Lal Lal, Enfield, Buangor, Langi Ghiran, St Gorges Lake)
- Parks Victoria Grampians Area Emergency Management Plan (Includes Grampians NP, Black Range, reserves around Stawell, Ararat)
- Parks Victoria Wimmera Area Emergency Management Plan (Includes Mt Arapiles-Tooan, Little Desert, Jilpanger, and multiple lake reserves)
- Mt Arapiles-Tooan State Park Rescue Plan – 2019 (current plan circulated through the Horsham MEMPC)

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: Brett Boatman, Chair
Grampians Emergency Management Planning Committee

Date: 14 / 09 / 2023

Attachment D: Regional Risk Assessment

Overview

The regional risk assessment process has utilised the primary elements outlined in the National Emergency Risk Assessment Guidelines (NERAG) and is consistent with ISO 31000, supplemented by the community emergency risk management processes (CERA), regional emergency risk management processes (RERA) 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
 - RERA process outlined in following sections.
 - CERA process outlined in following sections.
- Risk evaluation
 - Existing hazard based plans: Subplans and complementary 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 - RERA Assessment

In 2021 two Grampians RERA workshops were conducted with a high level of SME participation from a wide range of agencies with up to 21 participants.



















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

This risk assessment methodology fulfills that obligation for REMPCs. Additionally, the emergency risk information identified in the regional risk assessments should be used during the emergency management planning process to:







- Understand the risk context
- Conduct capability assessments for roles and responsibilities
- Identify assess, and prioritise risk management strategies
- Develop emergency management plans and sub-plans
- Implement, monitor rest and evaluate risk management strategies
- Assist the prioritisation of regional training and exercising

The results of the RERA have key linkages with state and municipal level emergency risk assessments. At the municipal level CERA are undertaken by MEMPC and can be used to inform regional emergency risk assessments. CERA risks that are rated high or extreme and are associated with very low or low control effectiveness scores should be considered for their requirements for regional level assistance and assessment at the regional level. Outcomes may include regional level treatment strategies to support municipal level actions where required.

Grampians region – Risk Register Summary:

Risk	Risk statement	Control effectiveness	Residual risk	Confidence
Flood	There is potential that heavy rainfall will result in flooding across most catchments within the region that, in turn, will inundate homes and businesses and key infrastructure causing service disruption; damage to roads, bridges and agriculture; and cause a small number of deaths and injuries.	 Medium	 Extreme	Moderate
Infectious (human) disease outbreak	There is potential that a highly contagious disease will result in severe illness within humans, that, in turn, will result in deaths, hospitalisations and significant economic and social disruption.	 Medium	 Extreme	Moderate
Storm	There is potential that a large storm will result in damage to properties; displace people; result in financial loss, social disruption, landslips and cause a small number of fatalities.	 Medium	 Extreme	High
Heatwave	There is potential that high temperatures will result in a region wide heatwave that, in turn, will lead to fatalities and wide scale disruption to essential services.	 Medium	 Extreme	Highest
Thunderstorm Asthma	There is potential for a severe thunderstorm to result in an asthma epidemic, causing illness, hospitalisations and deaths which overwhelms health response capacity.	 Medium	 Extreme	Highest
Built Environment Fire	There is potential for a fire in the built environment which results in impacts to community facilities, critical infrastructure and industry that, in turn impacts broader communities.	 High	 Extreme	Moderate
Bushfire	There is potential that a bushfire occurring within the region will result in; loss of life and injury; damage to infrastructure such as electricity transmission lines, water supply assets and mature forests in water catchments; disruption to transport links such as roads, bridges and railways; and cause cultural damage and environmental damage.	 High	 Extreme	High
Earthquake	There is potential that a large earthquake impacting the region will result in fatalities, injuries, building collapses, landslips and wide scale disruption to essential services.	 Low	 High	Low
Animal biosecurity	There is potential for an animal disease outbreak to result in denial of market access for regional producers until national and international confidence is restored that, in turn results in trading partners sourcing alternate markets which results in significant economic losses which may be permanent.	 Low	 High	Highest

- Risks arranged by 'Residual risk' - (**Extreme risks in bold at top**)
- Confidence levels range: **Highest / High / Moderate / Low / Lowest**
- TBD: **To Be Determined** (Risk is awaiting further SME advice)

Risk	Risk statement	Control effectiveness	Residual risk	Confidence
HAZMAT incident	There is potential that a HAZMAT incident will result in impacts to critical infrastructure and the natural environment via direct and indirect means.	 Medium	 High	Moderate
Plant biosecurity	There is potential that a pest/disease will have a severe impact on crops and horticulture within the region that, in turn, will result in economic losses.	 Medium	 High	Moderate
Electricity supply disruption	There is potential that an electricity supply disruption will result in service disruption to residences and businesses for a significant time that, in turn, will impact on other critical services including 000 and warnings and advice technologies.	 Medium	 High	High
Transport disruption	There is potential that a disruption to road or rail transport networks results in access and egress issues particularly along regional corridors, that in turn causes isolation of communities, essential service disruptions, tourism loss and economic impacts.	TBD	TBD	TBD
Dam Safety	There is potential for a dam failure resulting in sudden onset flooding, inundating homes, businesses, roads, bridges, agriculture and key infrastructure; that, in turn results in fatalities and injuries.	TBD	TBD	TBD
Water supply disruption	There is potential that a region wide water supply disruption will result in service disruption to residences and businesses for a significant time that, in turn, will impact other critical services resulting in impacts to human health.	TBD	TBD	TBD

- Risks arranged by 'Residual risk' - (**Extreme risks in bold at top**)
- Confidence levels range: **Highest** / **High** / **Moderate** / **Low** / **Lowest**
- TBD: **To Be Determined** (Risk is awaiting further SME advice)

Risk Evaluation

The risk evaluation considered the following two components:

- **Significant regional hazards** – as identified from the CERA and RERA 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:

- **Bushfire and grass fire** is managed through [SEMP Bushfire Sub-Plan](#), joint agency [Strategic Bushfire Management Planning](#), [Joint Fuel Management Program \(JFMP\)](#), the [Victorian Fire Risk Register](#), [JSOP2.03 Incident Management Team – Readiness Arrangements](#), [JSOP2.06 Aviation Resources Readiness \(Bushfire\)](#), [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.
- **Earthquake – including structural collapse** is managed through [SEMP Earthquake Sub-plan](#), VICSES [Grampians Region Emergency Response Plan – Earthquake Sub-plan](#), and [JSOP2.03 Incident Management Team – Readiness Arrangements](#). Joint training, exercising and debriefs assist in the continual improvement of emergency response.
- **Flooding / Flash Flooding** is managed through [SEMP Flood Sub-Plan](#), VICSES [Grampians Region Emergency Response Plan – Flood Sub-plan](#), and [JSOP2.03 Incident Management Team – Readiness Arrangements](#). Joint training, exercising and debriefs assist in the continual improvement of emergency response.
- **Landslip** is managed through is managed through VICSES [Grampians Region Emergency Response Plan – Landslide Sub-plan](#), and [JSOP2.03 Incident Management Team – Readiness Arrangements](#). Joint training, exercising and debriefs assist in the continual improvement of emergency response.
- **Storm – including wind events** is managed through [SEMP Storm Sub-Plan](#), VICSES [Grampians Region Emergency Response Plan – Storm Sub-plan](#) and [JSOP2.03 Incident Management Team – Readiness Arrangements](#). Joint training, exercising and debriefs assist in the continual improvement of emergency response.
- **Extreme Heat** is managed through the [SEMP Extreme Heat Sub-Plan](#).
- **Pandemic, Epidemic or Disease Outbreak (Human)** is managed through the [SEMP Viral \(Respiratory\) Pandemic Sub-Plan](#).

- **Pandemic, Epidemic or Disease Outbreak (Zoonotic)** is managed through DEECA promotion of resilience through emergency planning and preparedness, including the [SEMP Animal, Plant, Marine and Environmental Biosecurity Sub-Plan](#), [Victorian Emergency Animal Welfare Plan](#), and national arrangements captured in [AUSVETPLAN](#), [PLANTPLAN](#) and [AQUAPLAN](#).
- **Hazardous Materials Incident(s)** is managed by arrangements between FRV and CFA.
- **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). [SEMP Energy Sub-Plan](#).
- **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 VPF. 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 Natural Environment Rehabilitation Fire management and suppression Planning

Hazard type	Risk	Consequences	Core Capabilities required
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 	Operational management Community information and warnings Economic, built and social recovery Fire management and suppression Planning
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 	Relief assistance Operational management Public Safety and order Warnings and information Planning
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 Class 2 related restrictions of movement. 	Environmental Response Relief assistance Operational management Public Safety and order Warnings and information Planning
Human caused/Natural Disaster: Search and Rescue	Increase in frequency or complexity of Search and Rescue operations 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	<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. 	Operational management Public Safety and order Warnings and information Search and rescue Planning

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) Declining community resilience in response to frequent challenges needs to be emphasised. Community fatigue responding to emergency events is as valid a consideration as the ability of emergency managers to cope with the situation . 	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 and possible use of informal shelter in place options 	Relief Assistance Operational management Community information and warnings

Emerging trend or threat	Risk	Consequences	Impacted core capabilities/capacities
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. • 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

Core capability	Considerations
Public safety and order	Governance/process <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	Governance/process <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	Governance/process <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 E: 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.

The Cross Border Commissioner of Victoria works with interstate agencies to support relief and recovery of communities that are close to the border between Victoria and South Australia.

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.

The [Arrangement for Interstate Assistance](#) (AIA) is the primary arrangement for mutual assistance in emergency management activities being conducted by Australian emergency response agencies. The AIA outlines processes for when significant resource deployments are requested by states to assist in response to large scale events, including bushfires.

There are also a number of cross border agreements in place between Victorian emergency response agencies and their interstate counterparts, on both the New South Wales and South Australian border. The agreements cover first response, request for immediate and resource sharing with immediate neighbouring jurisdictions.

Attachment F: Significant historic emergencies

Risk/Hazard type	Significant events in the Grampians region
Bushfire	<ul style="list-style-type: none"> • Streatham in February 1977 (four people died), • Linton in December 1998 (five volunteer fire fighters died), • Stawell (Deep Lead) and Mt Lubra (two people died) in January 2006 • Black Saturday in February 2009 • Northern Grampians in January 2014
Earthquake	<ul style="list-style-type: none"> • 1987 - magnitude 4.9 earthquake recorded 20km north of Nhill felt 80km away in Bordertown, South Australia. Ten aftershocks were recorded, all within five days of the mainshock and resulted in minimal damage to properties.
Electricity Supply Disruption	<p><i>June 2021 extreme weather event</i></p> <ul style="list-style-type: none"> • The impacts ranged from property damage, flooding, fallen trees, downed powerlines, road closures, prolonged power outages, telecommunication outages and damage to critical infrastructure. The affected communities suffered considerable economic impact, social upheaval and emergency fatigue due to several emergencies occurring at the same time. • To date, the largest recorded power outage event that had ever occurred in Victoria. • Significant impact on communities across several Local Government Areas, including Hepburn and Moorabool
Emergency Animal Disease	<p><i>2020 Avian Influenza outbreak in Golden Plains Shire</i></p> <ul style="list-style-type: none"> • Australia's largest avian influenza outbreak, first detected on 31 July 2020 near Lethbridge, within Golden Plains Shire. • In the following months three different strains were detected at six farms in three regions and in three different species. The disease was eradicated thanks to the combined efforts of poultry owners, businesses and the local community, working with Agriculture Victoria.
Emergency Plant Pest	<p><i>Australian Plague locusts in 2010 and 2011.</i></p>
Flood	<p>Significant history of major level riverine flooding, most recently throughout 2010, 2011, 2012, 2016, and 2022.</p> <p>Grampians region is subject to riverine flooding from several major river systems, as experienced in the 2010, 2011, and 2022 floods.</p>
Gas Supply Disruption	<p><i>Longford gas explosion, September 1998 (state-wide disruption)</i></p> <ul style="list-style-type: none"> • An explosion occurred at one of three gas plants operated by Esso at Longford. The fires caused by the explosion burned for two days, and many Victorians were left without gas for 19 days.
Hazardous Materials	<p>The Goldfields part of the region including around Ballarat was heavily mined by small scale artisanal gold miners in the nineteenth century and into the twentieth century. Large amounts of mercury and other heavy</p>

	<p>metals remain in the soil and have spread throughout the surrounding environment areas, including urban environments.</p> <p>Alleged illegal dump site south of Kaniva is about 15 km south of Kaniva on the Kaniva–Edenhope Road near Lemon Springs in the municipality of West Wimmera Shire Council. EPA have removed all the waste from 32 sites at Lemon Springs. EPA have filled 19 of the sites with clean soil.</p>
Heatwave	<p><i>Victorian Heatwave, January 2009</i></p> <ul style="list-style-type: none"> The January 2009 heatwave in Victoria resulted in an estimated 374 deaths from episodes of extreme heat, compared with the average rate in the same week over the previous five years. <p><i>Victorian Heatwave, January 2014</i></p> <ul style="list-style-type: none"> Similarly, in a January 2014 heatwave, there were an estimated 167 deaths reported. <p>Increased heat is the most direct consequence of climate change and heatwaves are the cause of more deaths than any other natural hazard.</p>
Mine Emergency	<p><i>Creswick gold mine in December 1882</i></p> <ul style="list-style-type: none"> On 12 December 1882, workers in the Creswick (Victoria) based New Australasian No. 2 Gold Mine accidentally broke through a wall separating them from an abandoned mine that was flooded. As a result, 27 men were trapped in the flooded mine for three days. Only five made it out alive and 22 died. <p><i>Ballarat gold mine in November 2007</i></p> <ul style="list-style-type: none"> The cave-in happened at 3.30am at the Woolshed Gully operation of Ballarat Goldfields NL at Mount Clear, 10 kilometres east of Ballarat and adjacent to the Sovereign Hill tourist park. The shaft wound slowly for three kilometres underground, with the cave-in that trapped the miners about 800 metres to one kilometre from the surface. One of the miners made mobile phone contact with people on the surface after the collapse. All the miners managed to reach a safety chamber after the collapse.
Pandemic Influenza	<p>In recent history, Victoria has experienced pandemics such as the coronavirus disease 2019 (COVID-19) caused by SARS-CoV-2 which emerged in 2019 and Swine Flu, an influenza pandemic caused by influenza virus H1N1, which Australia experienced in 2009.</p> <p>In May 2023, Grampians had recorded a total of 112,458 COVID-19 cases.</p>
Storm	<p><i>Severe Storm January 2021</i></p> <ul style="list-style-type: none"> The most severe storm event in Grampians region, with extreme rainfall causing unprecedented flash flooding and significant impacts on most towns. <p><i>Extreme rainfall event resulting in largest landslide, January 2011</i></p> <ul style="list-style-type: none"> This rainfall event triggered over 200 landslides in the Grampians National Park causing damages costing of over \$400 million (Federation University 2014). <p><i>Extreme weather event in June 2021</i></p>

	<ul style="list-style-type: none"> • Significant impact on communities across several Local Government Areas, including Hepburn and Moorabool
Transport Disruption	<p><i>Beaufort train collision, 1910</i></p> <ul style="list-style-type: none"> • Three people died and one person was injured. <p><i>Horsham Train and Bus Collision, 1951</i></p> <ul style="list-style-type: none"> • Eleven passengers on the tourist bus died. <p><i>Train collision and derailment, Ballan, 2003</i></p> <ul style="list-style-type: none"> • 67 passengers and approximately 43 injured people, including the driver who was trapped in the overturned carriage. <p><i>Train and truck collision, Trawalla, 2006</i></p> <ul style="list-style-type: none"> • 36 passengers, two people were killed and up to 20 passengers were injured. <p><i>Truck and Bus Collision, Pimpinio, 2019</i></p> <ul style="list-style-type: none"> • 47 passengers, bus driver was killed. All 47 passengers were transported to hospital, 9 were seriously injured. <p><i>Truck and Bus Collision, Bacchus Marsh, 2022</i></p> <ul style="list-style-type: none"> • 33 passengers injured, including 23 school children.
Water Supply Disruption	<p>Vulnerable water supply: although Grampians Wimmera Mallee Water uses some groundwater, the region is highly dependent on reliable cool season rainfall and runoff to maintain flow in waterways. Some of the lakes included in the Victoria water grid as water sources for the region, such as Lake Hindmarsh, are often not full.</p>

Attachment G: Regional and Incident Control Centres

Regional Control Centre

Location:	Street address	
██████████	██████████████████ ██████████	██ ██ ██

Incident Control Centres

Location	Street address	
██████████	██████████████████ ██████████	██ ██ ██
██████████	██████████████████ ██████████	██ ██ ██
██████████	██████████████████ ██████████	██ ██ ██

Attachment H: Municipal Emergency Management Plan approval schedule

This table provides an overview of the dates that 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 Date of next approval (from earliest to most recent)	
West Wimmera	August 2021	August 2024
Hepburn	March 2023	March 2025
Golden Plains	October 2021	October 2024
Ballarat	September 2019	September 2022
Hindmarsh	January 2023	September 2025
Horsham	March 2022	March 2025
Yarriambiack	October 2022	March 2025
Pyrenees	August 2020	August 2023
Moorabool	August 2023	August 2026
Ararat	August 2020	August 2023
Northern Grampians	August 2023	August 2026