



TASMANIAN MUNICIPAL EMERGENCY MANAGEMENT GUIDELINES

Issue 1 2010



Acknowledgment

These Guidelines were developed due to a period of significant change in emergency management and are the outcome of a collaborative effort by a number of Tasmanian government emergency management workers.

The intent of the Guidelines is to provide a resource for municipal emergency management, in particular Tasmanian councils, which have a central role in bringing local stakeholders together to promote and enhance community resilience.

A voluntary reference group formed in late 2007 was instrumental in developing the Guidelines and renewing standardised concepts for Tasmanian emergency management that were incorporated in the review of the Tasmanian Emergency Management Plan (Issue 6 March 2009).

Group members and their councils are listed below to acknowledge their important contribution:

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introduction

1.1 Municipal Emergency Management

Tasmanian municipal emergency management arrangements are established by the *Emergency Management Act 2006* and governed by Municipal Emergency Management Committees. Although some State government agencies and other organisations are responsible for specific hazards or emergency functions, Municipal Emergency Management Committees have an important role in overseeing and coordinating these activities locally and liaising with Regional Emergency Management Committees.

Tasmanian councils, which are responsible for coordinating Municipal Committee activity, provide workers to undertake the Chairperson and Executive Officer roles. These roles are aligned with councils' broader responsibilities listed under other legislation, including the *Local Government Act 1993*, and they fit well with councils' strong local networks in each region.

Emergency management consists of formal and informal partnerships across multiple organisations. Although this complexity is challenging, it provides strength in diversity and Municipal Committees continue to provide the foundation layer for it.

1.2 About these Guidelines

The purpose of these Guidelines is to provide a resource that assists Municipal Committees meet their obligations under the *Emergency Management Act 2006* (the Act).

The Guidelines are largely for councils, because councils are responsible for coordinating the Municipal Committees' activities and have emergency operations duties. The Guidelines also recognise that:

- councils have other obligations (both related and unrelated to emergency management)
- a range of organisations are members of the Municipal Committees and it is this partnership that supports and enables community resilience
- Municipal Committees and the emergency management activities they oversee are important for their regions.

These Guidelines aim to identify the Tasmanian legislative requirements for all-hazards emergency management and to advise on how these requirements can be met.

As 'Guidelines', they are not mandatory and it is for each Municipal Committee to use them when appropriate.

That said, the Guidelines have been developed in consultation with a range of municipal emergency management stakeholders, both in Tasmania and from other jurisdictions, and their use is encouraged.

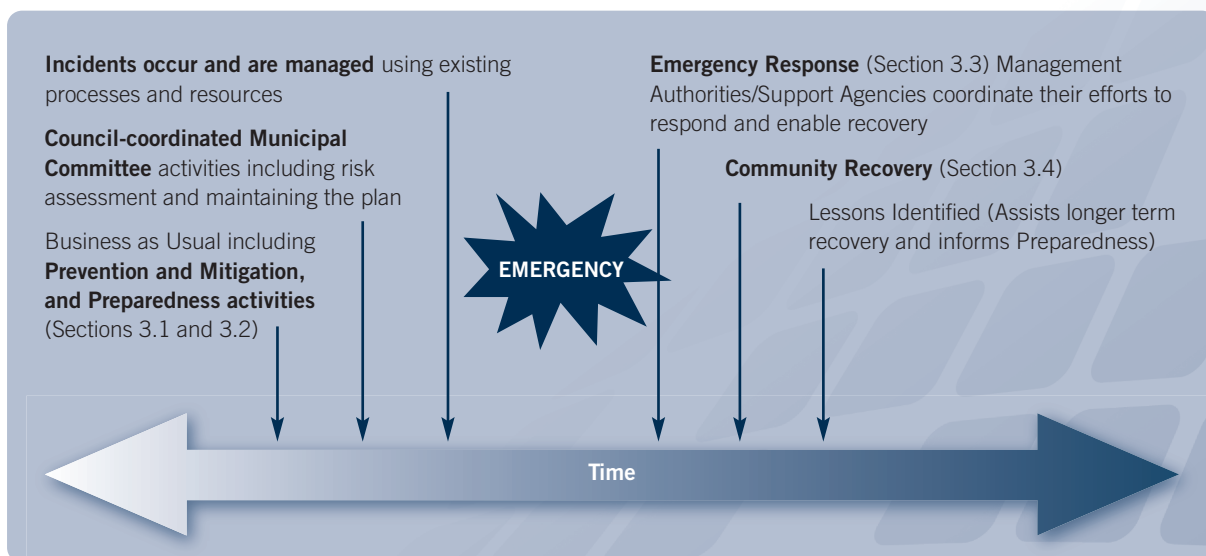
1.3 Scope

Although these Guidelines focus on municipal emergency practices, the usual Management Authorities and Support Agencies in the local area need additional assistance for response and/or community recovery. This usually occurs using a combination of council resources and support from Municipal Committee members in accordance with the municipal emergency management plan.

These Guidelines do not focus on situations that are resolved using existing procedures and resources by the agencies in the area (sometimes referred to as 'incidents'), nor do they focus on emergencies where response/community recovery is managed at the regional or State level (although the practices discussed in the Guidelines are designed to complement these situations).

Figure 1 shows the spectrum of emergencies, noting that a range of other activities are underway simultaneously.

Figure 1 Municipal Emergency Management Spectrum



1.4 All-Hazards Emergency Management

Emergencies are unplanned situations which threaten communities' lives, property and environment. They can have a rapid or slow onset, a variety of causes and may be resolved quickly or over a long time.

What is common is that their likely consequences demand immediate action, normally including rapid reallocation of resources (human and physical) and re-prioritisation of effort.

All-hazards emergency management focuses on establishing flexible and scalable arrangements so that similar processes can be used for all emergencies and adjusted for the specific circumstances of each situation.

Broadly speaking, any emergency that occurs in the municipal area is relevant to the Municipal Committee, however this does not mean that the committee responds to every emergency.

The committee's role is to oversee coordination and support for emergency management (Prevention and Mitigation, Preparedness, Response and Recovery) and this is usually achieved through timely communications with a clear understanding of roles and responsibilities.

1.5 How to Use the Guidelines

The Guidelines are presented in five sections:

- Section 1** Introduction: This section sets the context for the Guidelines. It explains their purpose and relevance.
- Section 2** Managing Municipal Emergency Management summarises the municipal emergency management requirements from the *Emergency Management Act 2006* and how these relate to Municipal Committee responsibilities and operations.
- Section 3** Comprehensive Guidance includes information about the requirements identified in Section 2 and ideas for meeting them. It has four sub-sections:
- 3.1 Prevention and Mitigation
 - 3.2 Preparedness
 - 3.3 Response
 - 3.4 Community Recovery
- Section 4** References: This section collates the resources referred to in the Guidelines and some other useful general references for Municipal Committee members. Most of these are freely available through the internet.

Section 5 Appendices: This section includes some supporting material and templates are available from the SES website www.ses.tas.gov.au.

A series of 'Checking In' points break up the Guidelines' content. They provide an opportunity to think about municipal emergency management in another way and can be used to assess current progress. These points are not a summary of the material or audit questions.

1.6 Intended Audience

The Guidelines are intended for Municipal Coordinators, Deputy Municipal Coordinators, as well as Chairpersons of Municipal Emergency Management Committees, the committees' members and council General Managers.

The Guidelines aim to provide general advice and identify recommended outcomes for Municipal Committees to consider and incorporate into their activities as required.

1.7 Municipal Glossary & Acronyms

A summary of Tasmanian emergency management terms and acronyms is maintained in the Tasmanian Emergency Management Plan (TEMP) available from www.ses.tas.gov.au/Publications.

The terms in the TEMP are additional to the terms in the *Emergency Management Act 2006*.

The terms in these Guidelines (see Table 1) are additional to both the TEMP and the Act and are specific to municipal emergency management.

Table 1 Glossary & Acronyms

Term/Acronym	In the Tasmanian municipal emergency management context this mean...
AIIMS	Australasian Inter-Service Incident Management System AIIMS provides a generic, flexible and scalable management structure that is ideal for response and community recovery operations.
Approval (of plans)	An authorised person, who is independent of the review and updating process, accepts advice that the process SES recommended has been used to review and update the plan. Approval for municipal plans is given by the State Controller and is usually shown by the authorised person's signature (hand or electronic).
Associated Plan	A plan developed under the authority of legislation other than the <i>Emergency Management Act 2006</i> , or by agreement. The arrangements in Associated Plans should be consistent with the all-hazard arrangements described in the relevant emergency management plan. SES supports the development of Associated Plans on request. Associated Plans are recognised by the municipal plan and although members of the Municipal Committee could be stakeholders of Associated Plans, the committee is not responsible for their maintenance.
CALD	Culturally and Linguistically Diverse. This acronym is often used to refer to groups with non-English speaking backgrounds.
change management	Activities undertaken to implement updated emergency management arrangements. Typically includes communications, updates to training packages, forms and templates, related plans and procedures, and procurement processes.
combined area	Section 19 of the <i>Emergency Management Act 2006</i> establishes a combined area as two or more municipal areas in the same region that are recognised by the Minister as having a common municipal committee.
community centres	Assembly: An identified location where affected persons can assemble. Assembly centres are generally established for a short time to meet the immediate personal support needs of individuals and families, e.g. Community Fire Refuges. Evacuation: An identified location for persons of an affected area to be temporarily accommodated. This includes the provision of basic services to meet affected people's immediate personal needs. Information: An identified location where information is made available for emergency-affected people. They can be virtual (e.g. call centres or web-based) or physical (e.g. at a community centre). Notwithstanding the structural arrangements, the importance of providing clear and consistent information is acknowledged. Recovery: An identified location for affected persons to access information and assistance after an emergency has occurred. A range of government and Non Government Organisations operate from recovery centres (it can also be referred to as a 'One-Stop Shop').
community recovery	Planned and coordinated measures that support emergency affected individuals and communities, economy/s, infrastructure and the environment.
consultation	Updating plans with identified stakeholders by inviting them to comment on the proposed changes to a plan and considering feedback provided. Consultation also enables relationships to be renewed and awareness of arrangements to be refreshed.

Term/Acronym	In the Tasmanian municipal emergency management context this mean...
emergency centres	<p>Emergency Coordination Centre: A generic term for any facility or location where an identified group or team meets to coordinate measures to address the consequences of an emergency. The work at Emergency Coordination Centres can be agency-specific or community focused. This means multiple centres may be active for a single emergency, and they may be co-located with other centres depending on the situation (eg an Emergency Operations Centre). Municipal, Regional and State Emergency Management Committees manage the Emergency Coordination Centres that are focused on community-wide consequence management.</p> <p>Emergency Operations Centre: A generic term for any facility or location where an identified group or team meets to give direction for agency-specific work related to an emergency.</p> <p>This includes the acquisition and allocation of resources required by the agency. The way Emergency Operations Centres are used can vary depending on the situation.</p>
factual changes	Minor changes to plans that do not alter the intent of the arrangements i.e. not 'material changes'. Examples of factual changes include: names, positions or contact details; changes to titles/codes of units of competency, related plans' issue details, legislation, and formatting/numbering. Consultation for factual changes should be limited and targeted.
logistics function	Acquiring and providing human and physical resources, facilities, services and materials to support the operation's function in an emergency.
operations function	The tasking/application of human and physical resources, facilities, services and materials in an emergency.
Plan Author	The person nominated by the Review Authority to manage the review of the plan.
planning function	The collection, analysis and distribution of information about an emergency and the development of plans to resolve it (which are implemented by the operations function).
PPRR	Prevention and Mitigation, Preparedness, Response and Recovery (in Tasmania 'recovery' is referred to as 'community recovery').
review (of plans)	<p>To consult and collaborate when updating and enhancing emergency management arrangements (a standard review usually takes about six months).</p> <p>Municipal plans are required to be reviewed at least every two years. This means that the plan should be under review within two years after the State Controller last approved it. A plan that is actively being reviewed is considered 'current'.</p>
Review Authority	A group responsible for diligently developing and maintaining emergency management plans, using appropriate consultation. The Municipal Committee is the Review Authority for the municipal plan.
risk	Broadly defined in AS/NZS ISO 31000 Risk Management. In the emergency management context it describes the likelihood or threat of harmful consequences arising from the interaction of hazards, communities and the environment.
risk management	<p>The culture, processes and structures that are directed towards realising potential opportunities while managing adverse effects (from AS/NZS ISO 31000).</p> <p>The standard risk management process is characterised by a process of identifying, analysing, evaluating, treating and monitoring a risk, using a consultative process.</p>
risk register	Documented list of identified risks and treatment options in a municipal area.
risk treatment	The process of selecting and implementing appropriate options for dealing with risk (from AS 4360).
submission (of plans)	<p>Part of the approval process for municipal plans, which means that the Regional Controller is satisfied that the plan meets the standards required, before requesting approval.</p> <p>In the municipal emergency management context the Municipal Coordinator submits the plan to the Regional Controller, who in turn submits it to the State Controller for approval (usually through SES Regional Managers and Assistant Director Emergency Management Unit).</p>
TEMP	Tasmanian Emergency Management Plan.



roles and responsibilities

2.1 Main Sources of Requirements and Arrangements

The *Emergency Management Act 2006* (The Act) establishes Municipal Emergency Management Committees and Tasmania's government sector emergency management framework. The Act is generally aligned with other legislative requirements that are applicable to councils and member organisations of Municipal Committees. It does not affect the performance or exercise of those other requirements, nor any other obligations under other legislation, unless there is an inconsistency, in which case the *Emergency Management Act 2006* shall prevail.

The Tasmanian Emergency Management Plan (TEMP) integrates the requirements of the Act with other legislation to describe the State's current emergency management arrangements, including roles and responsibilities for hazards and emergency management functions.

These two documents provide the main source of guidance for municipal emergency management, and are drawn together by regional emergency management activities and plans.

2.2 Legal Requirements Relevant to Municipal Committees

Table 2 summarises the municipal emergency management requirements from the Act. They have been grouped using categories that are relevant to councils and member organisations of the Municipal Committee.

Table 2 Requirements Summary

	Legislative Requirement (paraphrased)	Section
1	Committee* Responsibilities	
1.1	Undertake functions required by the Regional Committee	Section 16(2)(a)
1.2	Undertake the functions of Municipal Committees (refer to Section 2.4 of these Guidelines)	Section 22(a)–(h)
1.3	Maintain a committee for the municipal or combined area	Section 20 (a), (b)
1.4	Maintain specified membership	Section 21(1) (a)–(d)
1.5	Maintain instruments of appointment for members	Section 21(3)
1.6	Meet requirements of Schedule 3 for meetings/committee activities	Section 21(7)
1.7	Maintain a municipal plan that includes arrangements so that the committee can institute and coordinate emergency management	Section 34(1)
1.8	Submit the plan to the Regional Controller (as part of the approval process)	Section 34(2)
1.9	Review the plan at least every two years	Section 34(6)
1.10	Review the management of emergencies that have occurred in the municipal area	Section 22(1)(b)
2	Council Responsibilities	
2.1	Determine who is to be the Chairperson of the Municipal Committee	Section 21(2)
2.2	Nominate suitable people for Municipal Coordinator and Deputy Municipal Coordinator positions	Section 23(2), (8)
2.3	Use council resources and the resources made available to it for managing emergencies in accordance with the municipal plan, as well as directions from the Chairperson, Regional Control or Municipal Coordinator (in a state of emergency)	Section 46(a), (b)
2.4	Establish/provide resources to manage emergencies in the municipal area in accordance with the plan	Section 47

Legislative Requirement (paraphrased)	Section
2 Council Responsibilities (continued)	
2.5 Establish and maintain municipal volunteer SES unit/s in consultation with the Director State Emergency Service	Section 48
2.6 Be responsible for all aspects of the storage and maintenance of the equipment used by the municipal volunteer SES unit/s and the provision of other facilities and resources necessary for the units to perform their functions.	Section 49
3 Municipal Coordinator*	
3.1 Provide Executive Officer support to the Municipal Committee	Section 21(5)
3.2 Assist and advise the Municipal Chairperson	Section 24(1)(a)
3.3 Assist and advise the Regional Controller	Section 24(1)(b)
3.4 Coordinate use of resources (councils or other municipal area/s)	Section 24(1)(c)(i), Section 23(8)
3.5 Make sure instructions and decisions of his/her own, and those of the Municipal Committee, Chairperson, and Regional Controller are transmitted and carried out	Section 24(1)(c)(ii)
3.6 Consider whether powers or declarations under the Act are relevant and provide advice accordingly	Section 24(1)(d)
3.7 Request resources from another municipal area if necessary to make 'better provision for emergency management in the municipal area'	Section 24(1) (e)
3.8 Assist the Unit Managers of the municipal SES volunteer units with supply, coordination and maintenance of equipment and facilities provided by council	Section 24(1)(f)
3.9 Advise council on facilities required for the effective operation of the municipal volunteer SES units	Section 24(2)(b)
3.10 Act as an authorised officer when required	Section 31(1)(c) Note there are responsibilities of authorised officers in other sections of the act
3.11 Authorise another person to be an authorised officer	Section 31(2)(c)
4 Deputy Municipal Coordinator	
4.1 Section 23 establishes the Deputy Municipal Coordinator as a ministerial appointment in each municipal area who can act for the Municipal Coordinator when the Municipal Coordinator is: <ul style="list-style-type: none"> • absent from duty or not in Tasmania • unable to perform the Municipal Coordinator duties (permanently) OR • is temporarily not appointed e.g. has resigned 	Section 23(5)(a)-(c)
5 Municipal Chairperson*	
5.1 Chair the Municipal Committee	Section 21(4)
5.2 Invite relevant persons to advise the Municipal Committee	Section 21(6)

*Indicates individuals who may delegate their functions or powers (refer to Section 30 of the Act).

2.3 Municipal Emergency Management Functions

Councils are required to nominate a:

- Chairperson for the Municipal Committee
- Municipal Coordinator and Deputy for the municipal area.

To support all three functions, the following considerations are recommended:

- Statements of Duty to be maintained for the functions
- a mechanism so Statements of Duty are recognised along with the council position that the worker holds (may include dual reporting lines)
- nomination based on an assessment of skills, knowledge and abilities and/or a more formal recruitment and selection process. Note the requirements of the Act for the Municipal Coordinator set out in Section 23(8).
- performance/work programs to include targets for the emergency management function
- a training/professional development program to support workers in their emergency management functions
- genuine authorisation to undertake the functions required by the Act (this may include financial delegation/budget support).

Model Statements of Duties for the municipal emergency management roles are maintained on the SES website. For the appointment process, see below.



CHECKING IN

Are the municipal emergency management functions filled? Are the workers performing the role formally appointed and do they have a current Instrument of Appointment?

2.3.1 Appointment Process for Municipal Coordinators & Deputies

Section 23 of the *Emergency Management Act 2006* requires councils to nominate a Municipal Emergency Management Coordinator and a Deputy Emergency Management Coordinator for each municipal area. There is a similar practice for municipal community recovery roles.

SES administers appointments for the State Controller and the Minister. The recommended process for confirming appointments is shown below:

Table 3 Municipal Coordinator Appointment Process

Row	Description	Lead
1	Review Municipal Coordinator appointments (including emergency management and community recovery positions as well as their deputies). This may be as a response to an SES reminder or to meet council needs.	General Manager with SES Regional Manager
2	Prepare councils' nominations (the model Statement of Duties should be considered at this point). Other matters that may be considered: <ul style="list-style-type: none"> • current and emerging needs of the municipal area* and council • current workers in the roles • the need or otherwise for a more formal recruitment and selection process. If municipal areas are combined, other General Managers may need to be consulted.	General Manager with SES Regional Manager
3	Send written response to Director SES with nomination/confirmation and include: <ul style="list-style-type: none"> • details of workers nominated for coordinator roles • the term for their recommended appointment – this period is at council's discretion noting that SES recommends two-year appointment periods • any relevant notes related to the model Statement of Duties/a copy of the contextualised Statement of Duties. 	General Manager with SES Regional Manager

...continued over page

Table 3 Municipal Coordinator Appointment Process

Row	Description	Lead
4	Discuss nomination with relevant stakeholders. Where 'in-principle' support for the nomination exists, correspondence is prepared for the State Controller to recommend the nominations to the Minister. This usually includes: <ul style="list-style-type: none"> • covering letter from the State Controller to the Minister • documents for the Minister's signature including: <ul style="list-style-type: none"> - letter to the General Manager confirming the appointment/s - 'welcome'/'thank you for continuing' or 'thank you for your service' letter to the nominated coordinator/s - Instruments & Certificates of Appointment - notice for the Gazette. 	SES Director and Executive Assistant
5	Finalise the recommendation by signing the letter and forwarding it to the Minister.	State Controller (Commissioner of Tasmania Police)
6	Consider the nomination/s and upon acceptance, signs and dates the relevant correspondence and returns it to the State Controller/SES Director.	Minister for Police and Emergency Management
7	Register the appointments and send relevant correspondence to the General Manager. Copies are forwarded to the SES Regional Manager.	Executive Assistant to SES Director
8	Appropriate authorities, such as the Mayor, General Manager or Regional Controller may arrange to present the Instrument of Appointment at a suitable occasion.	TBD (Support available from SES Regional Manager)
9	Closing administration is completed at SES, including updating contact lists, communication of the appointment to relevant stakeholders as required, noting dates/timeframes from the Minister's letters for future nomination renewals, Gazette etc.	Executive Assistant to SES Director (support from SES regional administration staff)
10	Municipal Coordinators take-up (ideally this will include a hand-over when personnel are changing).	General Manager

2.4 Municipal Emergency Management Committees

Supporting the Municipal Committee is an important task that councils undertake through the appointment of the Chairperson and Municipal Coordinators and this should enable a group of suitably qualified, experienced and knowledgeable people to responsibly oversee emergency management matters in each municipal area. The *Emergency Management Act 2006*, Section 22 states:

22. Functions and powers of Municipal Committees

(1) Each Municipal Committee has the following functions:

- (a) to institute and coordinate, and to support the institution and coordination of, emergency management in the municipal area or, in the case of a combined area, in the municipal areas that constitute the combined area, including the preparation and review of the Municipal Emergency Management Plan and Special Emergency Management Plans that relate to emergency management in that municipal area or any one or more of those municipal areas;*

- (b) to determine and review emergency management policy for the municipal area, or the municipal areas, referred to in paragraph (a);
 - (c) to review the management of emergencies that have occurred in the municipal area, or the municipal areas, referred to in paragraph (a) and identify and promote opportunities for improvement in emergency management;
 - (d) to report to the Regional Controller on any municipal matters that relate to the functions of the Regional Controller or Regional Committee;
 - (e) at the direction of the Municipal Chairperson or a Municipal Coordinator, to assist him or her or a council in the performance and exercise of his, her or its functions and powers under this Act;
 - (f) other functions imposed from time to time by the Regional Committee or Regional Controller;
 - (g) other functions imposed by this or any other Act;
 - (h) prescribed functions.
- (2) A Municipal Committee has the power to do all things necessary or convenient to be done in connection with the performance of its functions.



CHECKING IN

Do most committee members have nominated proxies (for continuity)?

2.5 Terms of Reference

Municipal Committees are required to maintain Terms of Reference that are reviewed at least every two years, or as required, for example after the TEMP is re-issued. A model for the Terms of Reference that committees can adapt and adjust for their own purpose is available from the SES website.

Once the committee approves the Terms of Reference, a copy must be provided to the Regional Controller and to the SES Regional Manager (the latter will arrange for it to be uploaded to the SES website).

When the Terms of Reference are reviewed, the committee's membership and work program are also considered. Ideally the work program will identify a small range of activities the committee intends to undertake/oversee over the next 12 months.

Where possible, the activities should be aligned with State and regional priorities and enhance municipal emergency management capacity and capability. It is important to keep the work program realistic and achievable so it is recommended that no more than three items are included in it.



CHECKING IN

**Has the committee updated its Terms of Reference in the last two years?
Have they been sent to SES for updating the SES website?**

2.6 Contact Lists

The Executive Officer should maintain a contact list, including committee members, proxies and any other stakeholders/important information. SES recommends that lists are updated approximately every six months and circulated to members and stakeholders, including the SES Regional Manager. Three contact list templates are available on the SES website for committees to use (and adjust as required). The version control details, which should be updated with the list, are an important feature.

SES recommends that these detailed contact lists, including personal information, are not incorporated in the municipal plan, so that they can be updated and re-distributed quickly and easily, without requiring the plan to be approved and re-issued. Instead, SES recommends that the plan only describes how the contact list is maintained and which council position is the point of contact for it.

2.7 Committee Resources

To reduce the workload for administering Municipal Committees, a number of resources and standard arrangements are maintained by the SES, which encourages committees to use them. They are summarised below.

Table 4 Summary of Committee Resources

Row	Committee Resource	Reference	What the resource is for?
1	Outline of committee functions	Tasmanian Emergency Management Plan (TEMP) Section 2	To review/confirm that committee activities are appropriate
2	Recommended committee membership and reporting lines	Tasmanian Emergency Management Plan (TEMP) Appendix 5.4	To review that membership is appropriate/make sure the 'right' people and organisations are involved
3	Committee templates	www.ses.tas.gov.au/Committees	To enhance consistency of committee records and streamline operations
4	Executive Officers Action Guide	www.ses.tas.gov.au/Committees	To assist Executive Officers maintain committee records and prompt committee actions in a timely manner
5	Model Statements of Duty for committee members	www.ses.tas.gov.au/Committees	To clarify general expectations and support needs for key municipal emergency management roles
6	Process for Combining Committees	Appendix 5.1 of these Guidelines	To promote resource sharing between councils for emergency management
7	Committee Self-evaluation	Appendix 5.1 of these Guidelines	To assist committees to review the progress and performance of emergency management activities in their area
8	Model Action Plan for Committees	www.ses.tas.gov.au/Committees	To provide a basic 'list of things to do' for Municipal Committees

2.8 SES and Municipal Committees

SES Regional Managers play an important role in supporting Municipal Committees, so it is recommended that the Executive Officer (the Municipal Coordinator) keeps the SES Regional Manager updated on meeting dates and priorities. SES Regional Managers also assist with risk management, maintaining the plan, exercise planning/management, debriefs, supporting relationships and sharing lessons identified from relevant emergencies.

2.9 Municipal Committees and the Regional Committee

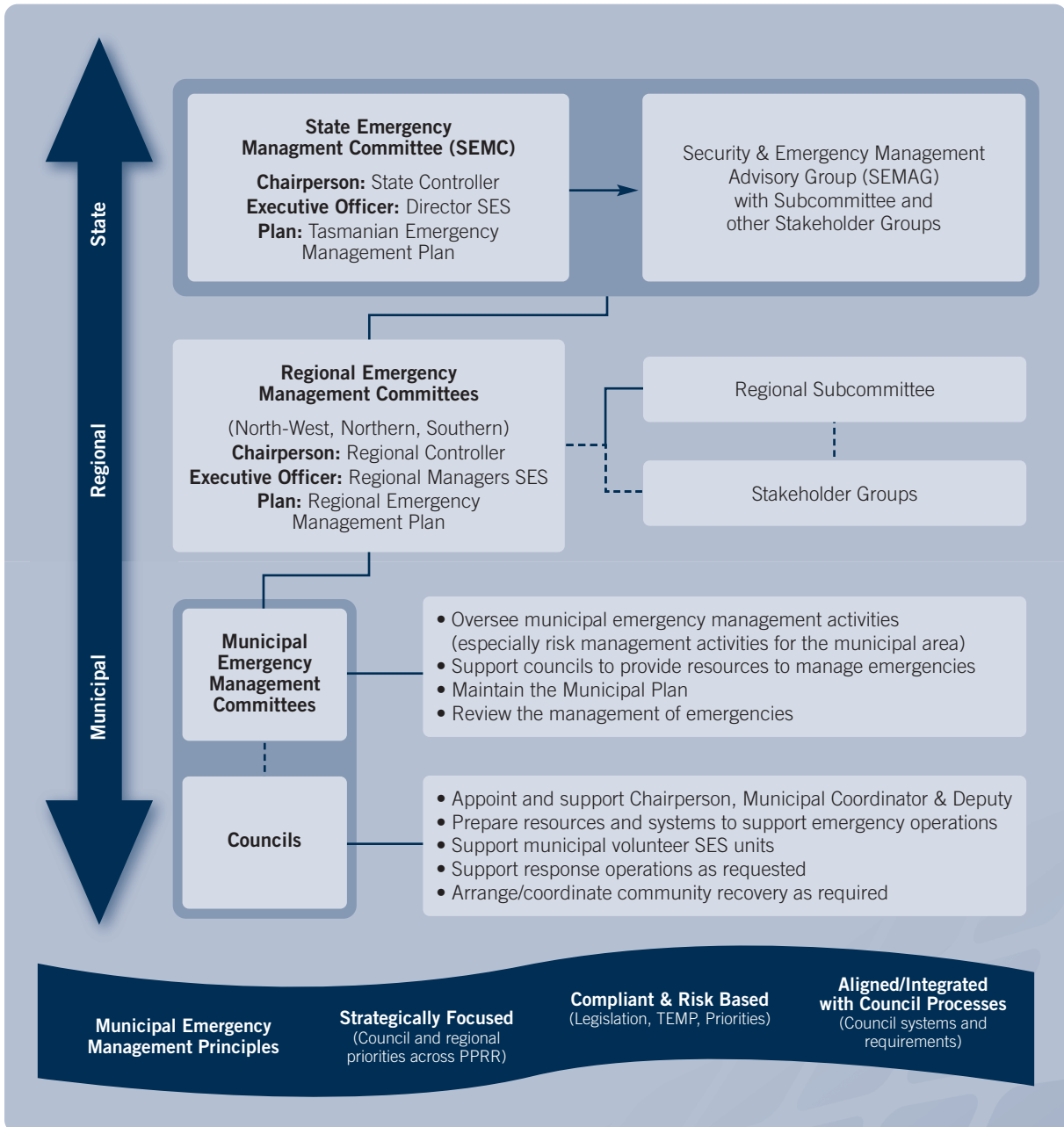
Regional Committees are established under the *Emergency Management Act 2006* and their form and function is outlined in the Tasmanian Emergency Management Plan. The Tasmania Police District Commander in his/her capacity as the Regional Controller chairs the committees and the SES Regional Manager provides executive officer support.

It is standard practice that municipal committees are represented on regional committees by the Municipal Coordinators. This optimises information flow and advice between municipal committees and their region, especially when the Regional Controller allocates tasks to municipal committees.

2.10 Summary

Figure 2 provides a summary of the main municipal responsibilities and stakeholders.

Figure 2 Municipal Responsibilities and Stakeholders



Legend

- Direct reporting relationship
- - - - Also works/communicates with



comprehensive guidance

The following sections advise Municipal Committees and in particular councils. This advice extends beyond compliance to promote interoperability, improve consistency and enable strategic directions to be taken locally. It is provided in four sections and suggests relevant activities and actions for each phase:

- Prevention and Mitigation
- Preparedness
- Response
- Community Recovery

3.1 Prevention and Mitigation

3.1.1 Introduction

Municipal Committees need to review, identify and promote opportunities to improve emergency management treatment options (mitigating and reducing impacts of emergencies). This is consistent with council's functions and powers as set out in the *Local Government Act 1993* and the accompanying *Local Government (Building and Miscellaneous Provisions) Act 1993* which describes council's responsibilities as follows:

- (a) to provide for the health, safety and welfare of the community;
- (b) to represent and promote the interests of the community;
- (c) to provide for the peace, order and good government of the municipal area.

Emergencies usually result from multiple/simultaneous failures in a variety of systems, such as land-use planning/land management, safety/security systems along with naturally occurring events like fire, wind, or rain. In some cases the nature of emergencies means that they cannot be prevented. However, it is important that Municipal Committees maintain:

- an awareness of the factors that have resulted in emergencies in their area
- a reasonable insight into the combination of factors that affect the risk for relevant hazards in the municipal area.

3.1.2 Risk Management

AS/NZS ISO 31000 Risk Management, Emergency Management Australia's (EMA) Manual 5 Emergency Risk Management Applications Guide and other national resources for risk management in the emergency management context show a structured approach for prevention and mitigation activities. HB 167 Security Risk Management provides a protective security risk management process, which Municipal Committees are also encouraged to consider.

Having confidence in the process is important. Table 3 provides a range of potential hazards that Municipal Committees may find useful to consider when planning the next risk assessment focus points. Note the following points about risk assessment:

- conducting quantitative risk assessment can be time and resource intensive and often provides the best results by taking a staged or progressive approach, starting with qualitative/semi-quantitative assessments
- outcomes of risk assessment should be considered for both targeted prevention and mitigation activities, as well as adjusting emergency management arrangements
- committees should consider seeking funding/support for risk management studies and projects, for which the SES can provide advice.



CHECKING IN

**Does the committee's work program include risk management considerations?
(See the Tasmanian Emergency Management Plan and/or the Model Municipal Plan
for the current prevention and mitigation themes in Section 3.1.)**

3.1.2.1 Emergency Risk Management Ideas

Table 5 shows a range of emergency categories to help when considering risks relevant to the municipal area. Although not exhaustive, the table includes all hazards listed in the Tasmanian Emergency Management Plan.

Table 5 Emergency Categories and Types

Natural Hazards	Infrastructure & Technology	Environmental
<ul style="list-style-type: none"> • Blizzard/snow storm • Debris flow • Earthquake • Erosion (soil, coastal) • Fire (bush, forests, parks) • Fire (structure-residential, commercial, industrial) • Flood (dam failure or river) • Fog, frost, extreme cold • Heatwave • Landslip, landslide • Rockfall • Storms (electrical, extreme wind, torrential rain, hail) • Storm surge/coastal inundation • Tornado • Tsunami • Volcano 	<ul style="list-style-type: none"> • Aeronautical and space debris • Computer/systems virus • Electromagnetic radiation, nuclear accident/leak • Energy supply emergency (electricity, gas, wind, water) • Hazardous materials emergencies • Industrial accidents including at mines • Structural instability or collapse/failure (levees, dams, buildings/facilities, roads, bridges) • Transport crashes (road, rail, sea, ports) 	<ul style="list-style-type: none"> • Climate variation • Climate change • Drought, desertification (changing of fertile land into desert) • Pollution/contamination of land/sea/air • Toxic emission • Subsidence

Biological/Health	Process	Threat
<ul style="list-style-type: none"> • People: <ul style="list-style-type: none"> - Contaminated food/water supplies - Influenza pandemic - Mass casualty emergency • Biosecurity: <ul style="list-style-type: none"> - Animal disease (foot and mouth, equine influenza) - Plant pests and disease 	<ul style="list-style-type: none"> • Economic development and management failures • Failure of essential services • International/domestic market change (export/trade) • Lack of training/competency • Land use planning failures (e.g. allowing development in flood or fire prone areas without adequate measures in place) • Resource shortage/depletion 	<ul style="list-style-type: none"> • Invasion/armed intrusion, siege • Chemical, biological and radiological/nuclear emergencies • Civil unrest/disorder • Criminal activity affecting assets or events/initiatives (theft, vandalism) • Fraud (financial, identity) • Information: theft or compromise • Information technology related (hacking, phishing, mirroring, skimming) • Politically motivated violence (terrorism) • Suspicious objects/packages • Threats (single and repeated) and hoaxes (in person, telephone calls, letters/mail/email)

3.1.2.2 Hazard Mapping and its relationship to Risk Management

Research informs the risk management process by quantifying risks in the municipal area. 'Hard' or scientific-based data is very useful and can be generated by hazard-mapping studies. The Prevention and Mitigation Management Authorities listed in Section 2 of the Tasmanian Emergency Management Plan may assist Municipal Committees with hazard-mapping work. For example:

- landslip studies
- wind hazard mapping
- flood mapping
- wildfire mapping
- industry based hazards.

Consulting the community can provide additional data about the experience of individuals, their perception of risk, historical emergency events and different views on proposed risk treatments. Likewise, considering both capabilities and vulnerabilities can further inform prevention and mitigation. Consider the following points (add others when required):

- frequency of events, immediate and longer term consequences and recovery measures required/activated
- the current capability to implement emergency arrangements – consider people, their training and equipment/supplies
- the status of current/existing emergency management documents; for example: Is there a plan or procedure for the situation? Consider also whether the documents in question have been approved/issued for use and how well the relevant workers know/have used them
- current insurance arrangements and how they are applied in each emergency situation
- any areas that are more vulnerable than others, such as places with limited access/egress or where people may need extra assistance in an emergency (aged care/disabled homes, schools, health centres, areas with CALD populations). How easily extra assistance could be requested and delivered if required.



CHECKING IN

Has a review of the municipal areas emergency management capability and vulnerability been recently undertaken (for example in the last two years)?

3.1.3 Land-use Planning

Land-use planning has been identified as one of the most effective prevention and mitigation strategies that State and local planning authorities can harness to reduce the likelihood/consequences of emergencies (particularly those arising from natural hazards).

Councils have responsibilities for the administration of local planning schemes (*Land Use Planning and Approvals Act 1993*). These schemes are progressively updated and consideration should be given to the findings of hazard mapping and risk assessment work so as to enhance community safety outcomes and minimise exposures to ongoing/long-term costs from natural disasters.

Significant reforms of the Tasmanian planning scheme and systems are underway and State Government is developing a framework for mitigating impacts of natural hazards through land-use planning and building controls, as well as preparing standardised schedules to support planning processes.

Subsequently, SES recommends that the Municipal Committee and its members maintain positive relationships with land-use planning personnel.



CHECKING IN

**Does the Municipal Committee have a working knowledge of the current planning scheme in the municipal area?
Is the committee confident that it takes account of the hazards known to affect the area?**

3.1.4 Continuous Evaluation

Arrangements and capabilities should be regularly reviewed so that they remain robust and interoperable. The following criteria should be included:

- the highest priority is the protection of life, property and the environment
- flexibility, scalability and being fit for purpose with reasonable redundancy (i.e. alternatives/back-ups). That is, arrangements:
 - are aligned with risk assessments
 - can be used in emergencies, resulting in the maximum foreseeable consequences, as well as the most likely consequences
 - include planning for alternative personnel and relief protocols for specified emergency management roles, positions and functions
- the important role of community recovery arrangements.

3.1.5 Treatment Options

Appendix 5.6 in the TEMP provides two approaches to developing treatment options or mitigation strategies. Municipal Committees are encouraged to review this. Standard treatment options for some natural hazards are outlined in the table below:

Table 6 Possible Mitigation Strategies

Flood	Earthquakes	Severe Storms	Bushfire
<ul style="list-style-type: none"> • Flood mapping • Land-use planning schemes that limit the uses of areas prone to flooding (community spaces/facilities not residential) • Structures for flood management (levees, dams) • Relocating buildings out of flood-prone areas • Design elements including floor levels above flood levels • Flood warning system • Community awareness programs (local signage, flood markers) • Flood evacuation arrangements 	<ul style="list-style-type: none"> • Seismic zonation • Land-use planning schemes that limit the uses of areas prone to earthquakes • Design standards that meet the known level of seismic activity/retro-fitting existing buildings as required • Insurance • Community awareness (what to do in an earthquake, and beforehand) 	<ul style="list-style-type: none"> • Land-use planning schemes and design standards that account for local storm characteristics • Local mitigation including keeping trees pruned and open areas clean, tidy and maintained • Storm-water drainage systems progressively upgraded, as required • Planting windbreaks • Warning systems and community awareness programs including for boats at sea or on lakes 	<ul style="list-style-type: none"> • Land-use management to limit fuel build-up in fire prone areas (fire-resistant vegetation, fire breaks, controlled burns) • Land-use planning schemes to limit dense residential development in fire-prone areas, including siting structures away from the top of slopes/ridges and using fire-resistant building materials • Water supply arrangements account for bushfire management • Community warning and awareness programs for evacuation etc.

3.1.6 Summary

Prevention and mitigation activities will help save lives, property and the environment and are critical in municipal emergency management, but they will use resources that could be allocated to other council and community priorities.

When advising the council, the Municipal Committee can justify these costs by the principle: the primary benefit is the loss forgone, that is strategic prevention and mitigation activities can guide the committee's efforts and outcomes, limiting the costs and damage caused by the hazards when they occur.



CHECKING IN

- Can the Municipal Committee demonstrate that the risk management method from AS/NZS ISO 31000 and/or HB 167 Security Risk Management is used consistently?
- Does the Municipal Committee regularly consider applying for funding for prevention and mitigation priorities, for example to complete research or implement risk treatments?
- Does a review of the emergency risk management risk register precede the review of the municipal plan?
- Do the Municipal Committee members review current insurance arrangements and consider how risks not covered by insurance will be treated?
- Are business continuity management, land-use planning and protective security considerations included in the Municipal Committee's prevention and mitigation strategies?
- Does the committee's work program include progressive risk management activities?

3.2 Preparedness

3.2.1 Introduction

Most of the Municipal Committee's efforts are spent in the 'preparedness' phase so that the capacity and capability to respond and recover is maintained.

3.2.2 A Summary of Preparedness Elements

The Tasmanian Emergency Management Plan sets out the broad arrangements for preparedness elements including:

- consultation framework
- capacity and capability
- community warnings and public information
- emergency management plans
- validations and performance management
- lessons identified
- administration systems (information management and financial administration).

These elements are a combination of legislative requirements, as well as good practice from 'lessons identified', which focus on having in place arrangements, processes, supplies and equipment, so that response and recovery operations can be activated as required. This section will take a brief look at each of these elements in the Municipal Committee/council context.

3.2.3 Consultation Framework

The consultation framework is a generic term for the various emergency management committees, subcommittees and other stakeholder and advisory groups. The relevant aspects of it are:

- Municipal Committee
- Municipal Community Recovery Subcommittee
- Regional Community
- Regional Community Recovery Subcommittee
- Any other related groups in the area, such as Tas Ports Emergency Committee.

These forums provide excellent opportunities to exchange information between stakeholders and keep abreast of relevant changes both in and between meetings. The Municipal Chairperson and Coordinator are important in maintaining the momentum of the committee's activities. Ideas for this are outlined in Section 2 of these Guidelines.

3.2.4 Capacity and Capability

The purpose of the next table is to outline general categories that contribute to capacity and capability and practical ideas for implementation.

Table 7 Capacity and Capability Tips

Category	Things for Municipal Committees to think about:
Human Resource Management	Succession planning is recommended. A simple way to start this is to nominate proxies for important roles e.g. Municipal Chairperson and some other committee roles, and clarify what the usual process is so nominated proxies can easily 'step up' if required.
Stakeholder/Relationships Management	<p>Although the consultation framework will normally provide a sound basis for local and regional emergency management relationships, the Municipal Committee may identify a need for a more formal stakeholder management program.</p> <p>This might include nominating specific members to deal with specific issues or be the contact points for specific organisations. (See the SES website for a sample stakeholder management planner.)</p>
Education, Training and Awareness Programs	<p>As for all other duties, workers must be prepared for emergency management. Appendix 5.3 outlines a suggested approach to training for municipal emergency management that committee members may consider using.</p> <p>Validation activities (exercises, debriefs and workshops) can support education, training and awareness. (See Section 3.2.7.)</p> <p>Awareness/information sessions may also be required from time to time for the community or sections of it, based on risk assessments. Careful planning is required for these sessions so that clear, unambiguous and relevant information is provided in a responsible way.</p> <p>The SES can assist with these points. Contact the SES Regional Manager.</p>
Resource Management	<p>While response and recovery agencies are required to maintain equipment and supplies for these tasks, councils are required to provide extra assistance as required. For all groups, where adequate resources are not maintained on 'stand-by', supply agreements with redundancy should be maintained. Resources include:</p> <ul style="list-style-type: none"> • response/community recovery-specific equipment and supplies (for councils this includes arrangements for maintenance crews, e.g. on-call rosters, as well as support for the municipal volunteer SES units) • contact/resource lists, templates, forms, maps etc. • council rosters for teams/workers that are usually involved in supporting emergency operations, e.g. reception, switchboard, traffic closures • facilities and resources for emergency and community centres, e.g. Emergency Operations Centres, Flu Clinics, Recovery Centres. The SES Regional Manager and the DHHS Regional Community Recovery Coordinators can assist Municipal Committees and councils to plan these centres: <ul style="list-style-type: none"> - See Section 3.3.5 for some more ideas about response and recovery centre considerations - SES recommends maintaining an appendix in the municipal plan that is a summary list of places that could be used in these circumstances.

3.2.5 Community Warnings and Public Information

Achieving timely, relevant and unambiguous information for the public is usually achieved through a combination of well-established and flexible arrangements understood by a range of stakeholders.

As a general rule, warnings and public information following emergencies are more effective when they are accompanied by community awareness and education programs. This is an important area for Municipal Committees to consider and they are encouraged to use their risk assessment findings and work with the appropriate Management Authorities to develop, implement and assess the effectiveness of community awareness and education programs.



CHECKING IN?

What is the next planned community education or awareness program that the committee is involved with/aware of?

In the preparedness phase Municipal Committees should clarify roles and responsibilities for requesting or coordinating warnings and public information for the municipal area/s and in the region so that member agencies can prepare the necessary resources, such as prepared statements or scripts, using a range of outlets like 'hotlines', radio, TV, web, local signage. The common use of multiple media outlets for public information increases the need to fully explore arrangements so that information is accurate and can be coordinated effectively.

A range of literature looks at how to provide warnings and public information, as well as how to construct their content for both hazard-specific and all-hazard emergencies (e.g. Australian Journal of Emergency Management produced by EMA). Increasingly it includes practical tips for making community warnings more accessible to different groups e.g. vision/hearing/intellectually impaired or CALD.



CHECKING IN

**What are the triggers for issuing community warnings in the municipal area?
How are they delivered? Which groups of people are likely to 'miss out'?
Are these methods tested? Are they described in the plan?**

3.2.6 Municipal Emergency Management Plans

SES maintains a number of resources available on the SES website to assist Municipal Committees maintain their plans with both consistency and flexibility. Municipal Coordinators, as Executive Officers to the committees, are encouraged to check these resources and use them as required.

3.2.6.1 Basic Requirements

Requirements for committees regarding municipal plans are:

- The Municipal Committee is required to maintain a municipal plan that describes the comprehensive arrangements for managing emergencies in the municipal area. It takes an 'all-hazards' view so its arrangements are flexible and scalable and can easily be adapted to fit in with other groups, such as the Regional Committee.
- As the Review Authority, the Municipal Committee is responsible for:
 - setting the initial scope of the review
 - appointing/nominating a Plan Author
 - requesting assistance for the review from stakeholders. This may include inviting people to be part of a Reference Group for the plan (i.e. a small, temporary working group that assists the Plan Author with drafting, proofreading, and checking that the arrangements are recorded correctly).
- The plan needs to be reviewed at least every two years; that is, the plan should be under review at least two years after the State Controller last approved it, using the municipal plan review and approval process (see Appendix 5.2) and the model municipal plan format. These and other planning resources are also available on the SES website.
- The review requires consultation and collaboration with stakeholders to confirm/update the arrangements, including municipal, regional and State officers. This helps ensure that arrangements are described both accurately and consistently between the different plans. A basic project plan for the review of the plan is included later in this section.

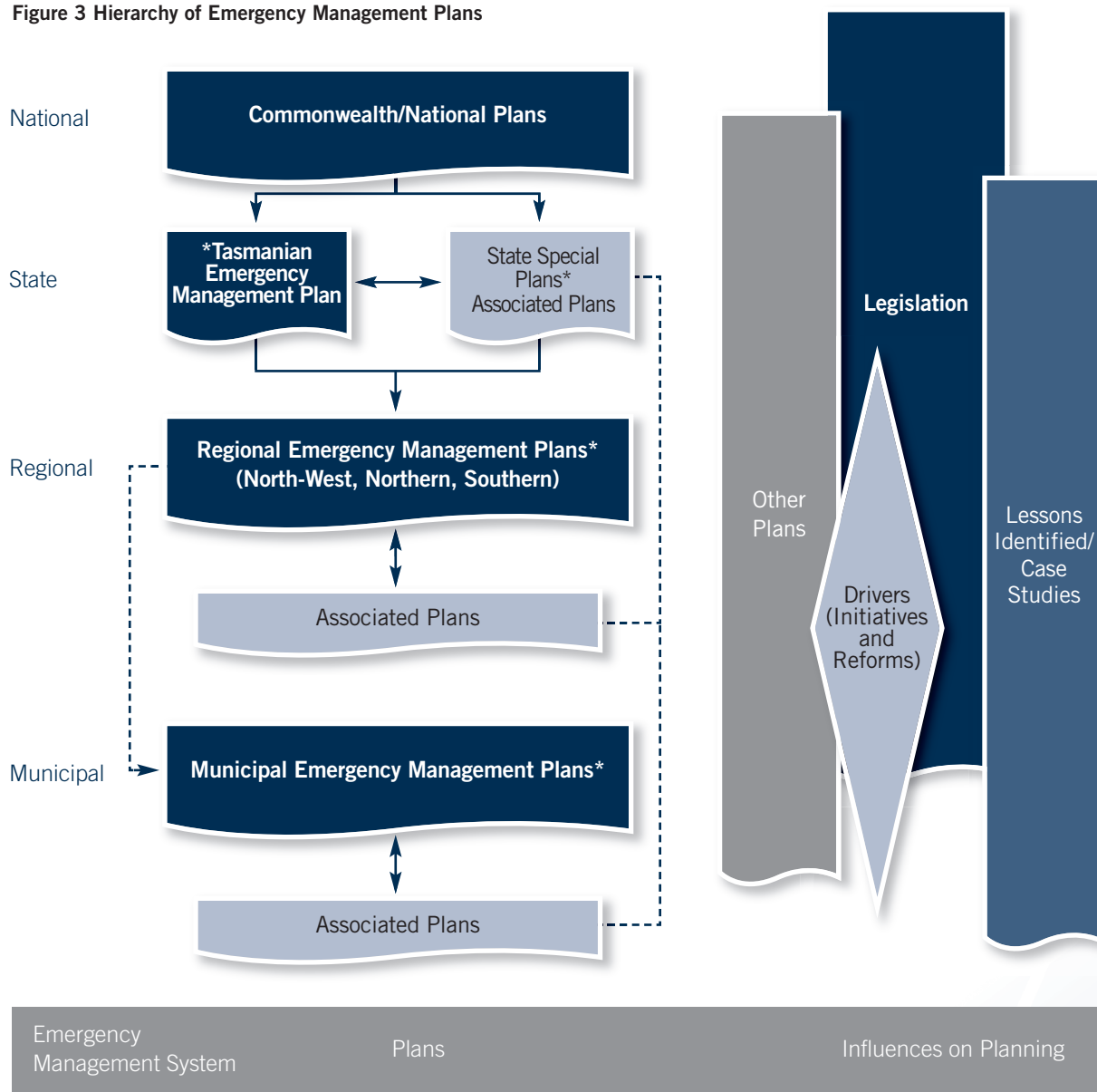


CHECKING IN

When is the municipal plan next due for review?

3.2.6.2 Planning Hierarchy

Figure 3 Hierarchy of Emergency Management Plans



Legend — Direct reporting relationship - - - - - Also works/communicates with

NOTES

*These plans are required by the *Emergency Management Act 2006* (s32-35). Municipal and regional plans and the TEMP describe all hazard arrangements. State Special Plans are usually hazard or function specific. The maintenance of the plans is coordinated by SES.

Associated Plans are developed under the authority of legislation other than the *Emergency Management Act 2006*, or by agreement. The arrangements in Associated Plans should be consistent with the all-hazard arrangements described in the relevant emergency management plan. SES supports the development of Associated Plans on request.

managing municipal emergency management

3.2.6.3 Structure of Municipal Plans

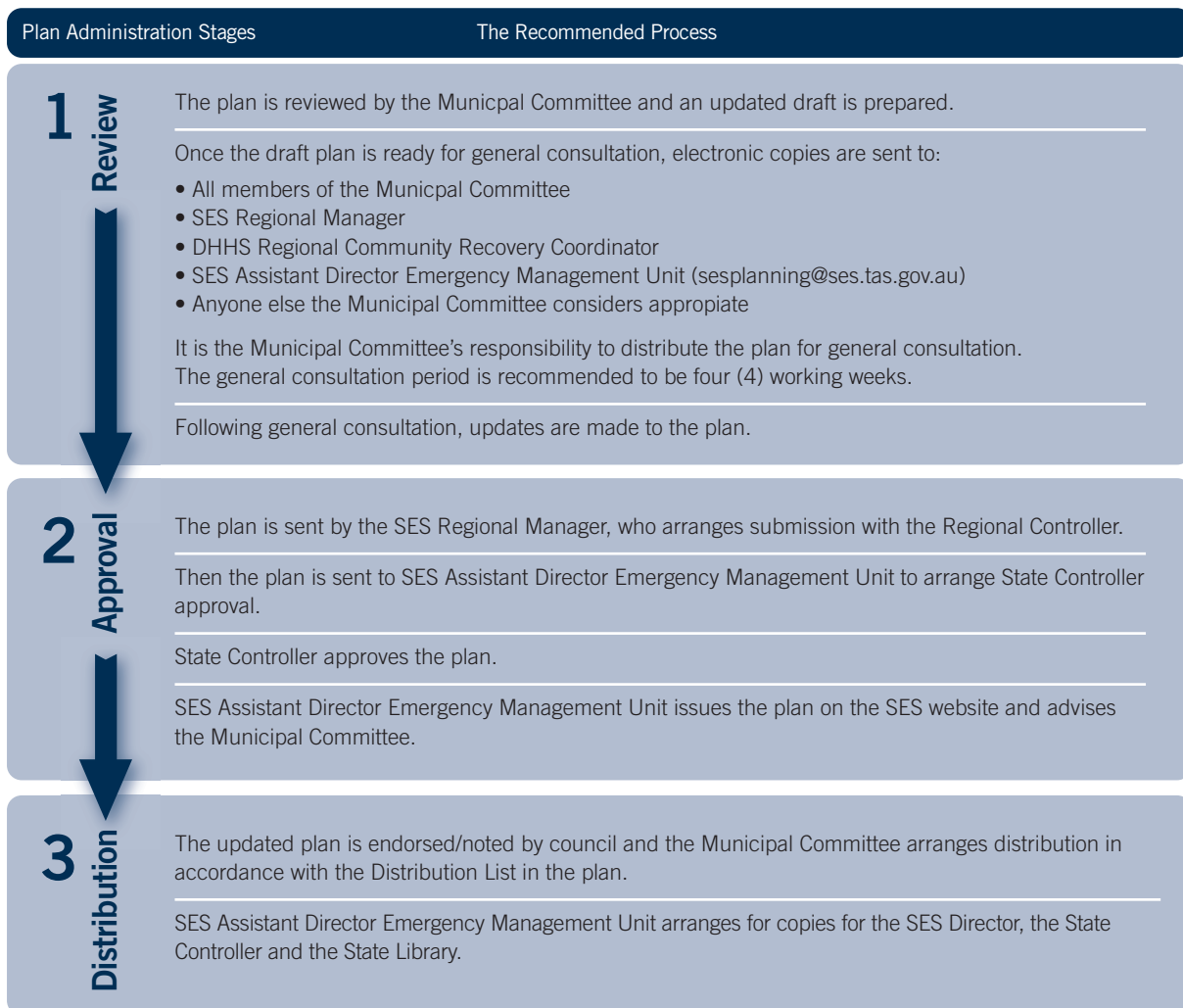
The structure that SES recommends for municipal plans is outlined in the table below.

Table 8 Recommended Structure for Municipal Plans

Category	Things for Municipal Committees to think about:
Title Page	Shows the plan's basic details including plan title, version, review date and approval.
Section 1 Overview	Describes/summarises what the plan is about and what it is for (ie, it sets the boundaries). This includes: terms and acronyms, authority, aim, objectives, scope and context statement.
Section 2 Governance and Management	This section provides an executive summary of all groups involved in emergency management and their main roles. (ie the 'who'). This includes a description of: <ul style="list-style-type: none"> • the governing framework for emergency management ie the key legislation/arrangements • the groups that govern the arrangements, and • groups who carry out various responsibilities. <p>This is often best developed first/early on in the review phase and updated last by cross checking with the arrangements described in Section 3 (so all responsible groups or positions are recorded).</p>
Section 3	Emergency Management Arrangements: Describes how emergency management is organised across 4 elements.
3.1 Prevention & Mitigation	Describes the main things that are done to prevent/mitigate the impact of hazards and/or their consequences. Prevention and Mitigation efforts tend to be more strategically focused, longer-term and broader than preparedness arrangements.
3.2 Preparedness	Describes what is done to be ready to respond and manage community recovery before an emergency occurs or is imminent.
3.3 Response	Describes what is done when an emergency occurs or is imminent.
3.4 Community Recovery	Describes what is done in similar timeframes in response to support community recovery in the short term and the longer term across four community recovery elements: <ul style="list-style-type: none"> • psycho-social • infrastructure • economic • environment.
Section 4 Plan Administration	Records the arrangements for maintaining the plan, including a day-to-day contact, the plan's issue history, consultation plan, distribution list, validation and communication plans.
Section 5 Appendices	This section provides supporting details and SES recommends it includes: <ul style="list-style-type: none"> • a map of the municipal area • a summary report from the current risk assessment • the Municipal Committee's current Terms of Reference and Action Plan/ Maintenance Schedule • Associated Documents • a summary list of emergency management centres; and • any other documents determined/important to the Municipal Committee. <p>SES recommends that contact lists are not included as appendices because updates to the contact list will then require the plan to be approved and re-issued; and because it can make personal contact details more readily available to the general public.</p> <p>Similarly SES does not support Associated Plans being attached as appendices to municipal plans). 'Associated Plans' and contact lists should be listed in the 'Associated Documents' appendix of the plan.</p>

3.2.6.4 Recommended Administration Process

The next figure summarises SES recommended process for review and approval of municipal plans. This is current at the time of printing. Updates are available from the SES website www.ses.tas.gov.au. More detail is provided in Appendix 5.2.



3.2.6.5 A Basic Project Plan for Reviewing the Municipal Plan

A basic project plan for reviewing the municipal plan is included next. There are more tips and guides for the plan review in Appendix 5.2:

1 PREPARE (4 WEEKS)

■ Set the context for the plan

Consider lessons identified in validations and the updated risk assessment and get copies of associated plans that have been reviewed recently (in particular check the regional plan).

■ Brief the Municipal Committee

Brief the committee on the recommended scope for the review (i.e. the things that the review will include) and consider the need for a dedicated Working/Reference Group to assist the Municipal Coordinator. Confirm key roles and responsibilities and basic timelines.

Develop a register of people who will be involved in developing the arrangements or will be involved in consultation (an electronic copy of a model register is available on the SES website).

2 DRAFTING (8–12 WEEKS)

■ Confirm/update the arrangements

Identify and confirm the current comprehensive/PPRR arrangements for the municipal area/s.

■ Prepare a draft plan

Use the template available from the SES website and update the draft plan. The draft can be circulated for a preliminary review if necessary.

■ General Consultation

Edit the draft plan and then circulate it widely for consultation. SES recommends that the final draft be accompanied by a review report and comments form. The review report is designed to give a summary of the main changes to the draft and aids consistent review and consultation of municipal plans. It is provided for reviewers' information only.

Allow at least four weeks for general consultation and make sure the SES Regional Manager, the Regional Community Recovery Coordinator and SES Assistant Director Emergency Management Unit are included at this time. It doesn't matter if they have already seen the draft or parts of it before. They should be invited to comment at this point – at the same time, on the same version of the draft. All members of the Municipal Committee should be included. Keep a record of the agencies invited to participate in consultation.

■ Update and finalise the draft plan

Incorporate agreed feedback and ideas in the draft; complete proofreading and editing.

3 APPROVAL, ISSUE AND DISTRIBUTION

■ Submission and approval

Send the updated plan to the SES Regional Manager and request approval. This will be organised between the SES Regional Manager, the Regional Controller, SES Assistant Director Emergency Management Unit and the State Controller.

After the plan is approved, SES Assistant Director Emergency Management Unit will issue it on the SES website and notify the Municipal Coordinator.

■ Distribution & Communication

Arrange distribution of the plan (using the Distribution List) and then implement the communications plan (as described in Section 4 of the plan). This might include presentations to stakeholders about the plan and thanking/acknowledging the organisations that assisted in the review.

The next step is to confirm the validation arrangements for the plan after it has been distributed and get ready to implement them (e.g. run/participate in an exercise).

3.2.6.6 Joint Planning

Just as Municipal Committees have emergency planning responsibilities, so do a variety of other businesses and organisations including:

- aged care homes e.g. short and long term evacuation planning
- dam owners e.g. planning for dam wall breaches/failures
- Major Hazard Facilities e.g. response planning for dangerous substances leaks
- public transport operator emergencies e.g. to deal with collisions
- organisers of community/public events (mass gatherings) e.g. evacuation planning.

Emergency plans for privately owned facilities are a type of 'Associated Plan' and they are often focused on short term response arrangements. Broader consequence management arrangements can be outside this scope so advice from the committee can assist owners/managers to include arrangements in their plans for enhanced coordination if it is required.

Associated Plans should be listed in the 'Associated Documents' appendix of the municipal plan and this list should be reviewed each time the municipal plan is reviewed. Ideally the Municipal Committee's Executive Officer (the Municipal Coordinator) is included on the distribution list for all Associated Plans and these two processes help to keep:

- a current summary of plans for the municipal area
- arrangements coordinated (so they don't become 'disconnected' or in conflict).

That said, it is important to note that recognising Associated Plans in the municipal plan does not mean that the Municipal Committee is responsible for those arrangements or plans (the relevant owner/manager is always responsible).



CHECKING IN

What is the committee's process for helping other organisations in the municipal area to make sure their emergency plan and procedures are coordinated with the municipal plan?

3.2.7 Validations

This includes any activity that is aimed at examining the effectiveness of current arrangements so that they can be confirmed, validated or otherwise. Validations can also be used as training/familiarisation activities and to improve relationships.

3.2.7.1 Validation Activities Options

A common method used for validating arrangements is to conduct an exercise. Other activities are:

- using the arrangements for an operation (with outcomes summarised in debrief reports)
- workshops, meetings or case studies
- familiarisations of specified areas/sites (e.g. walking through evacuation routes in a shopping complex).

3.2.7.2 Exercises

Nationally consistent exercise management practices are outlined 'Managing Exercises', which is publicly available from the Australian Government Attorney General's website. The National Counter-Terrorism Committee maintains a similar guide which is given to course attendees.

Exercises used to validate emergency management plans (or parts of the plans) will generally be either discussion/desktop exercises or field/deployment-style exercises (see Appendix 5.4).

So that all relevant agencies and organisations can participate in the exercise, a suitable time should be arranged. Participating* agencies and the Regional Controller or SES Regional Manager should be informed of upcoming exercise activities well in advance, even if they are not required to participate. SES also recommends that Municipal Committees check with their neighbouring Municipal Committees to maximise efficiencies. For example, one scenario/exercise may provide the opportunity for multiple committees to validate their arrangements, rather than running multiple exercises independently.

*Participation can include a range of roles: planning the activity, running it, being tested, evaluating the performances during it or facilitating the exercise debrief.

Finally, for field/deployment exercises, Municipal Committees must make sure that the local emergency services are advised about the exercise close to the day so that it doesn't disrupt response to a genuine emergency.

3.2.7.3 When and What to Validate?

There are no legislated requirements to conduct validations, but they are an integral part of the emergency planning review process. Consequently, Municipal Committees are responsible for validating the current arrangements in the plan (usually after it is reviewed) and annual validations are encouraged. Choosing what to validate can be decided using the following criteria:

- Are there any new or emerging hazards?
- Are there any arrangements in the plan that haven't been tested recently (whether in operations or an exercise)?
- Are there people with new emergency management responsibilities?
- Have the existing arrangements been validated in all likely conditions (weather, season, time of day, type of day)?
- Are validations being conducted by other councils, by the region or other emergency management partners?

Validation activities should reflect the real situation as much as possible to test properly that arrangements are adequate and to support training.

Validations can be conducted at any time, but the following intervals should be considered:

- new arrangements should be tested before they are issued
- revised arrangements are tested after the plan is re-issued.

For each validation the Municipal Committee should identify:

- the aim and objectives
- when it will occur and how long it will take to conduct and debrief
- what style of validation (e.g. exercise, workshop, site visit)
- who will be involved in running the validation and role-playing.

It might be useful to change the validation plan when:

- substantial changes have occurred or are imminent affecting:
 - the plan or interfacing plans/related legislation
 - key personnel, positions/functions
 - equipment
 - the operational context
- new/emerging sources of risk are identified (e.g. from a risk assessment)
- a debrief report from a response/recovery operation shows that arrangements that were scheduled for validation were used. If the arrangements were effective, the scheduled testing may be superseded. If the arrangements were found to be inadequate, the validation may be upgraded or fast-tracked.

A template for recording the validation schedule is available from the SES website and can be adapted by Municipal Committees as required.



CHECKING IN

When will the municipal plan be tested next?

3.2.7.4 After Validations

Because validations are designed to confirm (or otherwise) the arrangements, they necessarily include evaluation and reporting components. Regardless of the type of validation carried out, a formal debrief should be conducted so that the lessons from it can be identified. Refer to the next section for more information.

3.2.8 Lessons Identified

Municipal Committees are responsible for reviewing the management of relevant emergencies that have occurred in the municipal area/s. Usually, this means emergencies in which a number of arrangements in the municipal plan have been used and there were consequences that went beyond the usual response agency's responsibilities. Collectively, Municipal Committee members are responsible for identifying events for which the committee should conduct a debrief. Ideally these occur after agencies have conducted an internal debrief.

Historically, formal debriefs have been carried out for response. However, Municipal Committees are encouraged to consider establishing similar arrangements for recovery debriefs and any significant projects/activities. Table 9 provides a model structure for a formal response debrief.



CHECKING IN

Does the Municipal Committee support debriefs for community recovery operations/validations?

Table 9 Response Debrief Guidelines

Timing	Debriefs should be conducted as soon as possible after the test or operation. A target timeframe for undertaking formal debriefs is within a month of the emergency being resolved, or the validation being conducted. Timing for both activities may be constrained by the availability of key stakeholders, and timing following an operation should also demonstrate due consideration for the losses that occurred.
Responsibilities	Agencies involved in the operation/exercise are responsible for running their own debriefs. The Municipal Committee is responsible for arranging debriefs for combined/multiple agencies. These roles and responsibilities should be included in the municipal plan.
What to Discuss	Debriefs follow a fairly standardised format: <ul style="list-style-type: none"> • the agreed facts of the response • what went well and why • opportunities for improvement, and why • lessons identified for the arrangements (response/recovery) • for validations only: any observations about how the validation was conducted (e.g. realism and value of scenario, timing, venue facilities for the exercise style).
What not to Discuss	Debriefs should avoid discussing the cause of the emergency while investigations are continuing. Often it is not realistic to attempt to finalise recommendations at the debrief, because these can require broader consultation and consideration.
Effective Strategies	<ul style="list-style-type: none"> • Arranging an independent facilitator ('fresh eyes') • Pre-plan how the record of the debrief will be kept, shared or distributed and what level/classification (if any) of information security should be applied to the records • Conducting debriefs in accordance with an agreed agenda • Acknowledging the input of all organisations • Providing light refreshments.
Lessons Identified	It is recommended that lessons identified in debriefs be recorded in a central repository. This may assist access at the start of response and also for planners before reviewing the plan.
Supporting Resources	Supporting resources and processes could include: <ul style="list-style-type: none"> • templates for invitations, agendas, debrief findings, minutes and reports (debrief templates are available from the SES website and can be adjusted as required) • pre-selected venues, caterers, facilitators and workers for administrative support • processes for dealing with the recommendations from the debrief.



CHECKING IN

What lessons have been identified from the more recent debriefs that the committee has conducted or participated in?

3.2.9 Administration Systems: Costs and Records for Response & Community Recovery

Arrangements in the plan should outline any cost-sharing agreements between organisations for specific emergency management activities. Some emergencies will attract additional State/Australian government support through established relief and recovery arrangements when certain criteria are met. General criteria include:

- type of emergency – specified natural disasters
- expenditure thresholds.

It is important to remember that use of the Tasmanian emergency powers from the *Emergency Management Act 2006* for eligibility/reimbursement from either the State or Australian government programs.

Separate financial records, cost or budget centres should be kept available for use in emergencies, along with job codes that can show different expenditure types during operations. This allows for classification as Category A, B or C expenditure, as described in the Tasmanian Emergency Management Plan and the Model Municipal Plan.

Note that the Department of Treasury and Finance is likely to seek copies of records so that reimbursement of extraordinary financial expenditure can be authorised under Tasmanian Relief and Recovery Arrangements (TRRA).

Administration systems should also be maintained so the impact assessment process can be supported as required, by councils. Response Management Authorities are responsible for conducting these but councils can be asked to assist and also the findings/results of the assessments are likely to have implications for councils.

Common areas that impact assessments include:

- power supply
- potable water
- transport networks and alternative route planning
- telecommunications
- public/environmental health standards.

3.2.10 Performance Management

The Tasmanian Emergency Management Plan sets out the current arrangements for performance management in emergency management. Specifically, Municipal Committees are encouraged to check that their systems and processes include:

- maintaining an action or maintenance schedule (see the templates available on the SES website)
- reviewing lessons identified from validations
- making sure that the Regional Controller and the Regional Committee are updated on progress, achievements and issues by regular attendance at the Regional Committee meetings or an annual written report.

These Guidelines include a progress and performance 'self-evaluation', designed for Municipal Committees, which provides a structured approach to assist each committee to review effectiveness. (See Appendix 5.1).



CHECKING IN

Has the committee considered using the self-evaluation included in these Guidelines?

3.2.11 Summary

There are a number of things Municipal Committees can do for preparedness in their municipal area. Preparedness activities assist councils and their emergency management partners to respond to emergencies at any time. The Municipal Committee's overseeing/monitoring role is an important factor in achieving this.

3.3 Response

3.3.1 Introduction

Generally, Municipal Committees are not required to be significantly involved in response and recovery operations. However, committee members are often involved in a variety of roles. Also, councils can be required by the response Management Authority to assist with resource procurement and coordination. So this section takes a brief look at the response sequence, noting specific arrangements that should be recorded in the municipal plan.

3.3.2 Command, Control and Coordination

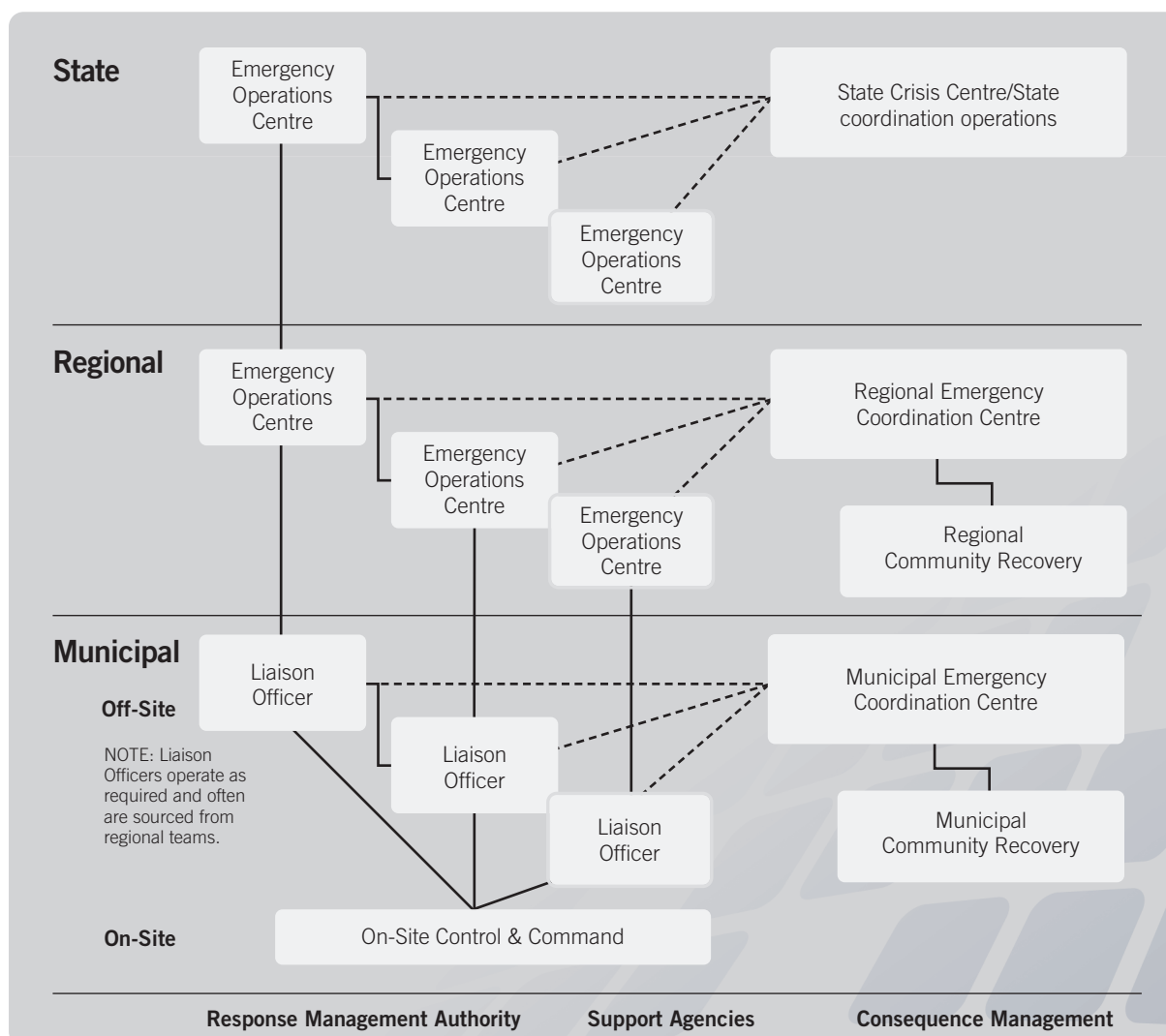
The nature of emergencies means that decisive action is required in a structured and coordinated way to limit further harm or loss. Using command, control and coordination protocols is the current arrangement along with response roles and responsibilities outlined in the plan.



CHECKING IN

Have the roles and responsibilities been put into context for the region and the local area in respective regional and municipal plans?

Figure 4 Municipal Command, Control and Coordination Summary



Legend

- Direct reporting relationship
- - - - Also works/communicates with

Figure 4 shows a response model for municipal emergencies. Most emergency response organisations use slightly different command and control systems so councils are encouraged to make sure that their own system is based on generic management functions for emergencies including:

- control (in AIIMS this is known as 'Incident Control')
- operations
- logistics
- planning.



CHECKING IN

What is the command and control system that council uses? Is it complementary to other response systems used in the municipal area?

3.3.3 Typical Council Response Roles

The Act requires councils to support emergency response. The Municipal Coordinator is responsible for making these arrangements, which usually involves using council resources to assist other agencies and could include:

- supply of physical resources (human, plant & equipment)
- providing community information and media liaison
- environmental health advice
- arranging/coordinating liaison officers
- financial management, records management and administration support
- repairs of council assets and infrastructure
- supporting impact assessments and analysing the results of them to support reinstatement of council services
- traffic control, sand bagging, supporting evacuation in coordination with council workers and/or SES units
- opening and managing council's Emergency Operations Centre and/or the Municipal Emergency Coordination Centre
- supporting or providing advice to SES Regional Managers.

Depending on the size and composition of the council, a number of emergency functions could assist the Municipal Coordinator, including:

- Mayor or elected member
- General Manager
- other Municipal Committee members
- Unit Manager of the municipal State Emergency Service (SES) unit
- communications or media officer
- Community Recovery Coordinator.

3.3.4 Response Stages

Table 10 shows an all-hazard summary of typical response activities across five general phases (although all phases may not occur and their timing is likely to vary).

Table 10 Typical Response Sequence & Actions

	Stage	Description	Response Roles	Council Roles	Municipal Committee
1	Alert	When indicators are suggesting that an emergency may occur	Monitoring	Monitoring (optional)	Nil
2	Stand-by	When indicators are suggesting that an emergency is imminent	Preparing resources for deployment	Monitoring	Monitoring (optional)
3	Respond/ Deploy	When the emergency has occurred and response arrangements are used to limit loss of life, harm to property and the environment (usually by multiple organisations) and community arrangements are either activated or being placed on stand-by	<ul style="list-style-type: none"> • Deploying resources • Arranging for community warnings and public information • Providing Situation Reports • Conducting impact assessments • Requesting other assistance and dealing with offers of assistance • Registering /managing spontaneous volunteers 	<ul style="list-style-type: none"> • Providing/arranging assistance as requested • Providing advice related to council's capacity and emergency powers • Supporting public information and warnings • Activating council response arrangements (e.g. road closures, opening council's emergency operations centre/the municipal emergency coordination centres) • Activating community recovery arrangements as required 	Supporting as required – members may also assist at Regional Emergency Coordination Centres
4	Stand-down	When the emergency is resolved and response arrangements are no longer needed	<ul style="list-style-type: none"> • Recalling resources and ending requests for assistance • Collating records and costs 	<ul style="list-style-type: none"> • Recalling resources and ending requests for assistance • Collating records and costs • NOTE that community recovery operations may continue past this point 	Monitoring (optional)
5	Debrief	Reviewing the decisions and actions taken during the response phases	<ul style="list-style-type: none"> • Holding 'hot' and agency debriefs • Participating in municipal debrief 	<ul style="list-style-type: none"> • Holding 'hot' and agency debriefs • Participating in municipal debrief 	Arranging municipal debrief



CHECKING IN

How are the people who usually fulfil these functions advised that they are required? What happens when the usual people aren't available? Is this in the plan?

3.3.5 Emergency Centres

Emergency Operations Centres (EOCs) and Municipal Emergency Coordination Centres (MECCs) provide off-site support for the response operation, although they aren't needed for every emergency. It is important to remember that this support can be carried out from a wide range of locations and what's important is that the location is identified and communicated to relevant stakeholders.

In Tasmania, EOCs are organisation-specific and MECCs are for the Municipal Committee's consequence management work. For example the council may open an EOC to manage/coordinate council activities during response and the EOC may also be opened by the Municipal Committee to look at other emerging issues besides those that councils are dealing with directly. Usually more 'hands on' decisions are made at EOCs and information flow and 'higher level' decision-making is completed at the MECC.

The key to promoting information flow is having the relevant organisations represented at the centres, known as Liaison Officers. Liaison Officers have an important role to play particularly in supporting future planning as impacts of emergencies will often affect multiple organisations. Liaison Officers for the following areas should be considered but are not limited to:

- power supply
- potable water
- transport networks and alternative route planning
- telecommunications
- public/environmental health standards.

In particular transport corridors often provide the main access point for other infrastructure/services so their involvement is often required even if there has not been a direct effect on the transport infrastructure.

There can be some overlap in the duties completed at each centre, and this is why regular situation reports and communication between the key players in them is critical to their effectiveness. By and large it doesn't matter who does what, as long as the main jobs get done. The demarcation between EOCs and the MECC is made to ease confusion and clarify roles and responsibilities only.

3.3.5.1 General Procedures

Below is a general procedure to assist councils when opening and closing centres (this is usually coordinated by the Municipal Coordinator or by the officer identified in the municipal plan):

- monitor Situational Reports (SIT REPS) (to try and anticipate the need for the centre to be opened)
- place staff on stand-by and identify equipment that will probably be needed (this will include staff to manage the centre's operations and provide administrative support)
- gather relevant plans, procedures, maps and diagrams
- open the centre and advise stakeholders
- progressively staff the centre so planning, operations and logistics can be managed – Liaison Officers may be required at the centre or requested by another centre for these duties
- coordinate the distribution of regular SIT REPs to council and other involved agencies
- support the workers at the centres by managing workload, breaks, catering or rosters and request additional assistance as needed
- as the response effort concludes, progressively stand down workers and finalise collation of records and data
- responding agencies are advised when the centres will be closed and any transition arrangements are finalised (e.g. new points of contact)
- workers from the centres have an initial, short debrief – it is important to thank them for their contribution and to invite them (as appropriate) to participate in debriefs, updating of procedures and identifying opportunities for improvement, including training and awareness activities
- centres are closed, equipment is returned and supplies re-stocked.



CHECKING IN

Does the plan include the arrangements for members' Emergency Operations Centres (EOCs) and the Municipal Emergency Coordination Centre (MECC)?

Does it include arrangements for liaison officers and a current list of liaison officers?

3.3.5.2 Typical Facilities

It is the Committee's responsibility to make sure that appropriate areas are identified and maintained in a reasonable state of readiness to support response and recovery. While there are very few purpose-built coordination centres, the following services and facilities provide a typical summary of the sort of equipment/services that can be useful:

- networked, secure communications equipment for voice and data, such as telephones, laptops, printers, copiers and faxes
- access to media sources and a media area
- whiteboards (boards with a printing facility are best)
- maps
- other facilities – meeting areas, kitchen/catering space, toilets/showers and proximity to accommodation
- transport facilities – car parking, cab/bus/trains/helicopter/flight terminals
- limited and controlled entry and exit points
- pre-prepared pro forma for situation reports, task requests, records of management meetings/decisions and rosters
- pre-prepared holding statements, checklists for more structured press conferences, general statements for web pages and worker information
- action cards for key roles in the centre (e.g. Coordination Centre Manager, Planning, Operations and Logistics Officers and Liaison Officers).

3.3.6 Assembly and Evacuation Centres

Tasmania Police coordinates evacuations of part or all of the municipal area if it is required. Council is responsible for providing assistance and support to temporarily dislodged residents and/or visitors. This could include opening and managing facilities to be used as assembly or evacuation centres (e.g. a Community Fire Refuge). These centres are usually managed by the Municipal Community Recovery Coordinator and other supporting workers.

Community members will need clear advice about where to go, what to take and what to expect as soon as possible. This advice needs to include information for pet owners. It is important to remember that evacuations can be traumatic and regular, informative updates can help reduce anxiety.

Once the emergency has been resolved, community members and visitors could require assistance to return to their homes. Community recovery arrangements should cover this.



CHECKING IN

Can the Municipal Coordinator, Recovery Coordinators and deputies access the facilities for response and recovery centres at all times?

Is there an understanding between the facility managers and council that the facility could be needed at short notice for response and recovery?

Is there a procedure for returning the facility to the managers, after the operation has finished?

3.3.7 Communications in Response

Municipal Committees' members are encouraged to consider the protocols summarised in Table 11 for improving information provided during response.

Table 11 Protocols for Communications in Response

Row	Model Protocol	Checking In
1	<p>At All Times: Organisations only comment on matters that they are directly responsible for, through a nominated spokesperson or liaison officer</p>	Who are the nominated spokespersons for emergencies? Do they have a proxy?
2	<p>At All Times: An appropriate authority clears information for release Written information is provided in a secure, but transportable format (e.g. PDF files and saved established files/directories)</p>	Who clears information for release? Where are media releases saved/filed?
3	<p>At the Emergency Site: The response Management Authority (e.g. Fire Incident Controller, Police Forward Commander) will coordinate information/media releases Support Agencies report to the Response Management Authority in the first instance, but they may also provide some information to the media</p>	Is this protocol used? If yes – is it described in the plan and when was it last validated? Are contact details for local media included in the committee’s contact list? Are the local media members of the Municipal Committee?
4	<p>Off-Site: A range of affected groups will be supporting information flow and some release of information to the public. Although it is ideal to have a single point for public information, it is not often achievable. Some common information roles for municipal emergencies include:</p> <ul style="list-style-type: none"> • council’s reception and switchboard or customer contact centre workers for public enquiries • NOTE that Tasmania has a call-centre capability called the Tasmanian Emergency Information Service (TEIS). It can be activated after consultation with the Regional Controller/SES Regional Manager (it operates on a cost-recovery basis that can be shared). • council Mayor/General Manager for community messages and general information to council workers • managers of response centres (e.g. Emergency Operations Centres, Municipal Emergency Coordination Centre and/or Recovery Centres) • spokespersons for groups with a specific role (e.g. Red Cross for appeals) 	Are these protocols used? If yes – are they described in the plan and when were they last validated? Are spokespersons trained for this role and do they have some prepared material ‘ready to go’? How will these people be briefed on the situation during the emergency, so that the information they are giving out is up to date and factual? Check that there are arrangements for this in the plan and that they are tested in validations.



CHECKING IN

Did you know that a useful format for public information/messages includes:

- what we know
- what we don't know
- what we are doing (the authorities)
- what we want you to do (the community).

3.3.8 Summary

This chapter considered the important components of municipal response operations for Municipal Committees and councils, mainly coordinating access to resources, and supporting response and information about the emergency.

This is so that loss, damage and disruption to the community is limited and achieved in partnership with the response Management Authorities, Support Agencies and the Regional Committee, as required. The next chapter looks at similar considerations for community recovery.

3.4 Community Recovery

3.4.1 Introduction

Recovery is an integral part of emergency management. It is managed concurrently with the response effort by the Municipal Community Recovery Coordinator using the relevant arrangements from the municipal plan, and in close collaboration with the Municipal Coordinator.

3.4.2 Elements and Principles

Community recovery includes four main elements: psycho-social, economic, infrastructure and environment.

Arrangements should be aligned with and underpinned by the National Principles of Disaster Recovery, which were accepted nationally in April 2008. The principles are outlined below.

- 1 Successful recovery is based on an understanding of the community context.
- 2 Successful recovery acknowledges the complex and dynamic nature of emergencies and communities.
- 3 Successful recovery is responsive and flexible, engaging communities and empowering them to move forward.
- 4 Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs.
- 5 Successful recovery is built on effective communication with affected communities and other stakeholders.
- 6 Successful recovery recognises, supports and builds community, individual and organisational capacity.



CHECKING IN

Are these principles evident in council community recovery processes and arrangements?

3.4.3 Coordinating Community Recovery

Community recovery services are provided through partnerships between local, State and Australian governments and Non-Government Organisations.

Councils are responsible for maintaining community recovery arrangements locally, including appointing workers to coordinate recovery activities. Often the workers holding community or economic development roles are appointed as Municipal Community Recovery Coordinators and Deputies. The Municipal Community Recovery Coordinator usually chairs the Municipal Community Recovery Committee (which is a sub-committee of the Municipal Emergency Management Committee). If a council worker is not nominated for recovery coordination, the Municipal Emergency Management Coordinator is the initial point of contact for community recovery matters.

Municipal community recovery roles provide a conduit between emergency-affected people and those organisations that provide and coordinate community recovery support, including State government agencies, Non Government Organisations and other community groups. This work is coordinated through the community recovery management structure which includes:

- municipal positions (Municipal Community Recovery Coordinators and Municipal Coordinators)
- DHHS Regional Community Recovery Coordinators
- SES Regional Managers
- with support as required from the Regional Committee and the Regional Community Recovery Committee.

3.4.4 Arrangements

Municipal community recovery arrangements should cover the following activities:

- assessing community recovery needs according to the four elements and determining priority actions (aligned as much as possible with municipal long-term planning and goals)
- developing, implementing and monitoring activities that enable communication within the community and community participation in decision-making
- where possible, contributing to future mitigation requirements or improvements to planning requirements (e.g. through debrief processes).



CHECKING IN

Do the local community recovery arrangements cover these points?

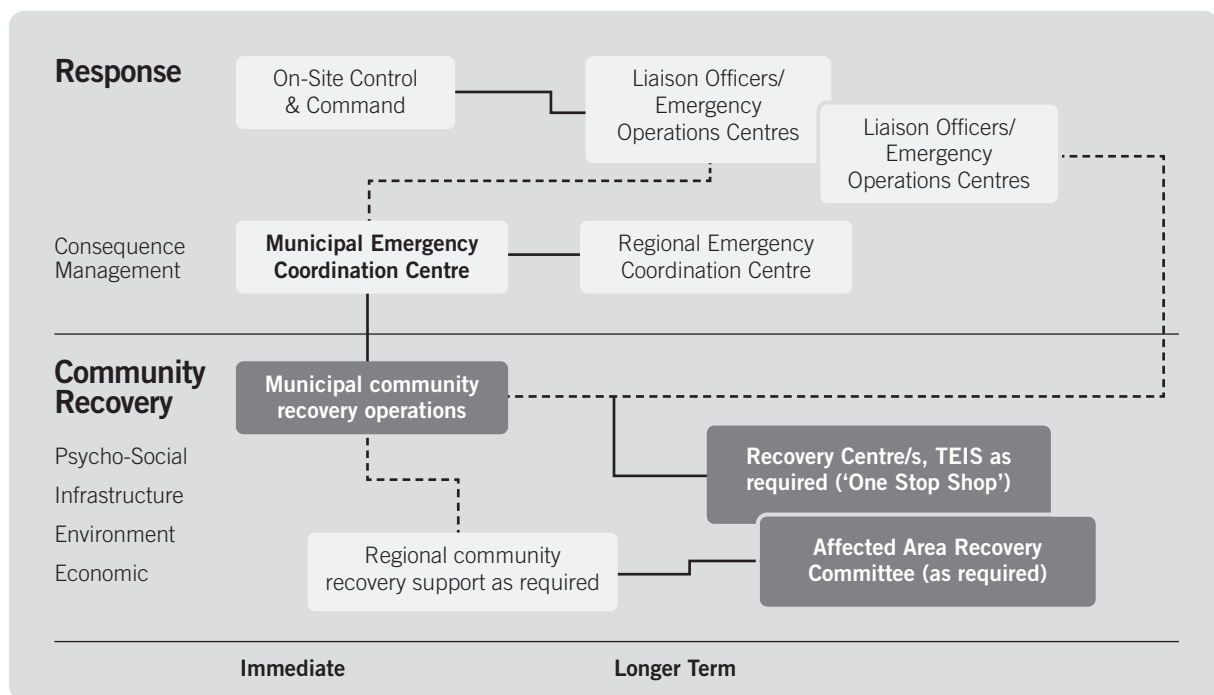
3.4.5 Community Recovery Operations

The Municipal Community Recovery Coordinator should be a member of the Municipal Committee to support the close working relationship between different areas of council and other committee members. Note that emergency response arrangements should include:

- the response Management Authority's arrangements for undertaking impact assessments (and reporting their findings in SIT REPS)
- prompt notification of the event to the Municipal Community Recovery Coordinator so that he/she can assess current impact assessments and supplement them – this develops an accurate understanding of the community consequences of the emergency and determines whether to use community recovery arrangements.

Figure 5 summarises generic community recovery arrangements and operations.

Figure 5 Municipal Community Recovery Operations



Legend — Direct reporting relationship - - - - Also works/communicates with

3.4.5.1 Immediate Recovery

In the immediate aftermath of an emergency the initial focus is on assisting emergency affected people. Even though councils retain the overall responsibility for this, assistance can be provided from the region, coordinated between the Municipal and the Regional Community Recovery Coordinators. A small council-based group may be formed to coordinate and deliver the immediate support that can be offered.

In addition to managing centres during response (e.g. assembly, evacuation centres), councils might need to establish recovery centres to provide a central point that recovery services and support can be coordinated from (often referred to as a 'One Stop Shop'). Recovery centres usually have similar equipment and infrastructure needs as outlined in Section 3.3.4. LGAT's 'Community Recovery Kit' (2008) also provides practical information for recovery centres.

Making information available to help the members of the community help themselves is an important strategy. The Tasmanian Emergency Information Service (TEIS) may be useful especially when the information needs to be spread over a larger area. The TEIS is delivered by Service Tasmania call-centre operators and is based on scripts that are developed to provide consistent advice to the public. If the council or Municipal Coordinator requires the TEIS, a request is made to the SES Regional Manager, who will consult with the Regional Controller.

**CHECKING IN**

Does the municipal plan include arrangements for carrying out impact assessments and reporting their findings?

3.4.5.2 Longer Term

If longer term assistance and/or coordination is required (indicated through impact assessments), an Affected Area Recovery Committee (AARC) may need to be established on advice from the regional emergency management authorities, for example the Regional Controller or SES Regional Managers with DHHS Regional Community Recovery Coordinators.

AARCs are established under the statutory authority vested in the State Controller, SEMC, Regional Controller or REMC, which is formalised once the Regional/State Controller accepts the Terms of Reference developed by the AARC. (A model Terms of Reference is available on the SES website in Microsoft Word format, ready to be adjusted by the AARC for the situation.)

The role of the AARC is to coordinate community recovery activities through information sharing and collective decision making. The Tasmanian Emergency Management Plan outlines a typical membership model (see TEMP Appendix 5.4) with municipal, regional and sometimes State representatives. It is usually chaired by the Mayor of the municipal area that has been most affected. AARC's membership should also include appropriate representation from or links with the affected community, or through appropriate community support groups or representatives.

One of the committee's priorities is to identify appropriate processes and structures to fully engage the community during recovery. The committee is responsible for arranging and monitoring a communications program for the duration of community recovery. It could include:

- forums/information sessions for the community
- debriefs for community recovery workers
- progress reports for council, the community, the SEMC, and any other agency or organisation, including appropriate progressive summaries/analysis of records (financial and information).

The work of AARCs may be scrutinised. While the sensitive and important nature of their work is acknowledged, using accepted project management methods is recommended to optimise coordination and timing of the committee's deliverables, as well as tracking decision making and enabling progress to be monitored.

**CHECKING IN**

Does the plan include pre-identified roles and responsibilities to support the effective establishment of an Affected Area Recovery Committee? When were these arrangements last validated?

3.4.6 Community Recovery Considerations

The next table summarises a range of community recovery considerations for councils and the Municipal Community Recovery Committee. This is not intended to be an exhaustive list.

Table 12 Community Recovery Considerations

Element	Examples/Considerations
Psycho-social	<ul style="list-style-type: none"> • Accommodation • Personal and community support services (e.g. counselling, outreach, pastoral care) • Emergency financial assistance • Appeals management • Care for children, pets • Providing clothes, household items
Infrastructure	<ul style="list-style-type: none"> • Roads and bridge repairs (may include demolition services and arranging alternative transport routes) • Potable, storm-water and sewerage assets/repairs • Public transport services reinstated • Infrastructure for power and telecommunications • Waste/debris and refuse collection • Environmental health aspects
Economy	<ul style="list-style-type: none"> • Relief and recovery financial packages and other assistance • Support to local businesses and producers (as required)
Environment	<ul style="list-style-type: none"> • Clean-up from spills, burn-offs etc. affecting flora and fauna • Reinstating air/water/soil conditions • Recovery for Aboriginal heritage sites



CHECKING IN

What other community recovery examples are relevant to the municipal area?

3.4.7 Relief and Recovery Assistance

The Tasmanian Emergency Management Plan (TEMP) outlines the Tasmanian Relief and Recovery Arrangements that are aligned with the Commonwealth’s Natural Disasters Relief and Recovery Arrangements (NDRRA), although they have more flexible criteria than the NDRRA. There are three parts to the Tasmanian arrangements:

- financial support to affected individuals
- financial support to local government
- community recovery funds.

Administration systems discussed in Section 3.2 of the Guidelines should be maintained so councils and community members can access support when it is available (i.e. announced by the Premier).

The Australian Government also provides a one-off payment (Australian Government Disaster Recovery Payment) to individuals and this is independent of Tasmanian arrangements and other Australian government support which may be available.



CHECKING IN

Is the Municipal Committee up to date with the provisions and criteria of the relief and recovery arrangements? Are any specific actions included in the plan?

Does the Municipal Committee have an established relationship with Centrelink?

3.4.8 Other Considerations for Community Recovery Operations

Some elements considered in Section 3.3 are relevant to community recovery operations, including:

- communications (providing Situation Reports on the community recovery activities with stakeholders, the community, the media)
- records management (especially related to expenditure and decision-making of the Affected Area Recovery Committee)
- debriefs – may need to be conducted at nominated intervals, especially when recovery efforts are ongoing.



CHECKING IN

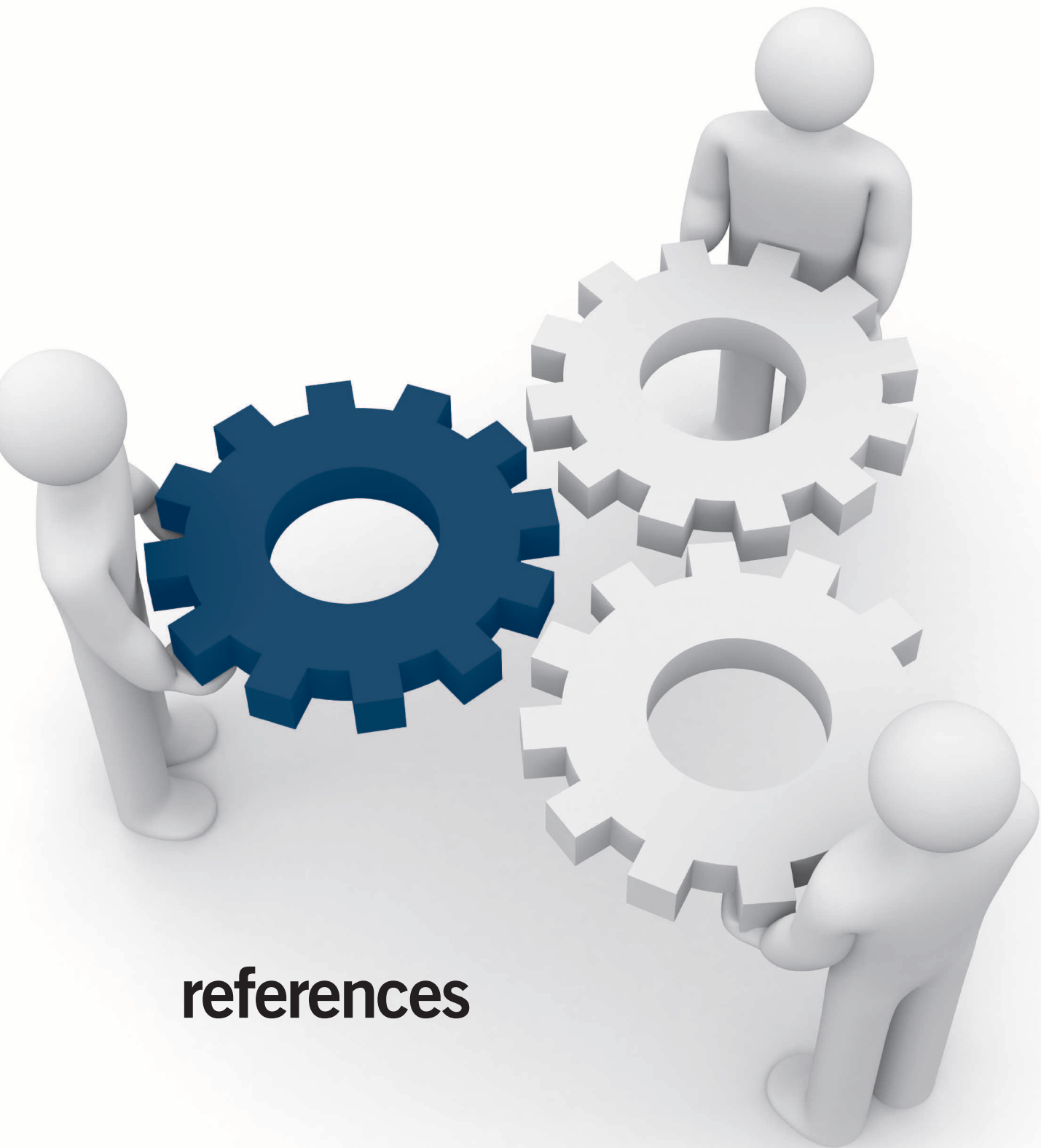
How do the community recovery arrangements address these matters?

3.4.9 Summary

This section considered practical considerations for delivering community recovery services in the municipal area.

Community recovery can be complex, take a long time and is a significant body of work that contributes directly towards broader community resilience, although it is also acknowledged that full recovery may not always occur.

It is for these reasons that community recovery is best viewed as an opportunity to improve psycho-social, economic, infrastructure and environmental conditions, noting that restoration may not be the most valuable course of action.



references

4.1 In these Guidelines

The list below summarises the reference documents mentioned in these Guidelines:

	Title	Issued By	Doc. No.	Issue
1	Business Continuity Management	Standards Australia www.standardsaustralia.com.au	HB 221	2004
2	Developing and Maintaining State, Territorial, Tribal and Local Government Emergency Arrangements	FEMA (USA) www.fema.com	N/A	March 2009
3	Emergency control organisations and procedures for buildings, structures and workplaces (Currently under review)	Standards Australia www.standardsaustralia.com.au	AS 3745	2002
4	<i>Emergency Management Act 2006</i>	Tasmanian Government www.thelaw.tas.gov.au	N/A	2006
5	Emergency Management Concepts and Principles	Emergency Management Australia www.ema.gov.au	Manual 1	2004
6	Emergency Management Guide for Business and Industry	FEMA (USA) www.fema.com	N/A	N/A
7	Emergency Planning	EMA www.ema.gov.au	Manual 43	2004
8	Management System Integration	Standards Australia www.standardsaustralia.com.au	AS/NZS 4581	1999
9	Managing Exercises	EMA www.ema.gov.au	Manual 2	2001
10	Model Municipal Plan	SES www.ses.tas.gov.au	Issue 1	2010
11	Risk management – Principles and guidelines	Standards Australia www.standardsaustralia.com.au	AS/NZS ISO 31000	2009
12	Security Risk Management	Standards Australia www.standardsaustralia.com.au	HB 167	2006
13	Societal Security – Guidelines for Incident Preparedness and Operational Continuity Management	Standards Australia www.standardsaustralia.com.au	ISO/PAS 22399	2007
14	Tasmanian Emergency Management Plan	State Emergency Management Committee - www.ses.tas.gov.au	Issue 6	2009
15	The Australasian Inter-service Incident Management System (AIIMS) – A Management System for any Emergency	AFAC www.afac.com.au	3rd Edition	2005

4.2 Other Helpful Resources

Other planning resources and references are maintained on the SES website (www.ses.tas.gov.au).



appendices

The remainder of the Guidelines contains a series of samples and templates that Municipal Committees are encouraged to consider and adapt.

A number of these are available in user-friendly formats from the SES website.

5.1 Municipal Committee Administration Resources

5.1.1 Municipal Committee Restructure Process (Combining and Separating)

5.1.1.1 Combining Municipal Committees

Section 19 of the *Emergency Management Act 2006* allows for councils to combine their emergency management committees if the following conditions are met:

- a written application is accepted by the Minister
- it is agreed which council will chair the combined committee
- all affected councils are within the same emergency management region.

The process for combining Municipal Committees is described below.

Row	Description	Lead
1	<p>Once participating councils agree on the following matters and these have been discussed with the SES Regional Manager, a written application is sent to the Director SES with a recommendation to combine the nominated councils. The recommendation should be supported by:</p> <ul style="list-style-type: none"> • verification that the combination meets the conditions set out in the Act • statements of which council will chair the combined committee • a draft Terms of Reference for the combined committee, including a work program that reflects the shared needs of the municipal areas • clarification of: <ul style="list-style-type: none"> - the intentions for municipal plans (i.e. participating municipal areas will retain independent plans or have one combined plan) - implications for Municipal Coordinator nominations (may include a position responsible for coordinating any relevant changes) • a nominated timeframe for reviewing the effectiveness of the combined committee. 	Proposed Chairperson for Combined Committee
2	Discuss application with relevant stakeholders. This may include requesting Assistant Directors to seek feedback on the application from the relevant SES Regional Manager.	Director SES
3	<p>When 'in-principle' support for the recommendation is granted, correspondence is prepared for the State Controller to recommend the combination to the Minister. The correspondence should include:</p> <ul style="list-style-type: none"> • covering letter from the State Controller to the Minister • letters for the Minister's signature stating that the General Manager/Mayor accepts the recommendation to have a combined emergency management committee and noting the associated conditions related to: <ul style="list-style-type: none"> - the relevant municipal area/s - Chairperson - plans - Municipal Coordinators - timeframes/process for Terms of Reference and Work Program to be finalised - due date for report on effectiveness/value (usually 12–18 months after combining) - any specific conditions relevant to the combination (e.g. the review period, pending issue of combined plan). 	Executive Assistant to SES Director

...continued over page

Row	Description	Lead
4	Finalise recommendation by signing the letter and forwarding it to the Minister.	State Controller (Commissioner of Tasmania Police)
5	Consider recommendation. If accepting the recommendation, sign and date the relevant correspondence and return to the State Controller/SES Director.	Minister of Police and Emergency Management
6	Register the Minister's determination and arrange for the relevant correspondence to be sent to the Mayors/General Managers. Copies of the letter are forwarded to : <ul style="list-style-type: none"> • Municipal Coordinators of affected councils • SES Regional Manager. 	Executive Assistant to SES Director
7	Closing administration is completed at SES, including noting dates/timeframes from the Minister's letters.	Executive Assistant to SES Director
8	The first meeting of the combined committee is held as soon as possible.	Chairperson of Combined Committee

5.1.1.2 Principles for Separating a Combined Committee

The process for separating a combined committee reflects that of forming a combined committee. The main principles are:

- There should be consensus among the affected Municipal Coordinators, General Managers and SES Regional Manager regarding the amount of separation required (e.g. partial or entire disbanding of the group).
- A written application for separation is forwarded to the SES Director, outlining reasoning for the separation. This application states:
 - how and why the anticipated benefits of combination have not been realised
 - a proposal for managing the separation and reinstating committees and plans.
- A written response from the Minister to all affected parties finalises the outcome of the application.

5.1.2 Committee Self-Evaluation

5.1.2.1 Instructions

Introduction

The following self-evaluation is designed to guide Municipal Committees to assess their progress and performance on a scheduled or routine basis. It is included here as a sample and an electronic version is available from the SES website.

Although Municipal Committees are free to use this evaluation in whole, part or not at all, SES recommends its use annually, comparing current findings with the record from the previous year.

The Structure of the Self-evaluation

The committee self-evaluation is made up of a series of statements which focus on key success factors in municipal emergency management.

They are categorised by their position in the PPRR spectrum and whether they are 'compliance' or 'good practice' requirements. Scoring criteria are provided for the Municipal Committee to use when making an assessment for each statement.

A space is provided, where committees can make notes about the rating awarded, or specific strengths or weaknesses.

There are two optional columns, where committees can record the overall priority action points (by numbering the statements sequentially or allocating other descriptors e.g. High, Medium, Low) and nominate a position or worker to address the issue raised in the statement.

How to Use Committee Self-evaluation

The consensus approach is the most effective way to use Committee Self-evaluation. The idea is that a group, provided it functions well, is likely to explore the implications of a question, and come to a more reliable outcome than individuals evaluating in isolation. The self-evaluation is likely to take some time to complete – especially the first time it is used.

Take time to consider and discuss the importance and relevance of each evaluation statement. The statements are worded generically and committees will need to decide how they apply to their own situation.

As a group, grade your response to the statement according to the Rating/Description provided. Take care that scoring does not become the primary focus of the self-assessment.

If you are not sure what the response should be, initially choose a lower ranking.

If you feel a statement is not relevant to your council or situation, or you don't really have enough information to make a judgment, the rating could be (at this time): '1 – No assessment made'.

Note anything that might be helpful, either in reaching consensus or for later review. In particular, note any particularly different views within the committee membership.

What to do Next

As a committee determine where effort and resources should be applied (scores may help define the priority for action). Progress on these issues can be reviewed at each meeting. The findings of the evaluation process can also be used to form the basis of reports.

5.1.2.2 Self-Evaluation Proforma

This is the version of the self-evaluation that was current at the time of issuing this Guideline. Updates will be made available from the SES website.

Scoring Guide

Rating	Description	Score
Highest assessment	Everything that we believe is relevant to this statement is in place and working effectively and consistently. We feel that this treats the related risks reasonably and relevant compliance obligations are met.	5
Good but not yet ideal	We have established processes and approaches for this and they work well most of the time.	4
Fair progress	We do some things for this in an organised way, but it is not really something we do well yet.	3
Needs more work	Things are 'starting', 'beginning to', 'moving towards', 'in some areas only'.	2
Below par	There is limited evidence of the things we are looking for OR evidence is fragmented and inconsistent.	1
No assessment made	We need more information to make an assessment OR We could not/chose not to assess this aspect OR This statement doesn't apply to our situation.	NA

	Evaluation Statement	Category	5	4	3	2	1	N/A	Comments (Opt.)	Priority
Governance and Management										
1	The Municipal Committee has a current Terms of Reference that has been accepted by the Regional Controller.	Compliance								
2	The committee's membership reflects the standard arrangements described in the TEMP.	Compliance								
3	The Municipal and Deputy Coordinators are appointed in accordance with the Act.	Compliance								
4	The committee has adequate administrative support and active representation to do its work.	Good Practice								
5	The Regional Controller and the SES Regional Manager usually attend at least one committee meeting each year (together or separately).	Good Practice								

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	Evaluation Statement	Category	5	4	3	2	1	N/A	Comments (Opt.)	Priority
Governance and Management										
6	The council Annual Plan routinely includes a section on the municipal emergency management priorities and progress.	Good Practice								
7	The committee reviews its progress and performance every 12 to 18 months and uses its findings to inform the report to the Regional Controller.	Good Practice								
8	The committee reviews whether the municipal arrangements would be more effective if it combined its efforts with another municipal committee.	Good Practice								
9	The Statements of Duty for the people with municipal emergency management functions reflect their emergency management duties.	Good Practice								
10	The performance of the Municipal Coordinator, Community Recovery Coordinator and Deputies are reviewed on a scheduled basis by the General Manager.	Good Practice								
Prevention and Mitigation										
11	Emergency risk management processes are aligned with AS/NZS ISO 31000 Risk Management, described in the municipal plan; and the custodian of the risk register is clearly identified.	Compliance								
12	The committee evaluates emergency risk treatments and assesses their effectiveness.	Compliance								
13	The committee includes risk management activities in the annual work program and consideration is always given to aligning this where possible with regional risk priorities.	Compliance								

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	Evaluation Statement	Category	5	4	3	2	1	N/A	Comments (Opt.)	Priority
Prevention and Mitigation										
14	The committee supports council in its application of the planning scheme so land management decisions support risk reduction and mitigation of consequences from emergencies.	Compliance								
15	The committee takes advantage of external funding opportunities to enhance resilience.	Good Practice								
Preparedness										
16	The municipal plan is current and describes the PPRR arrangements for the area (not just council).	Compliance								
17	The municipal SES unit is adequately and appropriately resourced and supported.	Compliance								
18	Member organisations provide a reasonable allocation for emergency management costs including risk assessments, training and debriefs.	Compliance								
19	The nominated response and recovery centres are maintained in a state of readiness (including alternative locations).	Good Practice								
20	The committee has processes in place to conduct debriefs/ reviews of emergencies.	Compliance								
21	The committee routinely reviews its warnings and public information capability from two perspectives: 21.1 What public awareness activities/programs are relevant to this community? 21.2 Council can support public enquiries and media management during emergencies (esp. following issue of warnings).	Good Practice								

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	Evaluation Statement	Category	5	4	3	2	1	N/A	Comments (Opt.)	Priority
Preparedness										
22	Council has efficient processes in place to assist the response Management Authority/Support Agencies at all times.	Good Practice								
23	The committee maintains an emergency management training register for its members.	Good Practice								
24	All council staff are aware that they may have a role in emergency management, including response and recovery.	Good Practice								
25	Committee members' business continuity arrangements take externally occurring emergencies into account.	Good Practice								
Response and Community Recovery										
26	The Municipal Coordinator, Municipal Community Recovery Coordinator and Deputies have the authority to coordinate emergency management requests and activities during response and recovery.	Compliance								
27	Committee members have processes in place so resources can be deployed in emergencies.	Compliance								
28	Committee members have processes in place to request additional support for response and recovery (e.g. Regional Controller/SES Regional Manager/DHHS Community Recovery Coordinator).	Compliance								
29	Community recovery arrangements cover all four recovery elements (psycho-social, infrastructure, economic and environmental).	Good Practice								
30	During emergencies costs can be easily captured and reconciled/acquitted in step with the Tasmanian Relief and Recovery Arrangements as appropriate.	Good Practice								

5.2 Extra Information about Municipal Plans

5.2.1 More on Review and Approval Processes

Format and Structure Reminder	Plans that are reviewed after January 2010 should be aligned with the model format maintained by the SES (available on the SES website, www.ses.tas.gov.au/Plans). If Municipal Committees need to change this format significantly, they should discuss this with the SES Regional Manager before the review is finalised.
General Consultation Tips	<p>A model review report that is recommended to be used by Municipal Coordinators. It is designed to accompany the updated plan when it is sent for general consultation. This report is available on the SES website and also provides a summary of the review 'project' which is helpful the next time the plan is reviewed.</p> <p>Once the general consultation period has closed, updates to the plan are finalised and the final draft is submitted to the Regional Controller (through the SES Regional Manager) for approval by the State Controller. There has been a practice for council and/or the Regional Committees to note/endorse the plan at this stage, but this is not recommended by SES.</p>
Approval Points	Plans should be submitted for approval in electronic form (ideally in Microsoft Word format) to the SES Regional Manager.
Issue Notes	<p>The SES will ensure that municipal plans are deposited with the State Library.</p> <p>After they are approved and issued, SES recommends that plans are distributed electronically (in PDF format). Paper 'courtesy' copies can also be distributed (or a combination of both). The arrangements and the main changes to the plan should be explained to stakeholders when the plan is issued.</p>
Contact Lists	SES recommends that detailed contact/resource lists are maintained separately from the plan so that they can be updated and circulated more easily (remember that every time these lists are updated in the plan, the plan has to be approved by the State Controller before it is issued). More generic lists (like the one shown in TEMP Issue 6) may be a better option for including in the plan.

5.2.2 Roles and Responsibilities for the Plan Review

State Emergency Service	<ul style="list-style-type: none"> • Provide advice for municipal plans to ensure that they: <ul style="list-style-type: none"> - are presented consistently, in line with the Regional Plan and TEMP - record comprehensive arrangements to support coordinated efforts - provide reasonable guidance for recognised State hazards and functions. • Maintain the plan management system for plans under the Act including a model plan structure and standards for presentation and review. • Oversee review/consultation of plans, coordinate Regional Controller submission, State Controller approval and issue plans on the SES website. • Provide copies of plans to the State Library.
Municipal Committees (Review Authority)	<ul style="list-style-type: none"> • Determine the scope, timing and resources for the review. • Oversee the development and maintenance of the plan. • The Chairperson endorses the updated plan on behalf of the committee. • Support validation of the arrangements (as part of plan maintenance).

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Plan Author (often this is the Municipal Coordinator)	<ul style="list-style-type: none"> • Plan Author manages the review of the plan. This includes: <ul style="list-style-type: none"> - research - drafting and editing - coordinating consultation - completing the plan review report - recommending that the Municipal Committee endorses the updated plan when it is ready for approval - arranging distribution and communication of the updated plan.
Consultation Partners/ Stakeholders	Support the Municipal Committee and Coordinator to develop, maintain, communicate and validate arrangements in the municipal plan.
State Controller (Approval Authority)	Approve the plan for issue (based on SESs recommendation).

5.2.3 Consultation Ideas for the Municipal Plan

The following groups should be invited to comment on the plan, and there may be others:

Group	Details
State Emergency Service	<ul style="list-style-type: none"> • Regional Manager (includes Regional Controller) • SES Assistant Director Emergency Management Unit
Partner Agencies	<ul style="list-style-type: none"> • DHHS Regional Community Recovery Coordinators • A representative from each organisation that has responsibilities in the plan (more than one person may need to comment on the plan) – ideally a combination of workers, supervisors and managers will assist to review the plan) • Consider relevant regional/state/national groups as well as related roles e.g. major contractors, consultants, investigators, switchboard/front counter staff, media liaison, librarians
Stakeholders	<ul style="list-style-type: none"> • Owners/managers of relevant assets/utilities in the area e.g. water, sewerage, drainage; energy eg gas, electricity; telecommunications,; roads, bridges and public spaces/facilities. • Chairpersons of relevant emergency management (and other) committees • Any groups who are likely to be involved in the emergency operation or affected by it (think about the 'supply chain').

5.2.4 A Checklist for the Plan Author

This checklist is designed to assist the Municipal Coordinator to confirm the updated plan meets the following criteria:

- The draft plan uses the model structure/template** (from the SES website).
- Section 2** (Introduction) includes: glossary, acronyms, authority, aim, objectives, scope and a context statement.
- Roles and responsibilities are summarised in Section 2** and are comprehensive (i.e. they cover PPRR). Does Section 2 include an 'organisational chart'?
- Section 3 addresses the four areas:** prevention and mitigation, preparedness, response, and recovery. The subsections include:
 - timelines for activities
 - organisational charts for specific activities, such as response
 - arrangements that are aligned with the regional all-hazard arrangements (check the regional plan or TEMP) and address coordination of warnings and public information.
- The arrangements in Section 3 are consistent with the aim, scope and objectives of the plan.**
- Section 4** includes: plan contact, review requirements and issue history, validation arrangements for the plan, a consultation and communications summary, as well as a distribution list.
- Section 5** includes the appendices in the order they are mentioned in the plan.
- Section 5 includes:**
 - a map of the area
 - an updated 'Associated Documents' list
 - summary information about the municipal emergency operations, coordination and other community centres (assembly, evacuation, recovery).
- Section 5 does not include:**
 - Contact lists (especially lists with personal details e.g names, personal mobile numbers etc)
 - Other plans as appendices.
- Terms** are up to date and used consistently throughout the plan.
- Cross references** to other parts of the plan/other documents (web pages etc.) are checked and correct at the time of writing.
- Table of Contents is up to date.**

Notes and Reminders

5.3 Education, Training and Awareness Ideas

5.3.1 Key Messages in General Awareness/Safety Programs

As for all other duties, workers must be prepared for emergency management. The following list identifies some key messages that may be considered for future safety programs:

- Emergencies can happen at any time (It is not ‘if’, it is ‘when’).
- Emergencies are not always easy to detect but they usually have these things in common: unusual sequences of activity in unusual timeframes; creation of hazardous situations; and serious harm to life, property and/or the environment.
- Emergencies must be reported as soon as possible giving the ‘best’ (most accurate) information available (and updating this as required).
- Emergencies mean action must be taken immediately. This means that ‘business as usual’ activities may be suspended and alternative reporting lines and authorities may be used.
- All actions taken must be within the limits of each worker’s safety and training and, as much as possible, within the emergency arrangements. This is referred to as ‘Safety First’.

5.3.2 Key Points about Response Awareness and Training

- Workers at all levels with specific emergency response duties must be clearly authorised and empowered to take action that optimises safety (e.g. Municipal Coordinator and Municipal Community Recovery Coordinator).
- Workers at all levels without specific emergency response duties need to know about emergency authorities so that they can support response.

5.3.3 Key Points about Emergency Management Awareness and Training

While council training and awareness programs would already address some emergency duties, Municipal Committees are encouraged to consider providing some specific emergency management training opportunities (see the next page for ideas).

The AQTF (Australian Quality Training Framework) Public Safety Training Package (PSTP) provides a common structure that is relevant to this type of training/awareness package and program.

The State Emergency Service can also provide assistance with emergency management training and education.

5.3.4 Emergency Management Training Areas

<p>Prevention and Mitigation</p> <ul style="list-style-type: none"> • Risk management and undertaking risk assessments • Succession planning and programs (for alternative/relief personnel) • Business Continuity Management • Protective Security 	<p>Preparedness</p> <ul style="list-style-type: none"> • Emergency Planning • Exercise Management • Stakeholder and Project Management • Introduction to emergency management arrangements including relief and recovery arrangements • Awareness of common response and recovery strategies for specific hazards
<p>Response</p> <ul style="list-style-type: none"> • Introduction to emergency management arrangements • Command, Control and Coordination systems for both on-site and off-site (e.g. at an EOC) • Awareness of common response and recovery strategies for specific hazards and public/environmental health • Working with the media and participating in coordinated delivery of public information • First aid training, suitable for the council context (e.g. remote or urban) • Liaison Officer 	<p>Community Recovery</p> <ul style="list-style-type: none"> • Community recovery arrangements including relief and recovery arrangements • Command, Control and Coordination systems for both on-site and off-site (e.g. at an EOC) • Working with the media and participating in coordinated delivery of public information • Liaison Officer • Psychological First Aid • Rehabilitation/recovery strategies for council workers and the community including psycho-social, economic, infrastructure and the environment.

5.4 Exercise Program Ideas

'Managing Exercises' provides sound advice for planning and conducting exercises, and is available from www.ema.gov.au. There are two basic exercise styles:

- **Discussion/desktop style exercises:** These can include syndicate/group style activities and hypotheticals.
- **Field/deployment style exercises** (can include functional exercises). These involve deployment of resources and/or performing response/recovery roles in near real time (e.g. simulating response/rescue for a level-crossing collision, decision-making for resource allocation during a multi-agency response).

It is not important for exercises to be categorised or labelled, but different types of exercises are better suited to some aims and objectives and each type has a different emphasis on exercise planning, delivery and debriefing.

These two basic styles can be combined and adapted to meet the exercise's aim and objectives. Different industries and sectors have a variety of terms for exercises styles.

The following outline summarises a reasonable range of activities for a comprehensive exercise program.

These activities build from simple to complex activities, from drill style to discussion, functional and field/deployment exercises.

Exercises provide opportunities to assess capability. Consequently, evaluators should be part of every exercise, along with debriefing reporting components.

5.4.1.1 Exercise Program Summary

Row	Main Points	Drill-Style	Discussion/Desktop	Functional	Field/Deployment
1	<p>Purpose & Characteristics</p>	<p>A drill is a coordinated, supervised exercise activity that is narrow in scope and normally used to test a single specific operation or function.</p> <p>Its role as part of an exercise program is to practise single elements of the plan (usually response orientated).</p> <p>A drill is measured against established standards and provides instant feedback.</p>	<p>Discussion exercises enable analysis of an emergency situation in an informal, stress-free environment.</p> <p>A narrative sets the scene for the hypothetical emergency. The facilitator will then describe events or problems which the participants discuss, peer review and explore, looking at actions they could take (usually based on existing operational plans) and identify areas that need refining.</p>	<p>A functional exercise is interactive. Participants respond in near real time with their decisions and actions generating real responses and consequences for other players.</p> <p>Events are projected through an exercise scenario with event updates that drive activity.</p>	<p>A field/deployment exercise involves the physical deployment of resources for a simulated emergency in near real time.</p> <p>A description of the event is communicated as if it were genuine and participants play out their usual roles.</p> <p>Any combination of genuine issues can be addressed (e.g. simulated casualties, deployment of equipment, resources and personnel and using additional communication equipment).</p>

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Row	Main Points	Drill-Style	Discussion/Desktop	Functional	Field/Deployment
2	Applications	As well as testing specific procedures and processes, drills are also useful to provide training with new equipment or practise and maintain current skills.	This type of exercise supports team problem solving, professional development and improved understanding of different roles and responsibilities of individuals and organisations.	Functional exercises provide focused decision-making and communication practice opportunities.	This type of exercise is designed to evaluate the operational capability of organisations and can be stressful.
3	Exercise Control/Facilitation	Drills can be led by anyone who has a thorough understanding of the function being tested.	The facilitator must be clear about the exercise aims and objectives, have a good sense of timing as well as good communication and organisational skills, and must be well informed about the organisation's plans and procedures.	Functional exercises are complex and need to have an Exercise Director with an Exercise Control team to manage them.	An Exercise Director with an Exercise Control team manages the exercise. A Safety Officer is part of the Exercise Control team.
4	Participants	Depends on function being tested. Participants are 'players' who respond as they would in a real emergency.	A large room is needed where the participants can all see and hear activities. Can be open to anyone who can learn from or contribute to the planned discussion items, particularly those with a policy, planning or response role. Observers can also find attending these exercises valuable.	Participants are 'players' who respond as they would in a real emergency. These might include policy makers, coordinators, and operational personnel directing activities.	All levels of personnel usually take part in a field/deployment exercise as well as bystanders (e.g. passengers, members of the public who would typically be 'in situ', off-site customers). Community and volunteer groups and amateur actors can provide excellent support as 'role players'.

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Row	Main Points	Drill-Style	Discussion/Desktop	Functional	Field/Deployment
5	Conduct Time	30 mins–2 hours depending on function being tested and how many repetitions/variations are planned.	Usually lasts for 1 to 4 hours, but can vary. Discussions need to be open-ended and participants need appropriate time to arrive and make some in-depth decisions.	A functional exercise can run for 2 to 8 hours or longer, depending on the exercise aim/objectives. Ideally, the participants gather where they would normally be in the emergency because telephones, radio, monitors or screens may be required.	4–48 hours are typical durations for field/deployment exercises.
6	Preparation Time	Drills should be fairly easy to design and should be based on existing procedures and plans that the participants are trained for.	Allow at least 4 to 8 weeks to prepare, once dates and times are confirmed.	3–6 months are often needed to plan, conduct and debrief from these types of exercises. They can be expensive and time consuming to conduct. Consequently they are recommended for high-priority hazards/functions after other types of validation activities.	
7	Notes	A drill may start with a briefing to participants, but begins once everyone is stationed. All participants must understand that it is a drill only and steps should be taken to maximise safety and avoid resources being unnecessarily deployed.	Discussions focus on roles, plans, coordination, and effects of decisions on other organisations or stakeholders. Maps or charts can be used to add realism to the exercise.	The exercise may require a significant allocation of resources and will demand a major commitment from the organisation's leaders. It is also desirable that staff members participating have considerable experience with the functions being tested or that they mentor 'junior' staff members.	



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