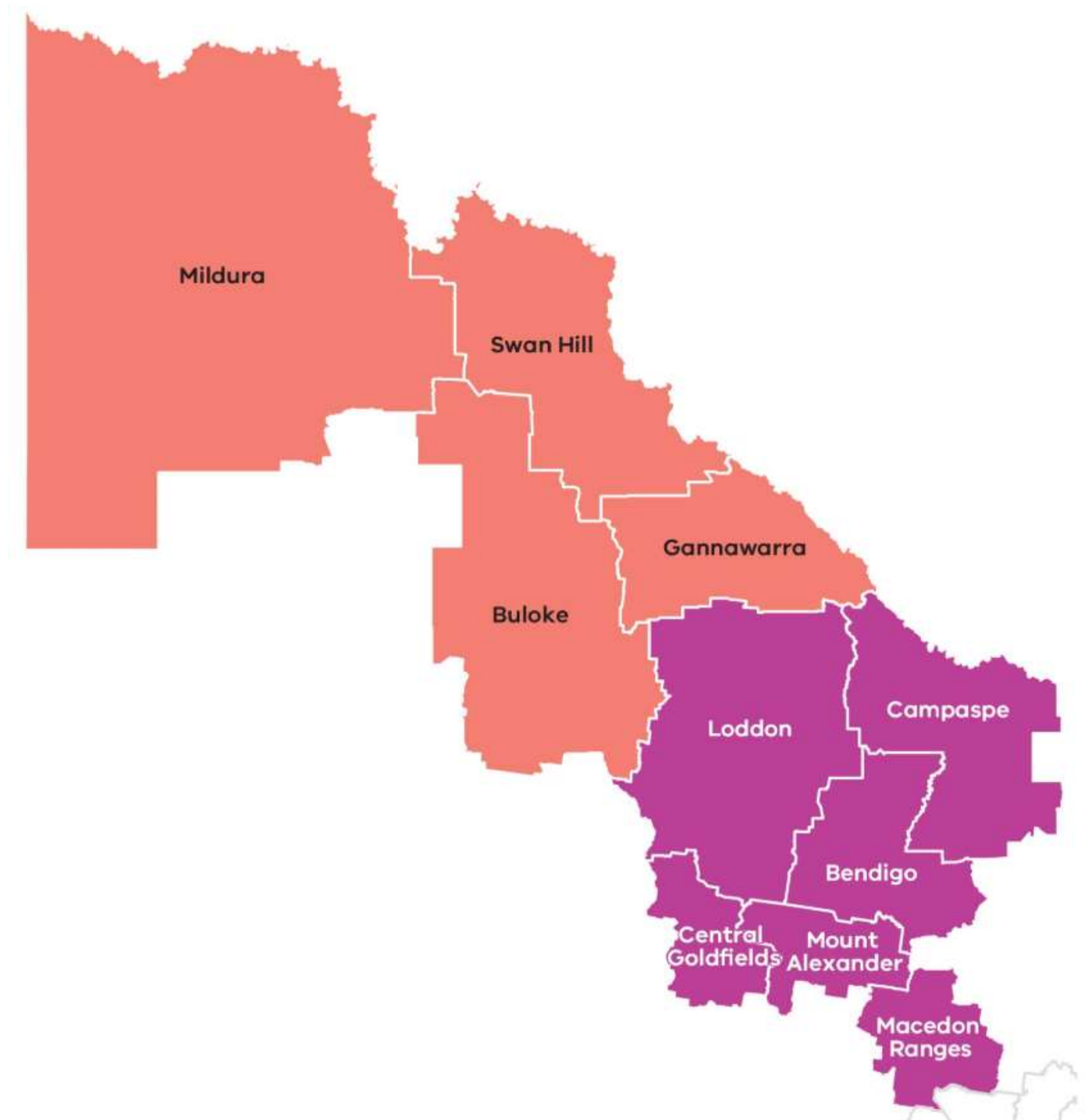


# Loddon Mallee

## Regional Emergency Management Plan (REMP)

Loddon Mallee Emergency Management Planning Committee (REMPC)



## Acknowledgement of Country

We acknowledge that Loddon Mallee Regional Emergency Management Planning Committee business is conducted on Aboriginal land, including the lands of the Latji, Ngintait, Nyeri Nyeri, Barengi Gadjin, Wurundjeri, Dja Dja Wurrung, Taungurung and Yorta people, as well as other Traditional Owner groups who are not yet formally recognised.

The committee acknowledges and pays respect to Elders, past, present and emerging, and is committed to working in partnership with Aboriginal and Torres Strait Islander communities across the region to achieve a shared vision of safer and more resilient communities.

This plan has been prepared by the Loddon Mallee Regional Emergency Management Planning Committee (REMPC) and is approved by the Emergency Management Commissioner.

## Table of contents

<b>1. Introduction.....</b>	<b>4</b>
1.1 Purpose .....	4
1.2 Objective.....	4
1.3 Scope .....	4
1.4 Authority .....	5
1.5 Administration .....	6
<b>2. Regional Context and Risk Profile.....</b>	<b>6</b>
2.1 Future drivers of regional risk.....	7
2.2 Regional Operability .....	8
2.3 Significant historic emergencies in the region .....	8
2.4 Regional Emergency Risk Assessment .....	8
<b>3. This Plan.....</b>	<b>9</b>
3.1 Sub-plans and complementary plans .....	9
3.2 Regional Planning Objectives .....	11
3.3 Planning Process.....	11
3.4 Three-year planning horizon .....	15
<b>4. Emergency Management Phases .....</b>	<b>15</b>
4.1 Mitigation .....	16
4.2 Preparedness .....	16
4.3 Response .....	17
4.4 Recovery arrangements .....	20
4.5 Transition arrangements .....	23
<b>5. Evaluation and continuous improvement.....</b>	<b>24</b>
<b>6. Roles and responsibilities.....</b>	<b>25</b>
<b>7. Restricted operational information.....</b>	<b>25</b>
<b>Document information.....</b>	<b>26</b>
<b>Attachment A: Plan Hierarchy .....</b>	<b>29</b>
<b>Attachment B: Emergency Management Regions.....</b>	<b>30</b>
<b>Attachment C: Emergency Management Plan Statement of Assurance for this Plan .....</b>	<b>31</b>
<b>Attachment D: Cross-border considerations .....</b>	<b>32</b>
<b>Attachment E: Regional Risk Assessment 2020.....</b>	<b>33</b>
<b>Attachment F: Regional and Incident Control Centres .....</b>	<b>40</b>
<b>Attachment G: Emergency Management Agency Roles and Responsibilities.....</b>	<b>41</b>
<b>Attachment H: Municipal Emergency Management Plan approval schedule .....</b>	<b>42</b>
<b>Attachment I: Regional Emergency Risk Assessment .....</b>	<b>43</b>

# 1. Introduction

## 1.1 Purpose

The Emergency Management (EM) Act 2013 requires each REMPC to develop and maintain a comprehensive emergency management plan (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 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, more resilient communities through engagement and connectedness with the individuals, groups and broader communities that make up the Loddon Mallee Region (the region). It aims to ensure a coordinated and integrated approach focusing 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 coordinated and integrated emergency management arrangements within the region. It is consistent with and contextualises the State Emergency Management Plan (SEMP). This REMP 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 those region-specific issues and opportunities that exist (including cross-border emergencies and consequences). This Plan is not an aggregation of MEMPs within the region, but instead, it aims to address and capitalise on opportunities that exist to enhance emergency management 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 Victoria's EM planning hierarchy. This Plan should be read in conjunction with the SEMP and any other identified plans listed in [Attachment A](#).

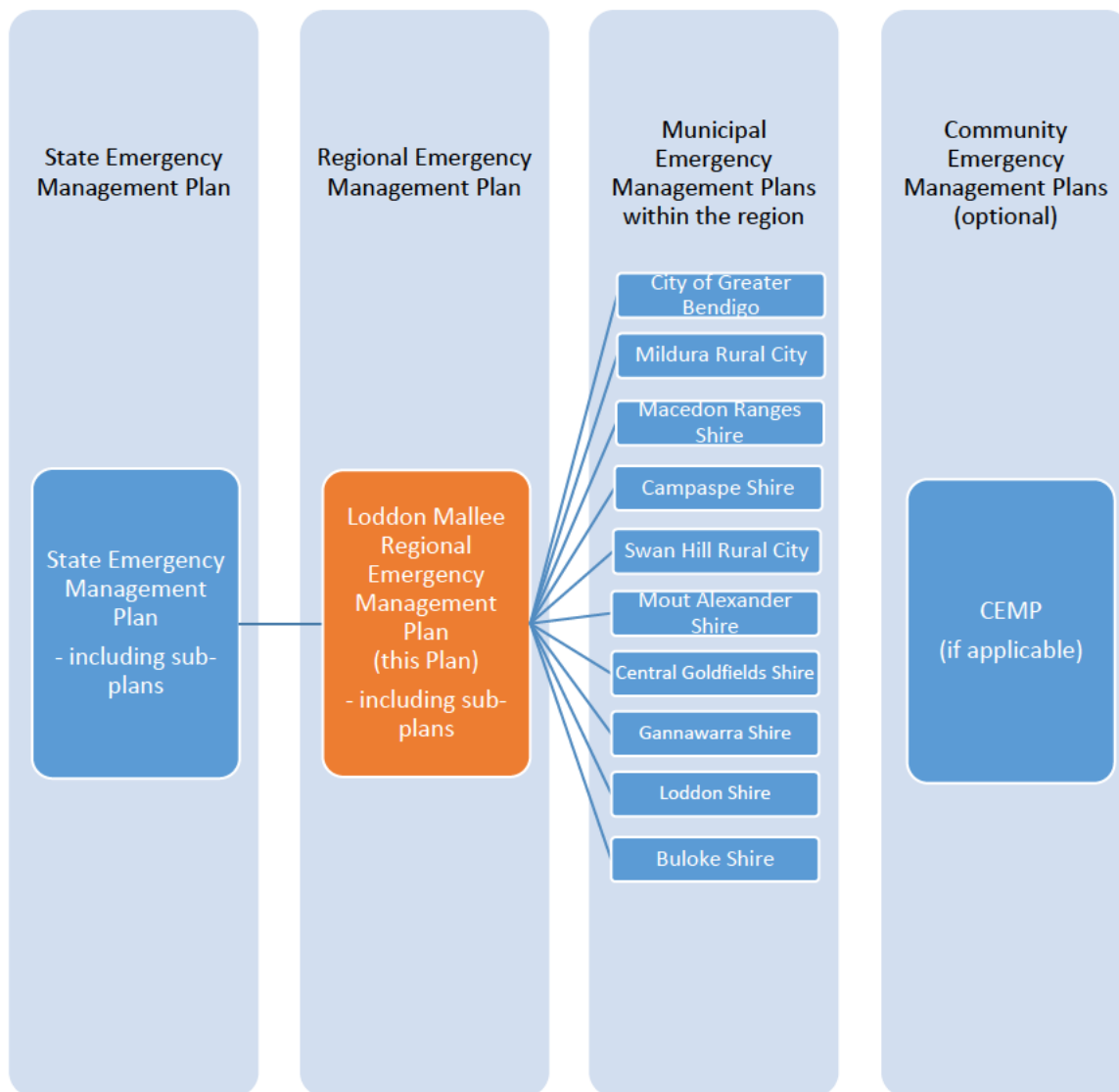


Figure 1: Plan hierarchy

## 1.4 Authority

In 2020, the *Emergency Management Act 2013* (EM Act 2013) was amended through the *Emergency Management Legislation Amendment Act 2018* 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 Regional Emergency Management Planning Committee (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.

Loddon Mallee 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.

### 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.

### 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.

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 is to be reviewed not later than November 2026.

## 2. Regional Context and Risk Profile

The Loddon Mallee Region is in the north-west corner of Victoria. It is vast and covers 58,986 square kilometres. It is the largest of Victoria's eight EM regions (comprising approximately 26% of the state). The region's landscape is particularly diverse, with Mallee deserts in the north-west and significant irrigation holdings that support intensive horticulture, almond, olive, stone fruit, citrus and wine production. There is large scale hay production for export and to support dairy adjacent to the riverine plains of the Murray River on the region's northern border. Broadacre intensive cereal farming sees the production of wheat, oats, barley, legumes, canola, sheep, and wool.

The region encompasses ten Local Government Authorities (LGAs) and four Weather Forecast Districts: Mallee, Northern Country, North Central and Central. It has a widely distributed population of 347,624, with larger population centres in Mildura, Swan Hill, Kerang and Echuca adjacent to the Murray River, and Bendigo and Macedon Ranges in the south. Major industries include Agriculture, Manufacturing, Retail, Tourism, and Health Services.

The region's environmental diversity and geographical size provides for a challenging EM environment where natural hazards, road trauma and seasonal surge events such as festivals and school holidays all demand consideration for service delivery and resource allocation. Cross-border considerations are required where Loddon Mallee shares borders with New South Wales and South Australia.

A detailed analysis of the region's natural, economic, social, and built environments is available in the Loddon Mallee Region environmental scan (September 2020), which informed Loddon Mallee's Regional Emergency Risk Assessment (RERA) process in 2022 and the development of this Plan. The scan is available on the EMV Resource Library at: <https://www.emv.vic.gov.au/how-we-help/emergency-management-planning-reform-program/resource-library/regional-emergency>.

Additionally, professional development, fatigue management and harm prevention strategies for the sector servicing the region have been flagged as areas for potential future focus.

## 2.1 Future drivers of regional risk

The Loddon Mallee region faces several macro-level drivers of EM risk over the coming decades. These drivers will amplify and accelerate most hazards experienced within the region, influencing the frequency and scale of impacts to the region's natural, built, social and economic environments.

EM planning at regional, municipal and community level within Loddon Mallee must consider these changes. The following are considered to be primary drivers of future risk. Other drivers will be assessed on an ongoing basis.

### 2.1.1 Climate Change

Loddon Mallee is already seeing the impacts of climate change on the environment from the level of warming that has occurred, including a major outbreak of Blue Green Algae along much of the Murray River in 2016, significant increases in number of extreme heat days, and the widespread flooding event in 2022.

The [Victorian Climate Projections 2019 \(VCP19\)](#) results for the [Loddon Campaspe](#) and [Mallee](#) regions show an increased likelihood for intense, severe and extended duration of extreme weather events. The findings complement previous climate projections, such as the Victorian Climate Initiative.

Changes expected in the region by mid-century include:

- A potential 3-degree increase in maximum temperatures in the Loddon Mallee and up to a 2-degree change in minimum temperatures.
- Decrease rainfall for our two major growing seasons by as much as 27% in Spring and 25% in Winter.
- The number of extreme heat days will double in most places in the region by 2050.
- More extreme rainfall events are projected. 1-in-20-year, maximum daily rainfall for Autumn may increase by 47% in the Loddon Campaspe and 66% in the Mallee.

### 2.1.2 Urban growth & rural decline

By 2036, the population of the Loddon Mallee Region is forecast to increase by 59,383 people (17%) to 407,007 people, with the majority of the growth occurring in Greater Bendigo (+35,666 people), Macedon Ranges (+14,412 people) and Mildura Rural City (+6,777 people). The LGAs of Buloke Shire, Gannawarra Shire, Loddon Shire and Swan Hill Rural City are forecast to experience declines in population by 2036. The less populous rural shires have a greater proportion of people over age 65.

Regarding assistance with core activities, approximately 6.5% of the population of the Region have a need – in real terms, representing 19,344 people. However, the number of people in need varies according to LGA, from just 4.4% of the population of Macedon Ranges Shire in 2016 to 9.6% of the population of Central Goldfields Shire.

Many of the Region's LGAs rank highly in measures of disadvantage compared to other Victorian LGAs.

## 2.2 Regional Operability

The Loddon Mallee Region shares regional borders with Hume (to the east), Grampians (to the south) and North-West Metropolitan (to the south-east) regions, and state borders with New South Wales and South Australia.

Some unique arrangements exist to ensure interoperability in these areas and across the region. These are documented and recorded in [Attachment D](#).

## 2.3 Significant historic emergencies in the region

Year	Emergency description
1983	Bushfire – Ash Wednesday
1993	Flood
1993	Mouse plague
2000	Big Desert Bushfire 198,000ha
2006	Motor Vehicle accident
2007	Rail accident – Kerang
2009	Heat event
2009	Bushfire – Black Saturday
2010	Heat event
2010	Locust plague
2010	Mallee Bushfires
2010-11	Flood – Regional event affecting most of the region
2016	Mildura Storm
2016	Blue-green algae bloom – Murray River
2017	Bluetongue – Dairy cattle
2018	Storm-related Flood affects Birchip
2018	Storm Event, Mt Alexander, Bendigo, Macedon Ranges LGA's impacted
2017-19	Anthrax – Swan Hill
2019	Code Red – Catastrophic fire conditions.
2020	Pandemic – Coronavirus (COVID-19)
2020	Avian Influenza – Kerang
2021	Storms – Macedon Ranges
2022	October floods
2022	Vector-borne viruses

## 2.4 Regional Emergency Risk Assessment

A regional risk assessment was conducted in 2021; overall results are shown in [Attachment I](#).

The risk assessment provided initial identification of the following emergency forms for focused consideration of the REMP:

- Human disease (epidemic/pandemic)
- Bushfire
- Flood
- Animal Biosecurity
- Plant Biosecurity

Heat has also been identified as an emergency form requiring consequence consideration, due to long-term climate change impact projections.



### 3. This Plan

In developing this Plan, the Loddon Mallee 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 and developing and maintaining a regional risk register. This is a key priority for the REMPC going forward.
  - Effective two-way flow of information between municipal and regional levels.
  - Supporting accountable agencies to identify and prioritise possible mitigations for regional emergency risks and consequences.
  - Supporting accountable agencies in developing plans to manage or mitigate identified and prioritised risks.
- Identifying capability and capacity limitations 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.

The Loddon Mallee REMPC governance structure is designed to enable the Committee to maintain awareness of risks and acquit accountabilities under this Plan. The following principles apply to the establishment of Loddon Mallee 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 Loddon Mallee REMPC governance structure will be determined through a risk lens by the REMPC, with the operation of sub-committees and working groups as required. Examples include the Regional Strategic Fire Management Planning Committee and Flood Management Working Group.

#### 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 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 risks require sub-plans to support this Plan, the REMPC considered the following reports and supporting materials:

- Existing Loddon Mallee EM sub-plans
- Existing Municipal Emergency Management Plans (MEMPs), including their Community Emergency Risk Assessments (CERAs)
- The 2020 Emergency Risks in Victoria Report, which was the report of a state-wide emergency risk assessment published under the National Strategy for Disaster Resilience

- Regional Emergency Risk & Resilience Profile Loddon Mallee Version 1, dated April 2015
- Victoria's Resilient Recovery Strategy, November 2019.
- Victoria's Critical Infrastructure All Sectors Resilience Report 2018, which overviewed risks and resilience improvement initiatives for Victoria's eight critical infrastructure sectors.

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

### 3.1.2 Municipal Emergency Management Plans of the Region

Each of the ten municipalities within the Loddon Mallee Region is required to have Municipal Emergency Management Plans (MEMPs) for their municipalities, which are developed by the relevant Municipal Emergency Management Planning Committees. These MEMPs and subplans should complement the REMP. The individual MEMPs for the municipalities within the Loddon Mallee region are listed below.

*Note these plans do not list any links to the optional Community Emergency Management Plans (CEMPs).*

Municipality	Link to MEMP or IMEMP	Last updated
Campaspe	<a href="https://www.campaspe.vic.gov.au/Our-services/Emergency-management/Emergency-management-planning">https://www.campaspe.vic.gov.au/Our-services/Emergency-management/Emergency-management-planning</a>	2018 <i>(under review)</i>
Mt Alexander Shire	<a href="https://www.mountalexander.vic.gov.au/Council/Council-information/Policies-publications-and-strategies/Council-plans-and-strategies/Municipal-Emergency-Management-Plan">https://www.mountalexander.vic.gov.au/Council/Council-information/Policies-publications-and-strategies/Council-plans-and-strategies/Municipal-Emergency-Management-Plan</a>	2020 <i>(under review)</i>
Loddon Shire	<a href="https://www.loddon.vic.gov.au/For-residents/Emergency-management/Council-emergency-preparation">https://www.loddon.vic.gov.au/For-residents/Emergency-management/Council-emergency-preparation</a>	2020 <i>(under review)</i>
Central Goldfields Shire	<a href="https://www.centralgoldfields.vic.gov.au/Council/Policies-Plans-Strategies-and-Documents/Council-Plans/Northern-Victorian-Integrated-Municipal-Emergency-Management-Plan">https://www.centralgoldfields.vic.gov.au/Council/Policies-Plans-Strategies-and-Documents/Council-Plans/Northern-Victorian-Integrated-Municipal-Emergency-Management-Plan</a>	2020
City of Greater Bendigo	<a href="https://www.bendigo.vic.gov.au/sites/default/files/2023-05/City-Greater-Bendigo-Integrated-Municipal-Emergency-Management-Plan-2023.pdf">https://www.bendigo.vic.gov.au/sites/default/files/2023-05/City-Greater-Bendigo-Integrated-Municipal-Emergency-Management-Plan-2023.pdf</a>	2023
Swan Hill Rural City Council	<a href="https://www.swanhill.vic.gov.au/environment-and-waste/emergency-management/">https://www.swanhill.vic.gov.au/environment-and-waste/emergency-management/</a>	2020
Gannawarra Shire	<a href="https://www.gannawarra.vic.gov.au/files/assets/public/document-resources/municipal-emergency-management/final-public-memp-issue-31-7aug.pdf">https://www.gannawarra.vic.gov.au/files/assets/public/document-resources/municipal-emergency-management/final-public-memp-issue-31-7aug.pdf</a>	2020 <i>(under review)</i>
Buloke Shire	<a href="#">Buloke MEMP</a>	2017 <i>(under review)</i>
Mildura Rural City Council	<a href="https://www.mildura.vic.gov.au/Services/Community-Health-and-Safety/Emergency-Management/Municipal-Emergency-Management-Planning-Committee-MEMPC">https://www.mildura.vic.gov.au/Services/Community-Health-and-Safety/Emergency-Management/Municipal-Emergency-Management-Planning-Committee-MEMPC</a>	2021
Macedon Ranges	<a href="https://www.mrsc.vic.gov.au/About-Council/Our-Council/Strategies-Plans/Municipal-Emergency-Management-Plan">https://www.mrsc.vic.gov.au/About-Council/Our-Council/Strategies-Plans/Municipal-Emergency-Management-Plan</a>	2020 <i>(under review)</i>

Whilst these plans are extensive, they do not duplicate the contents of this REMP.

### 3.1.3 Complementary Plans

Complementary plans are prepared by industries/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 is included at [Attachment A](#).

## 3.2 Regional Planning Objectives

This plan aims to:

- promote an integrated and coordinated approach to emergency management planning in the Loddon Mallee Region
- ensure that mitigation, preparedness, response, and recovery activities are effectively integrated and reflect the risks and consequences of the region
- provide an authorising environment for a regional EM planning framework and supporting structures
- promote a community focus, resilience, and a connected regional sector for identifying, sharing and managing current and emerging risks and consequences
- provide a mechanism to connect the state and municipal tiers of emergency management and to advocate and promote issues of regional significance and consequence, and
- support capability development through shared training, exercising, learnings and continuous improvement initiatives.

## 3.3 Planning Process

The Loddon Mallee region acknowledges the State Emergency Management Priorities outlined in the SEMP. These priorities must 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 consider the cultural, biodiversity, and social values of the environment.

### 3.3.1 Methodology

At the regional level, our focus is to understand those elements that need to be in place to ensure our collective capabilities and capacity are effective across the phases of mitigation, preparedness, response, and recovery.

It is recognised that hazards often occur in a concurrent or cascading manner; therefore, our EM operations and planning must consider the interplay of impacts and consequences from multiple hazard types, such as:

- extreme heat/bushfire/evacuation
- storm/essential service outage/flash flooding
- drought/agricultural disease (anthrax)/blue-green algae
- public health consequences.

In addition to the sub-plans and complementary plans that are in existence to manage the risks from known hazards, the REMPC has identified and prioritised activities against core regional capabilities for which further planning is to occur ([Attachment E](#)).

Attachment E aims to guide and support planning conducted by the region, municipalities, agencies, and selected industries. This approach will allow us to:

- integrate a common planning language and shared definitions at state, regional, municipal and community tiers
- focus investment on the essential core capabilities necessary at each phase of emergency management
- identify opportunities for multi-agency collaboration, integration, and resource sharing
- highlight gaps in collective capability to focus investment and advocacy efforts, and
- identify priorities for future planning – regionally, municipally, or within agencies.

Activities and risks have been assessed through a consequence lens to establish regional arrangements supporting an effective, coordinated, and integrated mitigation, preparedness, response, and recovery. It is noted that mitigation for these risks may fall to an individual or agency. The REMPC's function is to provide information and guidance to the relevant risk owner/agency, understand any residual risk, and decide on further regional-level action.

The REMPC is committed to undertaking a comprehensive process to determine if plans and actions listed in Attachment E can collectively achieve a specified effect. This planning process aims to:

- support risk identification and prioritisation at municipal and regional levels
- define specific events and the triggers that action a response
- identify lead and supporting agencies
- confirm that plans are authorised and executable through established and approved communication lines and controls
- monitor progress of the planning process and mitigations for a given risk, and
- identify gaps and duplication in developing plans.

This process will not directly develop agency or departmental plans; however, it may influence aspects of those plans. This process will support the development of multi-agency plans such as the regional recovery plan.

The REMPC acknowledges the Community Resilience Framework for emergency management in Victoria and notes the common definition of resilience: "the capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive no matter what kind of chronic stresses and acute shocks they experience."

The Committee is committed to using and promoting this framework in developing and evaluating resilience initiatives across the region, and we note the seven resilience characteristics at the heart of the Framework that emergency managers should aim to strengthen and encourage in communities.

These characteristics are:

- Connected, inclusive and empowered.
- Sustainable built and natural environment.
- Reflective and aware.
- Culturally rich and vibrant.
- Safe and well.
- Dynamic and diverse local economy; and
- Democratic and engaged.

### 3.3.2 The Northern Victorian Emergency Management Cluster Planning Model



Five councils within the Loddon Mallee region (City of Greater Bendigo, Central Goldfields, Mount Alexander, Loddon, and Campaspe Shires) have entered a Memorandum of Understanding which formalises resource sharing between them. This collaborative approach includes EM planning and reflects the common nature of many of the risks and the limited capacity in resources and people across the regional shires.

The Cluster has evolved from an Emergency Management Cluster Pilot project initiated by the Municipal Association of Victoria in 2013 in collaboration with partner councils. The pilot project was in part a response to the Victorian Emergency Management Reform White Paper (2012), which stated, “where municipal councils do not have the capacity to maintain appropriate emergency planning, planning could be undertaken at the sub-regional, rather than municipal level”.

In 2016, the governance model transitioned to an Integrated Municipal Emergency Management Committee (IMEMPC) that was appointed as the MEMPC by all five partner councils. All members of IMEMPC have contributed to the development of a core document that forms the basis of the MEMP for each partner council, with each council attaching its own appendices to incorporate information specific to each municipality. Over the last three years, every partner council’s MEMP has been audited (and more recently gone through an assurance process) and assessed as meeting requirements.

With the latest phase of the emergency management planning reforms, each partner council has convened a MEMPC. The IMEMPC continues to function as five MEMPCs meeting as one integrated multi-agency committee, including core members from each LGA, agency representatives outlined in the legislation, and several additional agency representatives.

### 3.3.3 Aboriginal Culture and Healing

The Loddon Mallee region shares boundaries with the following [Registered Aboriginal Parties](#) (RAPs):

Note: RAPs are Traditional Owner groups, legally recognised under the Aboriginal Heritage Act, responsible for managing and protecting Aboriginal Cultural Heritage on Country. The 11 Registered Aboriginal Parties (RAPs) cover approximately 75% of Victoria<sup>1</sup>. These differ from Recognition and Settlement Agreements (RSAs), which include specific agreements around land use and waterways (see <https://www.forestsandreserves.vic.gov.au/joint-management/agreements-with-traditional-owners> for more information).

#### **Millewa-Mallee, being Latji and Ngintait Traditional Owners**

Shares boundaries with municipality of Mildura in the Victorian northwest corner of Loddon Mallee region

Managed by the First People of the Millewa-Mallee Aboriginal Corporation <https://fpmmac.com.au/>

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<sup>1</sup> Source: <https://www.aboriginalheritagecouncil.vic.gov.au/victorias-current-registered-aboriginal-parties> (August 2023)

### **Wotjobaluk, Jaada, Jadawadjali, Weragaia and Jupagalk Nations**

Shares boundaries with the municipality of Mildura south of the Millewa-Mallee RAP area. Managed by the Barengi Gadjin Land Council Aboriginal Corporation

<https://www.bglc.com.au/>

### **Dja Dja Wurrung People**

Shares boundaries with Bendigo, Mt Alexandra and Macedon Ranges shires.

Represented by Dja Dja Wurrung Clans Aboriginal Corporation

<https://djadjawurrung.com.au/>

Note: [RSA exists with the Victorian Government](#)

### **Yorta Yorta People**

Shares boundaries with the municipality of Campaspe.

Represented by the Yorta Yorta Nation Aboriginal Corporation

<https://yynac.com.au/>

Note: [RSA exists with the Victorian Government](#)

### **Taungurung People**

Shares boundaries with Bendigo, Campaspe, and Macedon Ranges

Represented by Taungurung Land & Water Aboriginal Corporation

<https://taungurung.com.au/>

Note: [RSA exists with the Victorian Government](#)

### **Wadawurrung People**

Shares boundaries with the municipality of Macedon Ranges

Represented by the Wadawurrung Traditional Owner Aboriginal Corporation

<https://www.wadawurrung.org.au/>

### **Wurundjeri People**

Shares boundaries with Macedon Ranges municipality

Represented by Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation

<https://www.wurundjeri.com.au/>

The Loddon Mallee REMPC is committed to partnering with these RAPs towards restoring and protecting cultural heritage and healing. Opportunities are sought to undertake such partnerships in the various hazard-specific and emergency management activities within the region. The REMPC are also committed to leveraging municipal-level partnerships and programs toward this goal.

The map below shows the locations of the RAPs in and that share boundaries with the Loddon Mallee region; this can be viewed alongside the map of the regional boundaries and LGAs of the Loddon Mallee region.





Source: adapted from <https://achris.vic.gov.au/weave/wca.html>

### 3.4 Three-year planning horizon

The Loddon Mallee REMP takes a continuous improvement approach to planning. Indicatively, the Loddon Mallee REMPC foresees the following key milestones towards planning over the next three years:

- reassessment of the core capabilities that the regional level needs to deliver in support of state and municipal EM
- ensuring that actions to enhance regional core capabilities are reflected in future versions of the REMP
- ensuring the governance structure and membership of the Loddon Mallee REMPC best supports the acquittal of actions and responsibilities in the Loddon Mallee REMP, and
- advising and assisting MEMPCs, departments, agencies, and industry stakeholders in the acquittal of their responsibilities for EM planning.

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

- identification of core capability gaps at regional level
- developing regional-level actions to address gaps
- agency and department commitment to a collaborative approach to addressing gaps, and
- meeting the criteria of the self-assurance template.

## 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 2018 [Victorian Preparedness Framework \(VPF\)](#).

The Loddon Mallee 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.

Of the 21 core capabilities listed in the VPF, the Loddon Mallee REMPC has identified the following as critical at the regional level, which form the basis for planning:

- Planning
- Operational Management
- Intelligence and Information Sharing

- Building Community Resilience
- Impact Assessment
- Recovery
- Assurance & Learning
- Advocacy

In addition to the core capabilities defined in the VPF, the Loddon Mallee REMPC has identified advocacy as a critical capability, reflecting the role of the regional tier in advocating on behalf of municipalities and communities to strengthen their respective emergency management capabilities.

Working groups will be set up to address gaps and capability development identified above.

## 4.1 Mitigation

This Plan recognises that mitigation activities occur within and across a broad range of businesses, industries, and agencies as part of normal working arrangements. Mitigation strategies may include application of policies and regulations, development of infrastructure, and the provision of training and education activities.

In preparing this plan, the REMPC has undertaken an emergency risk assessment for the region. This process has included:

- review of the aggregate Loddon Mallee Region Councils in Emergencies Phase 2 data to understand municipal capability strengths and weaknesses
- identification and collaboration with risk owners to understand the existing plans, arrangements or strategies being carried out to manage or mitigate risks
- identification of regional critical core capabilities and their intersection with existing hazards
- collaboration in support of mitigation activities at municipal level, and
- identification of opportunities for support to, or coordination of, engagement and educational programs to facilitate greater reach and build community resilience, focusing on vulnerable persons/sectors within the region (single/multi-agency).

Identify integrated activities for training and exercising across relevant agencies and groups with a role in emergency management within and across regional boundaries.

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

- work under the Safer Together multi-agency approach to reduce bushfire risk
- Loddon Mallee Joint Fuel Management Program
- fostering Community-Based EM initiatives, e.g. emergency preparedness resources produced through the Northern Victorian EM Cluster and emergency preparedness programs with CALD communities in Greater Bendigo, coordinated by the City of Greater Bendigo and Bendigo Community Health in partnership with emergency services
- community engagement and education programs delivered by agencies
- utilisation of local print, radio, and social media channels to promote community safety, including road and crime prevention initiatives. e.g., arson bushfire awareness and road safety, and
- supporting the development of mitigation infrastructure such as the Carisbrook flood levy.

Our understanding of effective regional-level mitigation will improve as the REMPC further develops Attachment E to better identify our collective mitigation gaps and opportunities to drive mitigation priorities.

## 4.2 Preparedness

Preparedness includes activities undertaken collectively or by individual agencies or stakeholders to prepare for identified hazards or risks such as storm season. Activities may include but are not limited to doctrine review, training or exercising, asset and equipment maintenance or personnel recruitment.



Loddon Mallee preparedness activities that will be undertaken to support capability and capacity for the term of this plan include:

- coordinated pre-season briefings, including reviews of joint-agency SOPs
- integrated training and exercising activities to support a seamless transition from readiness to response to recovery
- annual Regional Agency Commander development forums
- Emergency Management Awareness and EMLO training for Local Government and EMT stakeholders
- Traffic and Evacuation Management training
- development of agency readiness and response arrangements
- local Mutual Aid Planning
- review of previous season's effectiveness of the coordination, control, consequence management and communications functions/outcomes/actions/improvements, and
- inter-agency/organisation training.

### **4.3 Response**

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 to support communities during and in the immediate aftermath of an emergency.

Where possible, response activities should be managed at the lowest possible level, often the incident (municipal) tier. Whilst this is the case, regional support may be requested in accordance with 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. However, it may support the development of such plans and outline the arrangements where the scale and nature of the emergency require escalation.

Response arrangements are largely hazard-based, and response control agencies are responsible for developing and maintaining hazard-specific plans. Such plans outline arrangements for hazard-specific emergencies and include readiness, establishment and maintenance of control and incident management systems and response protocols. A full list of control agencies by emergency can be found in the SEMP, along with an explanation of key terms such as Command, Control, and Coordination.

Ensuring an effective response to emergencies in the Loddon Mallee Region relies on strong teamwork with clear accountabilities and responsibilities. The following teams are key to response activities in the region and are documented below.

#### **4.3.1 Regional Control Team (RCT)**

- Comprises Regional Agency Commanders, Regional Controller, Regional Recovery Manager, Regional Emergency Response Coordinator (VicPol) and an Executive Officer.
- Implements strategic context and direction for response (readiness, control and relief) at the regional tier during Class 1 and some types of Class 2 emergencies.
- Ensures integration of relief and recovery across the region to support communities.
- Activated by an RC or RERC.

#### **4.3.2 Regional Emergency Management Team (REMT)**

- Comprises personnel from response, support and recovery agencies, local and State government departments, and service providers
- Assists in identifying and managing risks and consequences before, during and after Class 1 and Class 2 emergencies

- Supports strategic planning at the regional tier
- Enables agencies and communities to develop situational awareness before, during and after emergencies
- Activated by the Regional Controller (Class 1 and Class 2 emergencies) or Regional Emergency Response Coordinator (Class 3 emergency)
- Convened weekly (via teleconference) or at a frequency required by the emergency

Both teams operate at the regional tier and may act as a conduit for escalation and de-escalation of response-related issues between the Incident (municipal) and State tiers. Further information regarding the escalation of control and coordination between State, Region and Incident tiers is outlined in the SEMP.

A list of RCT and REMT contacts can be found in the Loddon Mallee Region folder located on the Desktop tab within the EM-COP application.

#### 4.3.3 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, Regional Control Centres (RCCs) and either an Incident Control Centre (ICC), mobile command vehicle, site office or other location determined by the Emergency Management Commissioner. Class 2 and other emergencies may be managed from an agency specific location depending on the size, type and nature.

The *Victorian Emergency Operations Handbook* details the locations and contact details for each RCC and ICC across the state, which are expanded further in [Attachment F](#) of this Plan.

#### 4.3.4 Regional Relief Coordination

Coordination of regional relief resources during an emergency occurs via the Regional Control Team and partnership with key relief agencies. Relief tier coordination responsibilities are:

- State relief coordination: [Emergency Management Victoria \(EMV/ERV\)](#)
- Regional relief coordination: [Department of Families, Fairness and Housing \(DFFH\)](#)
- Municipal relief coordination: [Municipal councils or Local Government Authority](#)

Reporting lines for regional relief and recovery positions during emergencies are in the SEMP for relief (page 39 under Class 1 Response) and recovery (pages 43-44).

**Table 1: Lead agencies for Relief and Recovery Coordination by Tier**

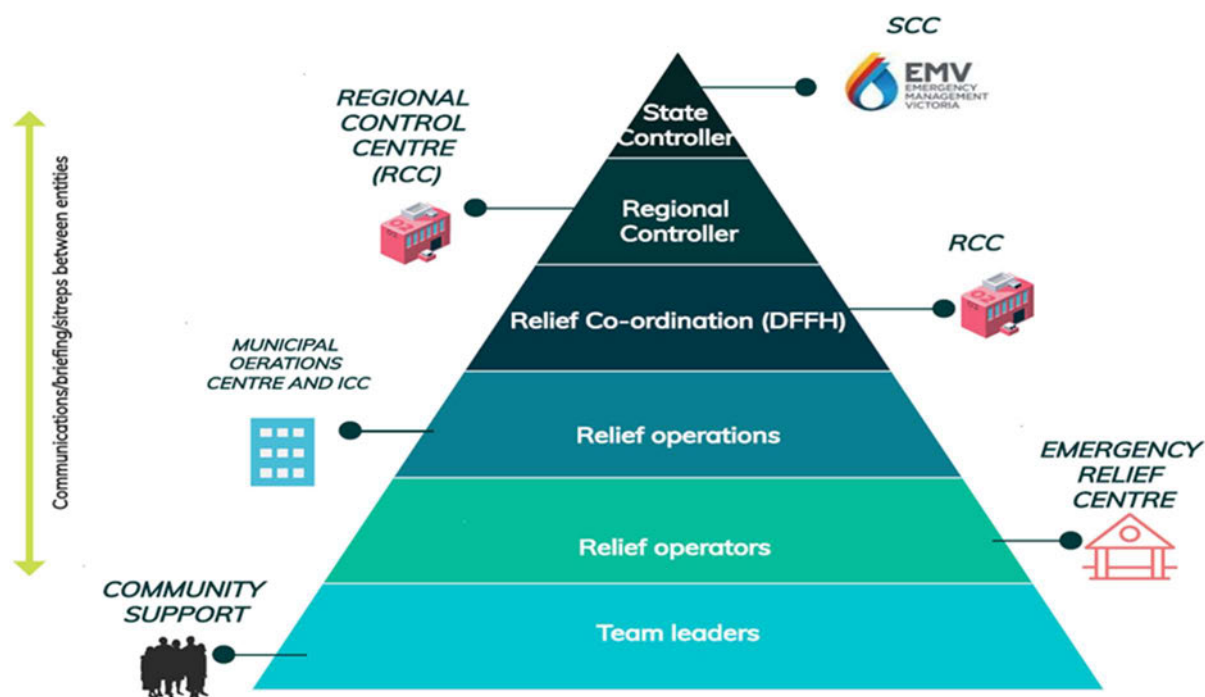
Tier	Relief	Recovery
State	Emergency Management Commissioner (EMC)	Emergency Recovery Victoria (ERV)
Region	Department of Families, Fairness and Housing (DFFH)	Emergency Recovery Victoria (ERV)
Municipal	Local Government Authority (LGA)	Local Government Authority (LGA)

Coordination is critical to enable effective collective action for relief and recovery among the network of agencies and community. Coordination means agencies come together to 'act with a single authoritative focus, consulting, agreeing, and deciding on key issues and following up with actions, policies and guidance. Coordination requires conversations between multiple agencies for decision-making to achieve objectives or public-purpose outcomes. Coordination is about 'working separately, but not at cross purposes. Each agency is focused on its mission but not interfering with other agencies in dealing with the agency's and its constituents' needs.

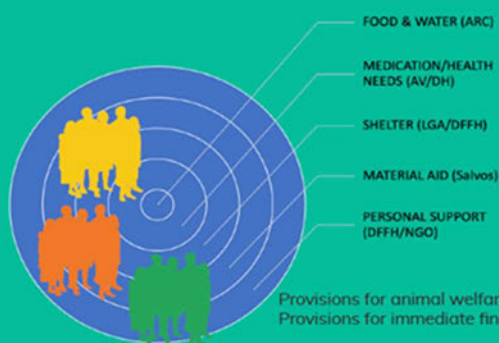
The figure below articulates an overview of the state's relief arrangements. Whilst relief is discussed in isolation, it is only for the purpose of defining relief and supporting community needs. Relief is part of the response phase and the functional role of Relief Coordinator (at both Incident and Regional level) reports directly to their respective controller.



## Regional Relief Arrangements Overview



### PROVISIONS FOR COMMUNITY RELIEF



The provisions for relief are scalable and delivery is scaled as shown in the diagram above. LGA's deliver local relief activities to community. DFFH coordinate relief at the Regional level and inform management of consequences related to the incident. This approach supports existing arrangements and does not replace them. Emergency Relief Centres (ERC) are activated at the request of the incident Controller and provide safe shelter for impacted community members.

Provisions for animal welfare is overseen by AgVic at regional level  
Provisions for immediate financial support is overseen by DFFH

### CONSIDERATIONS

Relief coordination = the bringing together of people, resources, governance, systems and processes to deliver on the immediate needs for communities impacted by an emergency

Depending on the scale of the event, the State-tier may establish a relief coordination structure

An incident specific plan may be developed to support relief coordination/operation

The incident tier maintains tactical control with Regional tier support and coordination

Regional coordination builds on local arrangements rather than replacing them

Relief coordination is escalated from local to regional or state level:

- when requested, because capacity is or will be exceeded, or
- where an emergency has affected multiple municipalities within the region, or multiple regions within the state.



## 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 under the SEMP.

Effective recovery requires collaboration between individuals, communities, all levels of government, non-government organisations and the private sector.

In general, and when there are state-wide or region-wide recovery coordination demands, the region will develop fit-for-purpose event-based Relief and Recovery Plans under Emergency Recovery Victoria (ERV) coordination.

Most small recovery arrangements can be managed locally by the municipal council, with regional or state level support from ERV if or when required (under current arrangements as delegated by the Emergency Management Commissioner). Where an emergency is likely to exceed the capacity of a municipal council to coordinate emergency recovery or the emergency has affected more than one municipal area, regional coordination for recovery will be activated.

Different capacity in different municipal areas will trigger the need for escalation to regional support at different demand or complexity of recovery events. This may occur rapidly or over time depending on the emergency context, capacity, recovery environment and community requirements.

Initiation of recovery coordination, planning and delivery of recovery activities should not rely on formal transition from response to recovery and can be undertaken alongside response and relief.

The Loddon Mallee Regional Controller and Northwest Regional Recovery Coordinator, (with support from recovery sector lead agencies) may consider the following factors to determine the need to formalise regional coordination arrangements for an event:

- the emergency event/incident is expected to exceed the local government's capacity to manage recovery coordination at the time of the event
- recovery agencies intend to draw on regional or state tier resources for the foreseeable future in relation to the emergency
- an increasing scale or changing nature of the actual or expected recovery effort
- significant consequences, and
- escalating recovery costs and funding opportunities.

Additional considerations to activate regional recovery coordination in the Loddon Mallee Region include:

- state border closure with South Australia or New South Wales
- initial impact assessments indicate that the damage to private property exceeds the annual rates base of the municipality
- high numbers of non-resident landowners impacted by the event
- international tourists affected by the emergency, and diplomatic assistance is required.

Regional Recovery Director, ERV, is in place as the Loddon Mallee Regional Recovery Coordinator (see SEMP, Roles and Responsibilities: Recovery).

The Loddon Mallee Regional Recovery Coordinator reports to the State Recovery Coordinator and is supported by the agencies with recovery coordination responsibilities across the five inter-related pillars as outlined in Table 2 below.

**Table 2 – Regional recovery coordination responsibilities by pillar**

<b>Recovery Pillar</b>	<b>Coordination lead</b>	<b>Support organisations in region</b>	<b>Region context</b>
<b>People and wellbeing</b>	<ul style="list-style-type: none"> <li>Department of Families, Fairness and Housing (DFFH)</li> </ul>	<ul style="list-style-type: none"> <li>Department of Health</li> <li>Health providers, including Aboriginal Community Controlled Health Organisations</li> <li>Local Public Health Unit/Network</li> <li>Murray Primary Health Network</li> <li>VCCC</li> <li>Red Cross</li> <li>Legal Aid</li> <li>Local governments</li> </ul>	Social and wellbeing environment of the region, including housing and accommodation, individual and household financial assistance, psychosocial support, health and medical assistance and community development (highlighted in the Loddon Mallee Region environmental scan)
<b>Aboriginal Culture and Healing</b>	<ul style="list-style-type: none"> <li>The Federation of Victorian Traditional Owner Corporations</li> <li>Department of Energy, Environment Climate Action Cultural Heritage Officers/Advisors (DEECA)</li> <li>First Peoples State Relations</li> <li>Emergency Recovery Victoria (ERV)</li> </ul>	<ul style="list-style-type: none"> <li>Barengi Gadjin Land Council Aboriginal Corporation</li> <li>Dja Dja Wurrung Clans Aboriginal Corporation</li> <li>First Peoples of the Millewa-Mallee</li> <li>Taungurung Clans Aboriginal Corporation</li> <li>Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation</li> <li>Yorta Yorta Nation Aboriginal Corporation</li> <li>Aboriginal Community Controlled Health Organisations - Bendigo &amp; District Aboriginal Co-operative, Murray Valley Aboriginal Co-operative, Mallee District Aboriginal Services, Njernda Aboriginal Corporation</li> <li>Local governments</li> </ul>	<p>Aboriginal Culture and Healing includes outcomes:</p> <ul style="list-style-type: none"> <li>Aboriginal culture is valued and respected</li> <li>Aboriginal trauma is addressed and healing is supported</li> <li>Aboriginal cultural safety is promoted</li> <li>Aboriginal participation and ownership is promoted</li> </ul>
<b>Buildings and Infrastructure</b>	<ul style="list-style-type: none"> <li>DEECA</li> <li>Department of Jobs, Skills, Industry, and Regions (DJSIR)</li> </ul>	<ul style="list-style-type: none"> <li>Department of Transport</li> <li>Local governments</li> <li>Airport authorities</li> <li>VicTrack, VLine</li> <li>VicRoads</li> <li>Powercor</li> <li>Bendigo Telco</li> </ul>	Built environment of the region including energy services, reticulated water and wastewater services, public telecommunications, state and nationally significant infrastructure (ports, power stations, airports, rail, highways) building, manufacturing, commercial and community assets (highlighted in the Loddon Mallee Region environmental scan)
<b>Business and Economy</b>	<ul style="list-style-type: none"> <li>Department of Treasury and Finance,</li> <li>DJSIR</li> </ul>	<ul style="list-style-type: none"> <li>Regional Development Victoria</li> <li>Agriculture Victoria</li> <li>Parks Victoria</li> <li>Cross-Border Commissioner</li> <li>Local governments</li> </ul>	The economic environment in the region, including main industries, major commercial and industrial assets, agriculture and tourism, are highlighted in the Loddon Mallee Region environmental scan. The

			shared border with South Australia and New South Wales has significant economic importance to the region.
<b>Environment and Biodiversity</b>	<ul style="list-style-type: none"> <li>• DEECA</li> </ul>	<ul style="list-style-type: none"> <li>• DJSIR</li> <li>• Parks Victoria</li> <li>• EPA</li> <li>• North Central CMA</li> <li>• Goulburn Murray Water</li> <li>• Central Highlands Water</li> <li>• Coliban Water</li> <li>• Department Premier and Cabinet</li> <li>• Local governments</li> <li>• Community</li> </ul>	Natural environment in the region includes coastline areas, public land and waterways, national parks, significant landmarks and vegetation, flora and fauna, and cultural and heritage sites (highlighted in the Loddon Mallee Region environmental scan)

#### 4.4.1 Recovery Environments

The SEMP outlines four key recovery environments that support communities to successfully deal with the impacts of an emergency, and that require a coordinated approach as part of the recovery process: social, economic, natural and built (as per the [Resilient Recovery Strategy](#)).

ERV outlines five Recovery Pillars:

- Business and Economy
- Environment and Biodiversity
- Aboriginal Cultural Healing
- People and Wellbeing, and
- Buildings and Infrastructure.

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

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

To ensure a holistic approach to recovery, five lines of recovery (or pillars) are considered to assist prioritisation, planning and delivery of relief and recovery efforts, noting that there are complex inter-relationships across these distinct lines of recovery that compound the impacts and consequences of disasters:

- **People and Wellbeing (Social):** the emotional, social, spiritual, financial, and physical wellbeing of affected individuals and communities.
- **Aboriginal Cultural Healing (ACH):** Aboriginal communities affected by disaster are supported, and Aboriginal culture is valued and respected.
- **Building and Infrastructure (Built):** the restoration of essential and community infrastructure.
- **Business and Economy (Economic):** the revitalisation of the affected economy.
- **Environment and Biodiversity (Natural):** the rehabilitation of the affected environment.

Each recovery coordination lead agency is responsible for the following:

- coordinating strategic information sharing between agencies to facilitate the outcomes for the pillar through
- convening regional level recovery meetings or committees of governance with relevant departments, agencies, and key stakeholders in their pillar
- monitoring recovery issues, risks, progress, and capacity by working with responsible agencies and managing issues as required, and
- reporting progress to the Regional Recovery Coordinator.

Recovery is a developmental process that may continue for years. Therefore, planning must address short, medium, and long-term recovery needs and goals or outcomes and integrate with pre-existing regional and community vision.

Event specific recovery plans can be guided by the ERV Recovery Framework. While developed to support recovery from the 2019-20 Eastern Victorian Fires, the principles and arrangements set out in the Recovery Framework can broadly be applied to recovery from any emergency.

## **4.5 Transition arrangements**

Formal transition to recovery is not required when there are no substantial regional coordination requirements in multiple recovery pillar coordination environments.

### **4.5.1 From response to recovery**

The Loddon Mallee Regional Controller should lead in facilitating the transition to recovery, working with the Regional Recovery Coordinator. The Regional Controller should initiate planning for a transition from response to recovery as soon as practicable following the initial impact of an emergency where there are likely substantial recovery requirements across multiple recovery pillars; the Regional Emergency Response Coordinator (RERC) may assist as able and required.

The Regional Recovery Coordinator will work with each affected local government area to ensure a smooth transition from response to a recovery committee. The timing for formal transition to recovery takes into consideration several factors:

- safety, i.e., the nature of the emergency event/incident and whether a recurring threat is likely
- the extent of the impact on communities, as this may determine the length of the transition period
- the level of loss/damage and the extent to which this has been validated
- the extent to which the community needs emergency relief, and
- the availability of resources required for the activation of recovery arrangements.

During the transition, secondary and post-emergency needs assessments, support planning, decision-making and recovery priorities will need to be considered. Transition structures and handover requirements to support recovery coordination arrangements will vary according to the emergency event/incident and response and recovery agencies will need to adopt an enabling mindset, work cooperatively, share information, jointly plan, accept ownership of their decisions, and agree on how they intend to execute their plans in partnership with those affected communities. The transition to recovery template and guidelines is available via EM-COP.

### **4.5.2 Transition from recovery to business as usual**

Transitioning from recovery to business as usual is a critical consideration from the outset of planning and implementing recovery supports and programs. Recovery planning that sets measurable objectives for each recovery pillar will assist communities and agencies in transitioning to service delivery, programs or supports or ceasing programs.

Recovery timeframes and the return to business as usual for different recovery programs and activities will vary. These supports might transition to regional agencies or local governments, or the program might phase out as funding ceases to be available.

Regional Recovery Coordinators will consult with local governments and agencies on the timing for appropriate cessation of Regional Recovery Coordination for the event. The relevant local government (or MEMPCS) and REMPC will be informed accordingly. Ongoing programs and activities or funding-related concerns will be followed up through business as usual from the ongoing ERV regional staff. The recovery lead agencies may determine the necessity to continue regional coordination meetings as programs and activities continue in that pillar to ensure continued effective and timely information to community and stakeholders.

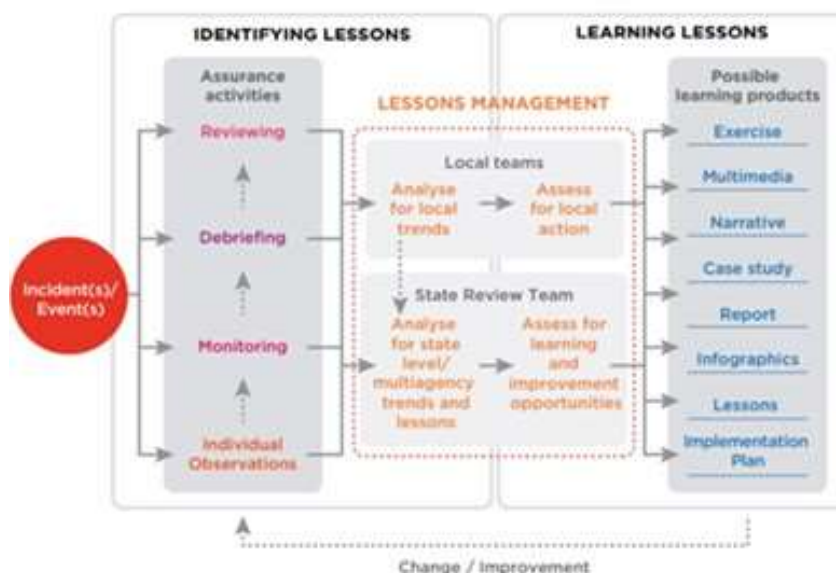
## 5. Evaluation and continuous improvement

The Loddon Mallee region supports the State's commitment to a culture of continuous improvement that is outlined in the 2015 [EM-LEARN Framework](#).

The region does this by:

- sharing lessons, both positive actions to sustain and areas for improvement
- encouraging learning from both assurance activities and contemporary good practice
- focusing on systems of work, rather than the performance of individuals, and
- 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
- Surveys
- Debriefing
- Reviews of systems of work rather than on performance of individuals



- Reviews on the effectiveness of response and recovery activities, including command, control, and coordination
- Independent assurance activities undertaken by IGEM or other authorised independent body
- Public forums which include representatives from community, business and industry groups.

Reports and insights developed from the above activities are collated and shared back across the REMT and RCT to support the learning management cycle.

**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.

Control agencies are responsible to conduct debriefings and after action reviews (AARs) in accordance with the SEMP. All observations and learnings are to be captured in EM-LEARN.

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.

## 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 G](#) 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 Emergency Management Act 2013 allows the REMPC and Emergency Management Victoria to exclude information from being 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.

Summary of the restricted information	Reason for restriction	Agency/ies that hold this information in full	Contact point/s
Vulnerable Persons Register	Related to personal information	LGA, DHHS or VicPol	As per regional contact list held by EMV

## Document information

### Document details

Criteria	Details
<b>Document title:</b>	Loddon Mallee Regional Emergency Management Plan
<b>Document owner:</b>	Loddon Mallee Regional Emergency Management Planning Committee

### Version control

Version	Date	Summary of amendments	Author
1.0	9 October 2020	Final version for REMPC endorsement and assurance	REMP WG
1.1	13 July 2023	Working draft created for input by review WG members	REMP review WG
1.2	5 September 2023	Draft for feedback from REMPC members	REMP review WG
2.0	12 September 2023	Final version for REMPC endorsement and assurance	REMP review WG

## Document assurance

This document requires the following assurance:

Assurer	Representative	Date
Loddon Mallee REMPC	Tim Fry, Chair – on behalf of the Loddon Mallee REMPC	14 September 2023

## Document approval

This document requires the following approval:

Approver	Title	Date
Rick Nugent	Emergency Management Commissioner	19 December 2023

## References

Support material	Author	Location/link
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 <a href="https://www.emv.vic.gov.au/how-we-help/resilient-recovery-strategy">https://www.emv.vic.gov.au/how-we-help/resilient-recovery-strategy</a>
Lessons management framework (EM-LEARN)	Emergency Management Victoria	<a href="https://www.emv.vic.gov.au/how-we-help/reviews-and-lessons-management/lessons-management-framework-em-learn">https://www.emv.vic.gov.au/how-we-help/reviews-and-lessons-management/lessons-management-framework-em-learn</a>
Victorian Emergency Operations Handbook	Emergency Management Victoria	EMV Website <a href="https://www.emv.vic.gov.au/publications/victorian-emergency-operations-handbook">https://www.emv.vic.gov.au/publications/victorian-emergency-operations-handbook</a>
Victorian Preparedness Framework	Emergency Management Victoria	EMV Website <a href="https://www.emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/victorian-preparedness-framework">https://www.emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/victorian-preparedness-framework</a>
Victorian Emergency Management Strategic Action Plan	Emergency Management Victoria	EMV Website <a href="https://files-em.em.vic.gov.au/public/EMV-web/Publications/EMV_Strategic_Action_Plan_2018-2021.pdf">https://files-em.em.vic.gov.au/public/EMV-web/Publications/EMV_Strategic_Action_Plan_2018-2021.pdf</a>

## Review date

Review Date	Description
November 2023	This document will be reviewed every 3 years or as required.

## Acronyms

This section contains acronyms that are used throughout this Plan.

Acronym	Description
<b>CALD</b>	Cultural and Linguistically Diverse
<b>CERA</b>	Community Emergency Risk Assessment
<b>EM Act 2013</b>	Emergency Management Act 2013
<b>EMC</b>	Emergency Management Commissioner
<b>IMEMPC</b>	Integrated Municipal Emergency Management Planning Committee
<b>IRCS</b>	Interagency Response Coordination System
<b>MEMP</b>	Municipal Emergency Management Plan
<b>REMPC</b>	Regional Emergency Management Planning Committee
<b>REMP</b>	Regional Emergency Management Plan
<b>RERA</b>	Regional Emergency Risk Assessment
<b>SEMP</b>	State Emergency Management Plan
<b>VPF</b>	Victorian Preparedness Framework
<b>RCT</b>	Regional Control Team
<b>REMT</b>	Regional Emergency Management Team

## Definitions

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

Terms	Description
<b>NIL</b>	NIL

# Attachment A: Plan Hierarchy

## This Plan's sub-plans

- Loddon Mallee Regional Strategic Fire Management Plan, dated 2022
- Northwest Region Regional Flood Emergency Plan, dated August 2019
- Earthquake Plan 2019
- Landslide Plan 2019
- Storm Plan 2019

## Complementary Emergency Management Plans

- Northern Victorian EM Cluster Integrated Pandemic Plan July 2022 V2.0
- Northern Victorian EM Cluster - Emergency Animal Welfare Plan, August 2022, V 1.1
- Loddon Mallee Livestock Standstill Plan
- Mine Emergency Plans - Fosterville (Agnico Eagle) and Costerfield (Mandalay Resources)
- Loddon Mallee Bushfire Management Strategy 2020

## Attachment B: Emergency Management Regions

### 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:

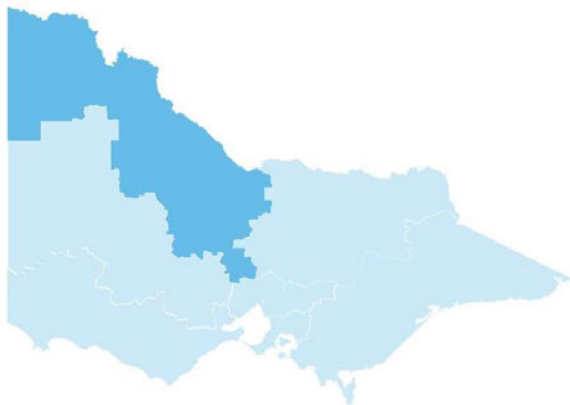
- Barwon South-West
- Gippsland
- Grampians
- Hume
- Loddon Mallee
- Eastern Metro
- North-West Metro
- Southern Metro

The eight regions are based on the Victoria 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.

### Loddon Mallee as an emergency management region



The municipalities within the Loddon Mallee Region are:

- Buloke Shire
- Campaspe Shire
- Central Goldfields Shire
- Gannawarra Shire
- City of Greater Bendigo
- Loddon Shire
- Macedon Ranges Shire
- Mildura Rural City
- Mount Alexander Shire
- Swan Hill Rural City

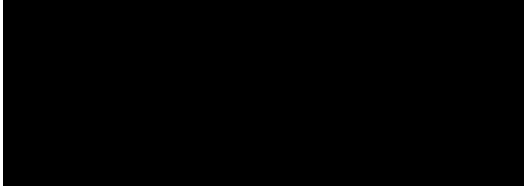
## Attachment C: Emergency Management Plan Statement of Assurance for this Plan

**Plan Preparer:** Loddon Mallee Regional 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.

The last review of the plan was conducted on 14 September 2023.

Signature of nominated representative of preparer:



Name: Tim Fry , Chair, Loddon Mallee Regional Emergency Management Planning Committee

Date: 14 September 2023

## Attachment D: Cross-border considerations

### Regional borders

Hume, Grampians and North-West Metro

### State borders

Loddon Mallee is the only region with tri-state considerations (Victoria, South Australia, NSW)

Communities and industries often operate across borders. Border closures have significant impacts for local communities in accessing healthcare services, education and food and essential supplies and services. It also significantly impacts freight and logistics for multiple industries. Planning for a range of scenarios presented by border restrictions is needed.

Mutual arrangements between Victoria and South Australia are in place for fire agency response. The *“Southern Border Fire Council Association Agreement Guidelines for Cooperation between Victorian and South Australian Organisations on the Suppression of Fire in the Southern Border Area”* outlines these arrangements.

Deployment of resources over and above first response is also informed by the National Resource Sharing Centre at AFAC, and interstate deployments must have the approval of the Emergency Management Commissioner.

Fire Fighting Aircraft arrangements are governed by the National Aviation Firefighting Centre NAFC. 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.

There is also a DRAFT Memorandum of Understanding between NSW SES and Victorian SES. This will formalise the arrangements for support across the border as well as how those organisations operate together for incidents along the Murray River.



## Attachment E: Regional Risk Assessment 2020

### Core Capabilities against Activities /Regional Risks

Of the 21 Core Capabilities as per the Emergency Management Capability Model, the REMPC is focussing on:

- those capabilities where a regional approach can add the most value
- gaps identified by Loddon Mallee LGAs in the Councils and Emergencies Capability & Capacity project
- capabilities or activities as noted in the Objectives of this plan e.g., Advocacy

1	Planning	8	Fatality Management	15	Relief Assistance
2	Community Information and Warnings	9	Critical Transport	16	Environmental Response
3	Operational Management	10	Logistics and Supply Chain	17	Management Economic Recovery (R)*
4	Intelligence and Information Sharing	11	Impact Assessment (IA)	18	Natural and Cultural Heritage Rehabilitation (R)*
5	Public Order and Community Safety	12	Search and Rescue	19	Built Recovery (R)*
6	Building Community Resilience (BCR)	13	Health Protection	20	Social Recovery (R)*
7	Fire Management and Suppression	14	Health Emergency Response	21	Assurance and Learning (A&L)

\*Capabilities 17 – 20 grouped as Recovery (R)

- Planning (P)
- Operational Management (OM)
- Intelligence and Information Sharing (IIS)
- Building Community Resilience (BCR)
- Impact Assessment (IA)
- Recovery (R)
- Assurance and Learning (A&L) (Training, Exercising)

- Advocacy (A) – resources to support implementation of activities across mitigation (capital expenditure), response and recovery; local level issues with regional significance, etc.

**Table 1, Attachment E: Core Capabilities against hazards and phases**

Hazard	Plans	What activities are undertaken at the regional level for the following spectra for each of the risks?		
	existing LMR plans should be shown here.			
		<b>Mitigation</b> <ul style="list-style-type: none"><li>• Planning (P)</li><li>• Building Community Resilience (BCR)</li><li>• Assurance &amp; Learning (A&amp;L)</li></ul>	<b>Response</b> <ul style="list-style-type: none"><li>• Operational Mgmt (OM)</li><li>• Intelligence &amp; Info Sharing (IIS)</li></ul>	<b>Recovery</b> <ul style="list-style-type: none"><li>• Recovery (R)</li><li>• Impact Assessment (IA)</li></ul>
		Advocacy (A)		
Natural				
Fire	Loddon Mallee Regional Strategic Fire Management Plan  FFMVic 2019-20 Readiness and Response Plan  Strategic Bushfire Management Planning	P, BCR, A&L, A	OM, IIS, A	IA, R, A
Storm/tornado	North-West (Loddon Mallee) Region Storm Sub Plan	P, BCR, A&L, A	OM, IIS, A	IA, R, A
Flood – Riverine and Flash	North-West (Loddon Mallee) Region Flood Sub Plan	P, BCR, A&L, A	OM, IIS, A	IA, R, A

Hazard	Plans existing LMR plans should be shown here.	What activities are undertaken at the regional level for the following spectra for each of the risks?		
		Mitigation <ul style="list-style-type: none"> <li>Planning (P)</li> <li>Building Community Resilience (BCR)</li> <li>Assurance &amp; Learning (A&amp;L)</li> </ul>	Response <ul style="list-style-type: none"> <li>Operational Mgmt (OM)</li> <li>Intelligence &amp; Info Sharing (IIS)</li> </ul>	Recovery <ul style="list-style-type: none"> <li>Recovery (R)</li> <li>Impact Assessment (IA)</li> </ul>
		Advocacy (A)		
Heatwave/extreme cold		P, BCR, A&L, A	OM, IIS, A	IA, R, A
Earthquake	North-West (Loddon Mallee) Region Earthquake Sub Plan	P, BCR, A&L, A	OM, IIS, A	IA, R, A
Drought	Drought Preparedness and Response Framework	P, BCR, A&L, A	OM, IIS, A	IA, R, A
<b>Technological</b>				
Significant hazardous materials incident		P, BCR, A&L, A	OM, IIS, A	IA, R, A
Major transport accident		P, BCR, A&L, A	OM, IIS, A	IA, R, A
Fuel Shortage		P, BCR, A&L, A	OM, IIS,	IA, R, A

Hazard	Plans existing LMR plans should be shown here.	What activities are undertaken at the regional level for the following spectra for each of the risks?		
		<b>Mitigation</b> <ul style="list-style-type: none"> <li>• Planning (P)</li> <li>• Building Community Resilience (BCR)</li> <li>• Assurance &amp; Learning (A&amp;L)</li> </ul>	<b>Response</b> <ul style="list-style-type: none"> <li>• Operational Mgmt (OM)</li> <li>• Intelligence &amp; Info Sharing (IIS)</li> </ul>	<b>Recovery</b> <ul style="list-style-type: none"> <li>• Recovery (R)</li> <li>• Impact Assessment (IA)</li> </ul>
		Advocacy (A)		
Transport infrastructure emergency		P, BCR, A&L, A	OM, IIS, A	IA, R, A
Mine failure	Localised Mine plans	P, BCR, A&L, A	OM, IIS, A	Not likely to be activity at regional level
Prolonged utility (gas, electricity, telecommunications, water) disruption	Water Emergency Management Plan	P, BCR, A&L, A	OM, IIS, A	IA, R, A
Structural collapse/asset fire		P, BCR, A&L, A	OM, IIS, A	Not likely to be activity at regional level
<b>Biological</b>				
Blue-green algae outbreaks		P, BCR, A&L, A	OM, IIS, A	IA, R, A

Hazard	Plans existing LMR plans should be shown here.	What activities are undertaken at the regional level for the following spectra for each of the risks?		
		Mitigation <ul style="list-style-type: none"> <li>Planning (P)</li> <li>Building Community Resilience (BCR)</li> <li>Assurance &amp; Learning (A&amp;L)</li> </ul>	Response <ul style="list-style-type: none"> <li>Operational Mgmt (OM)</li> <li>Intelligence &amp; Info Sharing (IIS)</li> </ul>	Recovery <ul style="list-style-type: none"> <li>Recovery (R)</li> <li>Impact Assessment (IA)</li> </ul>
		Advocacy (A)		
Human Disease (Epidemic/Pandemic)	Northern Victorian EM Cluster Pandemic Plan Nov 2019 V1.0	P, BCR, A&L, A	OM, IIS, A	IA, R, A
Emergency Animal Disease	AUSVETPLAN State Emergency Biosecurity Response Sub-Plan Victorian Animal Emergency Welfare Plan Loddon Mallee Livestock Standstill	P, BCR, A&L, A	OM, IIS, A	IA, R, A
Pest outbreak/plant disease	PLANTPLAN AQUAVETPLAN	P, BCR, A&L, A	OM, IIS, A	IA, R, A

Table 2, Attachment E - Core Capabilities gap analysis

All Hazards	Before	Core Capability	Mitigation & Preparedness activities	Mitigation & Preparedness gaps/actions
			<i>What is occurring now, what examples of good practice exist?</i>	<i>What opportunities exist to collaborate and improve capabilities?</i>  <i>What needs to be improved at regional level?</i>  <i>These gaps will focus future REMPC effort</i>
		Planning	Refer to Appendix A for Sub-plans and Complementary Plans.  Pre-season briefings e.g. flood, fire	
		Building Community Resilience		E.g. Multi-agency/all hazards Community Resilience /Engagement Strategy – that integrates resilience building, communications & messaging, and engagement activities.  Collaborate with municipalities to capitalise on existing engagement pathways and opportunities.  Commit to being guided by EMV's Community Resilience Framework and the seven resilience characteristics when developing resilience activities.
		Assurance & Learning	AARs are conducted but learnings not always shared or incorporated into doctrine and/or practice.	E.g. AARs – exercising/ training based on shared learnings.

		<b>Advocacy</b>	REMPc Issues Paper process in place to raise Municipal issues (that have regional impact) at state level.	
		<b>Core Capability</b>	<b>Response</b>	<b>Response gaps/actions</b>
		<b>Operational Management</b>	Multi-agency IMTs.  Multi-agency incident support: staging areas, human and other resources, etc.	
		<b>Intelligence &amp; Information Sharing</b>	REMT meetings.  Weekly teleconference (during high-risk periods, e.g. summer, region-wide incidents, e.g. BGA).	
		<b>Advocacy</b>	REMPc Issues Paper process in place to raise Municipal issues (that have a regional impact) at the state level.	
		<b>Core Capability</b>	<b>Recovery</b>	<b>Recovery gaps/actions</b>
		<b>Impact Assessment</b>		E.g., build capability to conduct IIA, including reducing duplicate visits and sharing of data across agencies.
		<b>Recovery</b>		E.g., harness regional resources to effectively deliver large-scale recovery supports.
		<b>Advocacy</b>		E.g. Streamlined process for time-critical issues.

## Attachment F: Regional and Incident Control Centres

### Regional Control Centre

\*as per the Victorian Emergency Operations Handbook  
Triggers for activation as per JSOP 2.03

██████	██████	██████████	██████████
	██████████	██████████	██████████

### Incident Control Centres

\*as per the Victorian Emergency Operations Handbook  
Triggers for activation as per JSOP 2.03

██████	██	██████
██████	██ ██████	██████
██████	██	██████████



## **Attachment G: Emergency Management Agency Roles and Responsibilities**

As of the date of this plan, all agency roles and responsibilities for LMR are as in accordance with the SEMP.

## Attachment H: Municipal Emergency Management Plan approval schedule

This table provides an overview of the dates that Municipal Emergency Management Plans (MEMPs) within the Loddon Mallee region are due for their next review.

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

Municipality	Year of next approval
Mildura	2024
Buloke	2023
Campaspe	2023
Bendigo	2026
Loddon	2023
Gannawarra	2023
Mount Alexander	2023
Central Goldfields	2023
Macedon Ranges	2023
Swan Hill	2023

# Attachment I: Regional Emergency Risk Assessment

The table below provides an overview of the risk assessment conducted in 2022.

Risk	Risk statement	Control effectiveness	Residual risk	Confidence
<b>Outbreak of human disease (Epidemic)</b>	There is potential that a highly contagious virus will result in severe illness within humans, that, in turn, will result in deaths, hospitalisations, significant economic costs, mental health and social cohesion impacts, isolation of vulnerable people, disruption to emergency service workforce, supply chains and infrastructure.	Low	Extreme	High
<b>Bushfire</b>	There is a potential that a large bushfire and associated smoke occurring within the region will result in: buildings destroyed; economic loss; disruption to essential services and tourism; damage to agriculture (e.g., loss of crops, livestock and smoke taint of grapes); fatalities, injuries, mental health and broader social and economic impacts requiring long term recovery. There is likely to be severe environmental damage.	Medium	Extreme	High
<b>Flood</b>	There is the potential that heavy rainfall will result in flooding across most catchments within the region that, in turn, will inundate homes and businesses; damage cultural assets, roads, bridges and agriculture; interrupt essential services and cause a small number of deaths, injuries, public health concerns, water contamination, environmental damage and longer-term social impacts resulting in long term recovery.	Medium	Extreme	High
<b>Animal biosecurity</b>	There is potential that a disease will result in illness to animals throughout the region that, in turn, will result in: movement restrictions; mass euthanasia of exposed animals (requiring disposal of large numbers of stock); denial of market access (state, national and international markets); animal welfare concerns; significant economic impacts; environmental and social impacts (inc. mental health) and long-term recovery over years.	Medium	Extreme	Highest
<b>Plant biosecurity</b>	There is potential that a plant pest or disease will have a severe impact on crops and horticulture within the region that, in turn, will result in loss of market access; economic, social and environmental impacts; and longer-term recovery.	Medium	Extreme	Highest
<b>Storm</b>	There is potential that a large storm impacting multiple municipalities will result in damage to properties, environment and key infrastructure (e.g., communications and electrical); displace people; disrupt major transport routes and supply chains; result in financial loss; cause a small number of fatalities and injuries; and require extended clean-up.	Medium	High	Low
<b>Heatwave</b>	There is potential that high temperatures will result in a region wide heatwave that, in turn, will lead to fatalities, hospitalisations and wide scale disruption to essential services.	Medium	High	High
<b>Blue green algae outbreak</b>	There is potential for a blue green algae outbreak, that in turn results in tourism loss, water supply disruption, loss of water for agricultural use, animal welfare issues and environmental and social impacts.	Medium	High	High

- 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
<b>Water supply disruption</b>	There is potential that a region wide water supply disruption will result in: service disruption to residences, businesses and industry; and essential services. Human health impacts may occur.	Medium	High	High
<b>Telecommunications disruption</b>	There is potential that a region wide telecommunications disruption will result in service disruption to residences, businesses and primary production for greater than 12 hours that, in turn, will impact on critical services and industry.	Medium	High	High
<b>Dam failure</b>	There is potential that a dam failure will result in flooding that, in turn, will inundate homes and businesses; damage cultural assets, roads, bridges and agriculture; interrupt essential services; and cause a small number of deaths, injuries, public health concerns, water contamination, environmental damage, loss of water supply and longer-term social impacts resulting in long term recovery.	Medium	Medium	Moderate
<b>Electricity supply disruption</b>	There is potential that a region wide electricity supply disruption will result in outages for more than six hours that, in turn, will impact on other critical services (e.g., telecommunications, water supply, emergency communications, fuel supply, cooling); disrupt businesses, industry, primary production (e.g., milk production) and social connection; and impact on vulnerable community members.	Medium	Medium	High

- 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)