



Council Policy Manual

WEST WIMMERA SHIRE COUNCIL

COUNCIL POLICY	
BORROWINGS POLICY	Policy No:
	Adopted by Council: 15 May 2019
	Next review date: May 2020
Senior Manager:	Director Corporate & Community Services
Responsible Officer:	Finance Manager
Functional Area:	Financial Services
Introduction & Background	<p>This policy outlines the West Wimmera Shire Council Borrowings strategy and provides an agreed framework or policy structure for the consideration of existing and future long term borrowings by Council.</p> <p>West Wimmera Shire Council is required to comply with the provisions relating to borrowings as detailed within the <i>Local Government Act 1989</i>. Refer Schedule 1.</p>
Purpose & Objectives	<ol style="list-style-type: none"> 1. To communicate Councils planned financial management for existing and future long term debt. 2. The clear articulation that operational or recurrent works are not to be funded from long term debt. 3. To establish framework that compliments and maximises the effectiveness of the Council long term investment in infrastructure and other capital assets. 4. To support the objective and strategic consideration of competing capital investment proposals and how these investment proposals may be financed. 5. To compliment a considered and agreed capital works evaluation framework on which future Council budgets can be premised and for various capital works proposals to be considered objectively. 6. To safeguard the long term financial viability of the West Wimmera Shire Council. <p>Council has a desire to maximise the use of loan funding in situations where the new capital asset has an income flow on which to compare the cost of loan finance, or where the capital asset is capable of being liquidated and the capacity for loan funding commitments to be reviewed accordingly. The life cycle nature of the new capital asset may be finite or short term prior to asset liquidation, and suited to shorter term loan funding.</p>



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Policy Details	
1.	<p>Background</p> <p>Council recognises the Local Government sustainability ratios that are issued on an annual basis by the <u>Victorian Auditor-General's Office</u> (VAGO). These ratios provide a set of interrelated indicators for Local Government to use to assess individual Council and sector financial performance and position.</p> <p>Financial sustainability trends in Victorian Local Government are being tracked and monitored by VAGO via a series of sustainability indicators. The indicators produced by VAGO are as follows:</p> <ul style="list-style-type: none"> • Underlying Result Indicator • Liquidity Indicator • Self Financing Indicator • Indebtedness Indicator • Capital Replacement Indicator • Renewal Gap Indicator <p>The Indebtedness Indicator has a formula being:</p> <p>Non Current Liabilities <i>divided by</i> Own – Sourced Revenue.</p> <p>Council is also regulated in relation to long term borrowings by indicative prudential limits set by <u>Local Government Victoria</u> (LGV). LGV survey Councils in relation to proposed long term borrowings on an annual basis, and maintain a watch over the levels of Council borrowings and other indicators applied against individual Councils and the Local Government sector.</p>
2.	<p>Policy Principles</p> <p>a) Council aims to finance new capital works and assets to the greatest extent possible from revenue, grants, subsidies or any specific cash backed reserves established to fund capital works.</p> <p>b) Council shall not borrow to fund operational or ongoing regular maintenance activities.</p> <p>c) Council may consider to undertake borrowings to fund an external obligation placed upon it that is outside of its direct control (i.e to fund a superannuation liability call, etc)</p> <p>d) Long term borrowings for capital works and new capital assets will be for intergenerational assets that are expected to reduce expenditure or increase revenue to service finance costs with benefits exceeding the repayment period.</p> <p>e) Council will not enter into any financing arrangement which would involve the repayment of interest only unless that interest is at least matched by income</p>



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	<p>generated from the asset financed.</p> <p>f) West Wimmera Shire will not use long term debt to finance operational or recurrent works.</p> <p>g) Council will review annually the Indebtedness Indicator, together with other sustainability indicators, as issued by the Victorian Auditor-General and Local Government Victoria as applies to West Wimmera Shire, other small rural Councils and the Victorian Local Government sector as a whole.</p> <p>h) The repayment of new and existing long term borrowings will be set at between 20 – 25 years for major significant long life infrastructure. Capital works for Community and social infrastructure where no commercial revenue streams apply, shall generally be for a lesser period of no greater than 10 years. The above criteria will be assessed on case by case basis and will include consideration of prevailing circumstances and finance market conditions.</p> <p>i) Council will consider any borrowings proposal on merit based on the Council borrowings policy parameters that will maintain the Council position of not exceeding the parameter being the 'Low risk' category pertaining to the Indebtedness indicator as maintained by VAGO.</p> <p>j) This policy is premised on long term debt being a sound business practice when the long term debt is the appropriate form of finance, is used to finance capital assets / investments, and the debt servicing costs are within the capacity of Council to service effectively without placing Council under undue financial stress.</p> <p>k) The Finance Manager will be responsible for arranging loan funding that is appropriate for the requirements and situation at the time. Quotations are to be sourced from no less than three institutions and evaluated based on total finance costs and other relevant factors such as timing and restrictions.</p>
3.	<p>Borrowings in the Context of Rate Capping</p> <p>Council acknowledges that it must evaluate all other funding options when determining whether or not it would request a variation to any rate cap applied by the Minister for Local Government.</p> <p>Before making any request for a rate cap variation Council will evaluate the possibility of financing future capital works from borrowings rather than an increased rate cap. This shall be done in accordance with the Policy Principles as set out in part 2 of this policy. Such evaluation shall form part of any rate cap variation application and must form part of the public consultation process for any proposed rate cap variation.</p>
4.	<p>Schedule 1 – Local Government Act 1989 extract</p> <p>144. Power to borrow</p> <p>(1) <i>Subject to the principles of sound financial management, a Council may borrow money to enable the Council to perform the functions and exercise the powers conferred on the Council under this Act or any other Act.</i></p> <p>(2) <i>This section also applies to borrowings in the form of finance leases.</i></p> <p>(3) <i>The amount borrowed on the security of any special rates or special charges must not at any time exceed the estimated income from the special rates or special charges.</i></p>



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145. Circumstances in which power to borrow may be exercised

(1) Without limiting the generality of section 144, the power to borrow conferred by section 144 may be exercised—

- (a) to repay the principal money owing under any previous borrowings; or
- (b) to meet the consideration still outstanding under a contract which has been partly or wholly performed and in respect of which the power to borrow conferred by section 144 could have been exercised at the time the contract was made.

(2) The power to borrow conferred by section 144 cannot be exercised to repay an advance by overdraft under section 150(1) or 150(3) unless—

- (a) the approval of the Minister has been obtained; and
- (b) any conditions imposed by the Minister are complied with.

146. Budget or revised budget must include proposed borrowings

(1) A Council cannot borrow money for ordinary purposes or the purposes of municipal enterprises unless the proposed borrowings were included in a budget or revised budget.

(2) If the proposed borrowings are to re-finance existing loans, the Council is not required to include the proposed borrowings in a budget or revised budget.

147. Use of loan for different purpose

A Council may only apply unexpended money previously borrowed for a particular purpose for capital works included in the current budget or a revised budget.

148. Borrowings to be secured

(1) Except in the case of a finance lease, money borrowed under section 144 is to be secured by entering into a security—

- (a) in the case of borrowings for ordinary purposes, over the general rates; or
- (b) in the case of borrowings for the purposes of municipal enterprises, over the total value of the assets of the municipal enterprise and the income from the municipal enterprise; or
- (c) in the case of borrowings under section 144(3), over the special rates and special charges.

(2) Unless expressly forbidden by the Act or instrument under which a body corporate or company acts, a security under this section is a lawful investment for any money which a body corporate incorporated under an Act or any company is authorised to invest.

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**WEST
WIMMERA
SHIRE COUNCIL**



West Wimmera Shire Council

**DRAFT BUDGET
2019/20**

The best of country living

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Disclaimer

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 1989* and the Local Government Planning and Reporting Regulations 2014. While every effort has been made to ensure that the information contained in this document has been accurate and complies to relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

CEO's Introduction

On behalf of the staff of West Wimmera Shire Council, it is my pleasure to present the 2019/20 financial year budget.

The document reflects the revenue that can be derived from the rate cap variation received by Council from the Minister for Local Government in 2017 to apply a rate slightly higher than the State Government set cap of 2.25%. It also reflects that this slight increase above the cap will be applied to the renewal of assets to assist in addressing long term sustainability challenges faced by small rural shires. The rate increase included in the 2019/20 budget is 3.5%.

With a clear emphasis placed on the renewal of large asset categories such as, roads, drainage and shire owned buildings, the budget will make a positive impact on addressing the backlog with respect to asset maintenance and renewal.

The 2019/20 budget calls for \$6.59 million capital expenditure on Council's road network, with \$6.14 million of this being renewal of Council's existing network and \$0.45 million set aside for upgrades. The budget also includes a further \$2.63 million in ongoing maintenance for roads on top of the capital spend.

Other major community projects included in the budget include \$0.60 million for the construction of a new Library facility at Edenhope, located in the new Edenhope Community Centre. This facility is being provided with assistance from the Victorian Government's Living Libraries fund.

Council continues to support development of our families with \$0.88 million allocated to Children's and family services.

The budget makes a commitment to maintaining support for our older residents, with \$0.67 million allocated to Aged and disability care. Council is committed to providing care services to our community and acknowledges the extension of block funding until 2022. Council continues to monitor developments in this area with interest.

The budget also allows for environmentally sustainable upgrades to Council buildings, aiding Council to reduce its greenhouse footprint.

The budget also contains a number of capital projects with funds to be rolled forward from the 2017/18 budget, into the 2018/19 financial year.

As most small rural shires are, West Wimmera is extremely dependant on external funding via grants. Whether that be annual recurrent grants or competitive funding rounds, the shire will rely heavily on the assistance provided by these varied funding streams.

West Wimmera Shire welcomes community comment and discussion on the budget and looks forward to implementing the various activities contained within it.



David Leahy
Chief Executive Officer

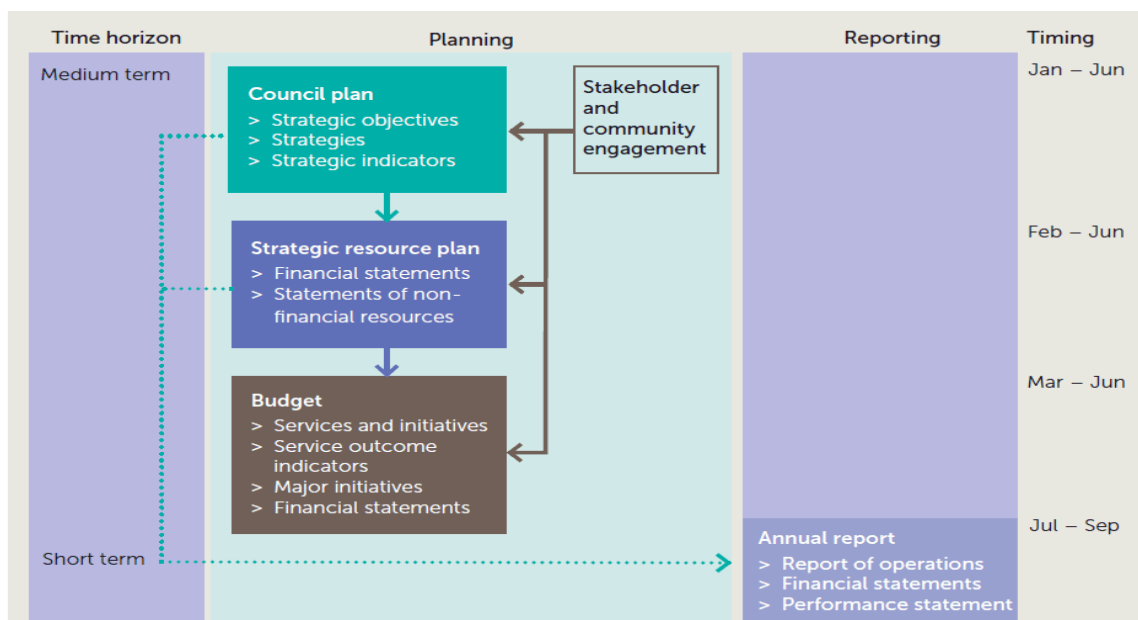


1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

1.1 Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

In addition to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes.

1.2 Our purpose

Our vision

Our West Wimmera communities are healthy, thriving, diverse, prosperous and self-sustaining, with regional and global connectivity.

Our values

West Wimmera Shire Council values its resident population and its wellbeing. This will be demonstrated through the promotion of viable and sustainable communities, the retention of current population and support to grow communities.

West Wimmera Shire Council values good governance and transparent decision making. Supporting community groups and advocating on their behalf will enable open dialogue to occur with residents.

Representing the whole of the West Wimmera is valued highly by Councillors

A connected community, both via transport infrastructure and modern digital technology that enables us to be connected to the world for business and education.

Partnership (locally, regionally and with government) are valued as a way of ensuring sustainable service delivery.

1.3 Strategic objectives

Council delivers activities and initiatives under 36 major service categories. Each contributes to the achievement of one of the seven Strategic Objectives as set out in the Council Plan for the 2017-2021 years. The following is a list of the seven Strategic Objectives as described in the Council Plan.

Strategic Objective 1: A proactive, well-governed, professional and financially sustainable organisation that encourages community participation

Strategic Objective 2: Meaningful partnerships to support advocacy priorities and service provision

Strategic Objective 3: Quality sustainable community infrastructure

Strategic Objective 4: Building on our agricultural and business strengths and supporting

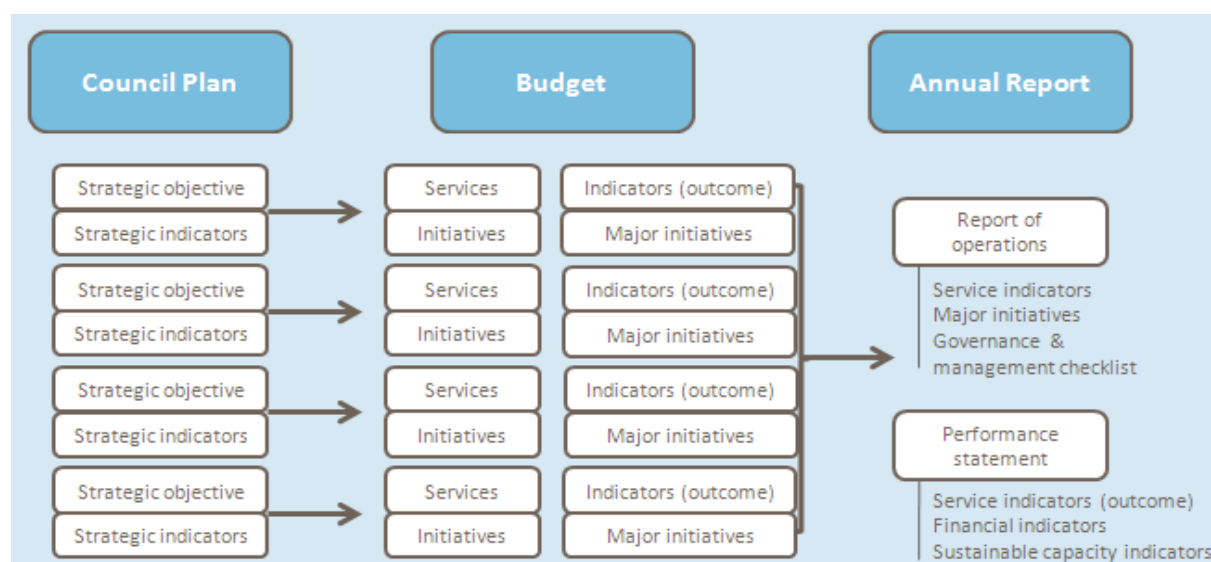
Strategic Objective 5: Thriving, safe and diverse local communities

Strategic Objective 6: Participating in activities that address health and well being issues

Strategic Objective 7: Providing access to, and promoting the natural environment

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2017/2018 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify initiatives, major initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

2.1 Strategic Objective 1: A proactive, well-governed, professional and financially sustainable organisation that encourages community participation

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Corporate Services	This service provides management and administration support to the corporate area of Council and includes the Human Resources, Risk Management and Occupational Health and Safety functions.	534 (10) 524
Customer Service	This service provides the main point of interaction between Council and the community. Services include over the counter advice, receipting, and administrative support to Council.	447 (18) 429

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Elected Members	This service provides for leadership from and support to the community's elected leaders	273
		(0)
		273
Finance and Rates	This service predominantly provides financial based services to both internal and external customers including the management of Council's finances, payment of salaries and wages to Council employees, procurement and contracting of services, raising and collection of rates and charges and valuation of properties throughout the municipality.	868
		(3,622)
		(2,754)
Governance	This service provides support and oversight to Council operations including the conduct of Council meetings. The Governance service also covers such items as customer satisfaction monitoring.	38
		0
		38
Information Technology	This service is responsible for the provision of information management services to Council and the community, including hardware and software solutions to enable Council to undertake its desired activities and to provide contact methodologies for our community.	378
		0
		378
Records Management	This service is responsible for providing and maintaining accurate and up to date record keeping facilities and archives.	166
		0
		166

Major Initiatives

- 1) Continue to identify and drive shared service opportunities within the region which may be of benefit to West Wimmera Shire Council.

Initiatives

- 2) Investigate and pursue involvement in Rural Council's Transformation Program
- 3) Investigate and pursue options for regional professional development program for Councillors and staff.

Service Performance Outcome Indicators

The following indicator outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

2.2 Strategic Objective 2: Meaningful partnerships to support advocacy priorities and service provision

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
CEO Office	This service provides executive leadership and support to Council, and co-ordinates advocacy programs on behalf of the West Wimmera community.	613 <u>0</u> 613
Human Resources	This service provides the recruitment, training and performance evaluation of Council staff	119 <u>(71)</u> 48
Public Relations and Marketing	This service is responsible for the management and provision of advice on external communication, in consultation with relevant stakeholders, on behalf of Council.	88 <u>0</u> 88

Major Initiatives

- 4) Investigate opportunities to improve access to utilities (gas, NBN, water, telecommunications) for our West Wimmera community
- 5) Promote and advocate business case for rural pipeline water supply.

Initiatives

- 6) Advocate for suitable NBN service provision (fixed wireless rather than SkyMuster satellite)

2.3 Strategic Objective 3: Quality sustainable community infrastructure

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Buildings and Property	This service provides for management and maintenance of Council's building portfolio.	206 <u>0</u> 206
Cemeteries	This service provides management of the Kaniva, Edenhope and Goroke cemeteries.	5 <u>(2)</u> 3
Depot and Engineering Operations	This service provides Council with infrastructure management services, including works, engineering, contract management and inventory and stores control activities. It also includes Plant maintenance costs and all costs and income associated with plant usage.	9,170 <u>(2,202)</u> 6,968
Quarry Operations	This service provides for materials utilised by Council in its works and construction activities.	283 <u>(280)</u> 3
Roads, Bridges, Footpaths	This service provides for all maintenance and operational works undertaken on Council's roads, bridges and footpath network. It includes the contract works Council undertakes for VicRoads on state roads within the municipal boundaries.	4,655 <u>(4,624)</u> 31
Stormwater Drainage	This service provides for maintenance works on Council's stormwater drainage network.	57 <u>0</u> 57

Major Initiatives

- 7) Undertake mapping of Community Assets to maximise coverage and prioritise Council investment

Initiatives

- 8) Initiate investigation into economical road stabilising materials and techniques
- 9) Continue development of asset management registers

Service Performance Outcome Indicators

The following indicator outlines how we intend to measure achievement of service objectives

Service	Indicator	Performance Measure	Computation
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

2.4 Strategic Objective 4: Building on our agricultural and business strengths and supporting economic development

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Aerodrome	This service area provides for maintaining the operation of the Edenhope Aerodrome.	7 (3) 4
Business and Economic Development	The business and economic development service assists the organisation to facilitate an environment that is conducive to a sustainable and growing local business sector and provides opportunities for local residents to improve their skill levels and access employment.	454 (45) 409

Major Initiatives

- 10) Investigate cost effective ways to support local businesses.

Initiatives

- 11) Facilitate marketing and promotion training for local businesses

Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives

Service	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the end of the financial year less municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year / the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x 100

2.5 Strategic Objective 5: Thriving, safe and diverse local communities

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Arts and Culture	This service provides a varied ongoing program of arts and cultural events and activities, plans and develops arts and cultural facilities and infrastructure and develops policies and strategies to facilitate art	30 0 30
Building	This service provides statutory building services to Council and the community including processing of building permits, investigations of complaints and illegal works.	165 (38) 127
Children, Youth and Family Services	This service provides a range of children and youth support activities, including pre-schools, Infant Welfare Centres, Freeza and youth engagement programs.	880 (677) 203
Fire Prevention and Emergency Services	This service provides for essential monitoring and management of vegetation in fire risk areas and also for the funding of emergency service activities provided by Council.	41 (3) 38
Community Services	This services provides management and administrative support to the community services area.	60 (8) 52
Planning	This service provides statutory planning services to Council and the community including processing of planning permits, investigations of complaints and illegal works.	383 (30) 353
Regulatory Services	This service provides all management and enforcement of Council's Local Laws, including animal registration, control and enforcement.	141 (38) 103
Sanitation	This service provides for street cleaning across Council's urban centres and for management and maintenance of Council's public amenities.	304 0 304
Street Lighting	This service provides for public lighting in Council's urban centres.	29 0 29
Traffic Management	This service provides for school crossing services.	14 (6) 8
Waste Management	This service provides for waste management solutions, including kerbside pickup, disposal and transfer station sites.	761 (60) 701

Major Initiatives

12) Prepare outline community needs analysis as a basis for developing future detailed community plans.

Initiatives

13) Prepare analysis of future provision of community care assessment services

14) Advocate for suitable and sustained support for access to early years services for our community

Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions

2.6 Strategic Objective 6: Participating in activities that address health and well being issues

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Aged and Disability Care Services	This service provides a range of home and community care services for the aged and disabled including home delivered meals, personal care, transport, dementia care, home maintenance, housing support and senior citizen clubs.	672 (693) (21)
Libraries	This service provides public library services at Edenhope and Kaniva via a contribution to the Wimmera Regional Library Corporation.	175 0 175
Public Health	This service provides a range of public health related activities, including Environmental Health inspections and enforcement, and pest and weed control services.	177 (94) 83
Recreation, Sport, Leisure	This service provides maintenance and management of Council's public halls and swimming pools.	289 (7) 282
Sport and Recreation Facilities	This service provides for management and maintenance of sporting facilities across the municipality.	55 (21) 34

Major Initiatives

15) Continue to advocate for improved health services to our community, including mental health and general practitioner services

Initiatives

16) Advocate for improved access for our residents to aged care and disability care services

17) Prepare analysis of provision of Library Services to our Community

Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service) Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100 [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

2.7 Strategic Objective 7: Providing access to, and promoting the natural environment

To achieve this objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Tourism and Events	This service promotes West Wimmera Shire's natural attractions and provides facilities for visitors to our region.	97 <u>0</u> 97
Parks and Reserves	This service provides maintenance and management of all parks and gardens across Council.	528 <u>0</u> 528

Major Initiatives

- 18) Produce Lake Wallace Management Plan

Initiatives

- 19) Invest in media promotion including Tourism Website

2.8 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2017/2018 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.9 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
1. A proactive, well-governed, professional and financially sustainable organisation that encourages community participation.	(946)	2,704	(3,650)
2. Meaningful partnerships to support advocacy priorities and service provision.	749	820	(71)
3. Quality sustainable community infrastructure.	7,268	14,376	(7,108)
4. Building on our agricultural and business strengths and supporting economic development.	413	461	(48)
5. Thriving, safe and diverse local communities.	1,948	2,808	(860)
6. Participating in activities that address health and wellbeing issues.	553	1,368	(815)
7. Providing access to and promoting the natural environment.	625	625	0
Total services and initiatives	10,610	23,162	(12,552)
Other non-attributable	(90)		
Deficit before funding sources	10,520		
Funding sources:			
Rates & charges	7,766		
Capital grants	3,078		
Total funding sources	10,844		
Surplus for the year	324		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2018/19 has been supplemented with projection to 2021/22 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the Local Government Act 1989 and the Local Government Planning and Reporting regulations 2014.

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

Comprehensive Income Statement

For the four years ending 30 June 2023

		Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
		NOTES		2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Income						
Rates and charges	4.1.1	7,523	7,766	7,960	8,159	8,363
Statutory fees and fines	4.1.2	117	129	132	136	139
User fees	4.1.3	703	677	694	711	729
Grants - Operating	4.1.4	8,047	6,965	7,026	7,202	7,382
Grants - Capital	4.1.4	7,861	3,078	2,553	2,617	2,682
Contributions - monetary	4.1.5	114	86	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		90	90	150	150	150
Other income	4.1.6	2,670	2,631	2,697	2,764	2,833
Total income		27,125	21,422	21,212	21,739	22,279
Expenses						
Employee costs	4.1.7	7,066	7,707	7,827	8,101	8,384
Materials and services	4.1.8	7,542	6,126	6,249	6,405	6,565
Depreciation and amortisation	4.1.9	6,967	6,998	7,068	7,139	7,210
Borrowing costs		-	-	-	-	-
Other expenses	4.1.10	321	266	272	279	286
Total expenses		21,896	21,098	21,415	21,923	22,445
Surplus/(deficit) for the year		5,229	324	(203)	(184)	(166)
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		-	-	-	-	-
Total comprehensive result		5,229	324	(203)	(184)	(166)

Balance Sheet

For the four years ending 30 June 2023

		Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections 2020/21 2021/22 2022/23 \$'000 \$'000 \$'000		
NOTES						
Assets						
Current assets						
Cash and cash equivalents		9,908	8,608	8,798	8,043	8,023
Trade and other receivables		515	310	316	323	329
Inventories		200	200	200	200	200
Non-current assets classified as held for sale		14	-	-	-	-
Other assets		150	150	100	100	100
Total current assets	4.2.1	10,787	9,268	9,414	8,666	8,652
Non-current assets						
Trade and other receivables		160	130	110	90	70
Investments in associates, joint arrangement and subsidiaries		430	430	430	430	430
Property, infrastructure, plant & equipment		226,526	228,339	227,985	228,629	228,575
Investment property		-	-	-	-	-
Intangible assets		-	-	-	-	-
Total non-current assets	4.2.1	227,116	228,899	228,525	229,149	229,075
Total assets		237,903	238,167	237,939	237,814	237,727
Liabilities						
Current liabilities						
Trade and other payables		1,274	1,117	1,017	1,000	999
Trust funds and deposits		24	24	24	24	24
Provisions		1,784	1,856	1,912	1,969	2,028
Interest-bearing liabilities		4.2.3	-	-	-	-
Total current liabilities	4.2.2	3,082	2,997	2,953	2,993	3,051
Non-current liabilities						
Provisions		609	633	652	672	692
Interest-bearing liabilities		4.2.3	-	-	-	-
Total non-current liabilities	4.2.2	609	633	652	672	692
Total liabilities		3,691	3,630	3,605	3,665	3,743
Net assets		234,212	234,537	234,334	234,150	233,984
Equity						
Accumulated surplus		42,950	43,969	43,676	43,443	43,306
Reserves		191,262	190,568	190,658	190,708	190,678
Total equity		234,212	234,537	234,334	234,150	233,984

Statement of Changes in Equity

For the four years ending 30 June 2023

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018 Forecast Actual					
Balance at beginning of the financial year		228,983	34,476	190,130	4,377
Surplus/(deficit) for the year		5,229	5,229	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(201)	-	201
Transfers from other reserves		-	3,446	-	(3,446)
Balance at end of the financial year		234,212	42,950	190,130	1,132
2019 Budget					
Balance at beginning of the financial year		234,213	42,950	190,130	1,132
Surplus/(deficit) for the year		324	324	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	(120)	-	120
Transfers from other reserves	4.3.1	-	814	-	(814)
Balance at end of the financial year	4.3.2	234,537	43,969	190,130	437
2020					
Balance at beginning of the financial year		234,537	43,969	190,130	437
Surplus/(deficit) for the year		(203)	(203)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(90)	-	90
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		234,334	43,676	190,130	527
2021					
Balance at beginning of the financial year		234,334	43,676	190,130	527
Surplus/(deficit) for the year		(184)	(184)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(100)	-	100
Transfers from other reserves		-	50	-	(50)
Balance at end of the financial year		234,150	43,443	190,130	577
2022					
Balance at beginning of the financial year		234,150	43,443	190,130	577
Surplus/(deficit) for the year		(166)	(166)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(20)	-	20
Transfers from other reserves		-	50	-	(50)
Balance at end of the financial year		233,984	43,306	190,130	547

Statement of Cash Flows

For the four years ending 30 June 2023

Notes	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	7,513	7,759	7,950	8,148	8,353
Statutory fees and fines	117	125	132	136	139
User fees	882	971	790	807	828
Grants - operating	8,047	6,965	7,026	7,202	7,382
Grants - capital	7,861	3,078	2,553	2,617	2,682
Contributions - monetary	114	86	-	-	-
Interest received	150	180	120	120	120
Dividends received	-	-	-	-	-
Trust funds and deposits taken	(8)	-	-	-	-
Other receipts	2,520	2,487	2,577	2,644	2,714
Net GST refund / payment	-	-	-	-	-
Employee costs	(7,094)	(7,612)	(7,752)	(8,024)	(8,305)
Materials and services	(9,112)	(6,616)	(6,642)	(6,772)	(6,927)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	-	-	-	-	-
Net cash provided by/(used in) 4.4.1 operating activities	10,990	7,423	6,754	6,878	6,986
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(12,926)	(8,995)	(6,864)	(7,933)	(7,306)
Proceeds from sale of property, infrastructure, plant and equipment	240	272	300	300	300
Net cash provided by/ (used in) 4.4.2 investing activities	(12,686)	(8,723)	(6,564)	(7,633)	(7,006)
Cash flows from financing activities					
Finance costs	(1)	-	-	-	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	(33)	-	-	-	-
Net cash provided by/(used in) 4.4.3 financing activities	(34)	-	-	-	-
Net increase/(decrease) in cash & cash equivalents	(1,730)	(1,300)	190	(755)	(20)
Cash and cash equivalents at the beginning of the financial year	11,638	9,908	8,608	8,798	8,043
Cash and cash equivalents at the end of the financial year	9,908	8,608	8,798	8,043	8,023

Statement of Capital Works

For the four years ending 30 June 2023

		Strategic Resource Plan Projections				
	NOTES	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Property						
Land		-	-	-	-	78
Land improvements		-	-	-	-	-
Total land		-	-	-	-	78
Buildings		2,688	762	700	744	481
Total buildings		2,688	762	700	744	481
Total property		2,688	762	700	744	559
Plant and equipment						
Plant, machinery and equipment		958	1,020	985	1,010	1,035
Computers and telecommunications		25	15	118	70	-
Total plant and equipment		983	1,035	1,103	1,080	1,035
Infrastructure						
Roads		7,122	6,590	4,642	5,718	5,502
Bridges		776	325	155	106	-
Footpaths and cycleways		167	85	57	59	60
Drainage		169	50	-	-	-
Parks, open space and streetscapes		863	149	57	76	-
Total infrastructure		9,097	7,199	4,911	5,959	5,562
Total capital works expenditure	4.5.1	12,768	8,996	6,714	7,783	7,156
Represented by:						
New asset expenditure		80	137	232	265	-
Asset renewal expenditure		12,054	7,617	6,482	7,518	7,156
Asset expansion expenditure		-	-	-	-	-
Asset upgrade expenditure		634	1,242	-	-	-
Total capital works expenditure	4.5.1	12,768	8,996	6,714	7,783	7,156
Funding sources represented by:						
Grants		3,430	3,678	2,553	2,617	2,682
Contributions		142	353	-	-	-
Council cash		9,196	4,965	4,161	5,166	4,474
Borrowings		-	-	-	-	-
Total capital works expenditure	4.5.1	12,768	8,996	6,714	7,783	7,156

Statement of Human Resources

For the four years ending 30 June 2023

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Staff expenditure					
Employee costs - operating	7,066	7,707	7,827	8,101	8,384
Employee costs - capital	1,378	1,141	1,175	1,210	1,247
Total staff expenditure	8,444	8,848	9,002	9,311	9,631
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	88.6	91.5	88.0	88.0	88.0
Total staff numbers	88.6	91.5	88.0	88.0	88.0

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget	Comprises	
	2019/20 \$'000	Full Time \$'000	Part time \$'000
CEO & Governance	451	434	17
Corporate Services	1,953	972	981
Community Services	1,305	121	1,184
Infrastructure Development & Works	3,998	3,298	700
Total staff expenditure	7,707	4,825	2,882
Capitalised labour costs	1,141		
Total expenditure	8,848		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget	Comprises	
	2019/20	Full Time	Part time
CEO & Governance	3.3	3.0	0.3
Corporate Services	20.5	10.0	10.5
Community Services	13.5	1.0	12.5
Infrastructure Development & Works	54.2	46.0	8.2
Total staff	91.5		

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2018/19 the FGRS cap has been set at 2.25%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges. However Council has received approval from the Minister for Local Government to vary the rate cap for 2019/20 to allow for a rate increase of up to 3.5%.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 3.5% in line with the rate cap variation granted to Council by the Minister for Local Government.

This will raise total rates and charges for 2019/20 of \$7.787 million.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast Actual	Budget	Change	%
	\$'000	\$'000	\$'000	
General rates*	6,561	6,790	229	3.49%
Municipal charge*	434	449	15	3.46%
Waste management charge	519	532	13	2.45%
Interest on rates and charges	17	12	5	-27.06%
Total rates and charges	7,531	7,783	252	3.35%

*These items are subject to the rate cap established under the FGRS

(Note: the amount listed as Rates & Charges in the Comprehensive Income Statement includes allowances for losses and write-offs and as such may not equal the amount shown in table 4.1.1(a))

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2018/19 cents/\$CIV	2019/20 cents/\$CIV	Change
General rate for rateable properties	0.003126	0.002642	-15.47%

(* Use CIV or NAV depending on the valuation basis used by the Council)

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
General	6,561	6,790	229	3.49%
Total amount to be raised by general rates	6,561	6,790	229	3.49%

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2018/19	2019/20	Change		
	Number	Number	\$'000	%	
General	4,746	4,729	-	17	-0.36%
Total number of assessments	4,746	4,729	-	17	-0.36%

4.1.1(e) The basis of valuation to be used is the Capital Improved Value

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
General	2,096,864	2,569,904	473,040	22.56%
Total value of land	2,096,864	2,569,904	473,040	22.56%

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2018/19	Per Rateable Property 2019/20	Change	
	\$	\$	\$	%
Municipal	147	153	5.2	3.50%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2018/19	2019/20	Change	
	\$' 000	\$' 000	\$	%
Municipal	432	449	17	3.98%

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2018/19	Per Rateable Property 2019/20	Change	
	\$	\$	\$	%
Waste Management	305	313	8	2.49%
Total	305	313	8	2.49%

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2018/19 \$'000	2019/20 \$'000	Change	
			\$'000	%
Waste Management	511	532	21	4.05%
Total	511	532	21	4.05%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2018/19 \$'000	2019/20 \$'000	Change	
			\$'000	%
General rates	6,562	6,790	228	3.47%
Municipal charge	434	449	15	3.46%
Waste management charge	519	532	13	2.45%
Total Rates and charges	7,515	7,771	256	3.40%

4.1.1(l) Fair Go Rates System Compliance

West Wimmera Shire Council is fully compliant with the State Government's Fair Go Rates System

	2018/19	2019/20
Total Rates	\$ 6,994,559	\$ 7,239,368
Number of rateable properties	4,729	4,729
Base Average Rates	\$ 1,479.08	\$ 1,530.85
Maximum Rate Increase (set by the State Government)	3.50%	3.50%
Capped Average Rate	\$ 1,479.08	\$ 1,530.85
Maximum General Rates and Municipal Charges Revenue	\$ 6,994,569	\$ 7,239,368
Budgeted General Rates and Municipal Charges Revenue	\$ 6,994,569	\$ 7,239,368

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2019/20: estimated \$nil and 2018/19: \$11,302.00)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

Council institutes a uniform rate across all properties within the shire. All rateable properties are charged at the general rate in the dollar of \$0.0026437

4.1.2 Statutory fees and fines

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Animal Management Fees	33	35	2	6.02%
Building Fees	36	36	-	0.00%
Permits	19	20	1	5.26%
Town Planning Fees	23	29	6	26.67%
Other	6	9	3	48.82%
Total statutory fees and fines	117	129	12	10.65%

Statutory fees and fines is anticipated to increase over 2019/20 by \$12,000 or 10.65%. The majority of this (\$7,000) of this is expected to result from increased town planning fees.

4.1.3 User fees

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Community services user charges	263	281	17	6.60%
Private and contract works	88	25	- 63	-71.61%
Refuse disposal fees	40	38	- 2	-4.99%
User charges	17	18	1	5.88%
Caravan park fees	22	26	4	18.18%
Other fees and charges	273	289	16	5.88%
Total user fees	703	677	- 27	-3.79%

User fees are budgeted overall to decline by \$27,000 or 3.79% over 2019/20. Whilst some fees are budgeted to increase, such as Community services charges as a result of greater provision of packaged care services, Private works is anticipated to decline significantly as Council concentrates on completing its own capital and maintenance programs

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000 %	
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	12,780	7,642	-	5,138 -40%
State funded grants	3,128	2,239	-	888 -28%
Total grants received	15,908	9,881	-	6,027 -38%
(a) Operating Grants				
<i>Recurrent - Commonwealth Government</i>				
Financial Assistance Grants	5,751	5,763		13 0%
Commonwealth Home Support Program	391	351	-	40 -10%
<i>Recurrent - State Government</i>				
Community Safety	7	6	-	1 -18%
Aged care	127	137		11 8%
Public Health	5	6		1 12%
Maternal and child health	167	260		93 56%
Youth Services	290	332		42 14%
Total recurrent grants	6,738	6,855		117 2%
<i>Non-recurrent - Commonwealth Government</i>				
Recreation	200	-	-	200 -100%
<i>Non-recurrent - State Government</i>				
Administration	41	43		1 2%
Recreation	1,000	-	-	1,000 -100%
Environment	68	68	-	0 100%
Total non-recurrent grants	1,309	110	-	1,199 -92%
Total operating grants	8,047	6,965	-	1,082 -13%
(b) Capital Grants				
<i>Recurrent - Commonwealth Government</i>				
Roads to recovery	1,446	1,528		82 6%
Total recurrent grants	1,446	1,528		82 6%
<i>Non-recurrent - Commonwealth Government</i>				
Flood Recovery (NDRRA)	4,293	-	-	4,293 -100%
Buildings	700	-	-	700 -100%
Bridges	-	162		162 100%
<i>Non-recurrent - State Government</i>				
Bridges	283	-	-	283 -100%
Buildings	625	50	-	575 -92%
Parks, Open Space & Streetscapes	3	50		47 1567%
Roads	511	1,288		777 152%
Total non-recurrent grants	6,415	1,550	-	4,865 -76%
Total capital grants	7,861	3,078	-	4,783 -61%
Total Grants	15,908	10,043	-	5,865 -37%

Operating grants are budgeted to decline by \$1.082 million over 2019/20. The major anticipated variances when compared to 2018/19 include:

→ a decline of \$1.0 million in non-recurrent State Government project grants (Harrow Recreation Reserve forecast to be received during 2018/19)

→ a decline of \$0.20 million in non-recurrent Federal Government project grants (Harrow Recreation Reserve and Lake Charlegrark projects received during 2018/19)

→ These are offset by smaller increases in Maternal Child Health, Youth Services and Aged Care grants

→ note: Council has allowed for the probable 50% prepayment of the 2019/20 Financial Assistance Grants in its 2018/19 projected actuals and them budgeted for a further prepayment of the 2020/21 grant in its 2019/20 budget

Capital Grants are anticipated to decline by 76% or some \$4.783 million for the 2019/20 year. Capital grants are often difficult to compare as they often relate to non-recurrent projects which may vary considerably from year to year. Some of the major variances between the two years include:

→ A decline in \$4.293 Flood Recovery funding under NDRRA. The flood recovery program was completed during the 2018/19 year.

→ A decline of \$0.700 million in Commonwealth funding for building works, relating to the winding up of the Drought Relief Program funding made available to Council.

→ An decline of \$0.600 million in State Government funded building grants, representing the redevelopment of the Edenhope Library under the Living Libraries funding stream. The funding for this was received in the 2018/19 year, whilst the expenditure will occur during 2019/20.

→ An increase of \$0.775 million in State Government roads funding under the Rural Roads Victoria program

4.1.5 Contributions

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000		Change \$'000	%
Monetary	114	86	-	28	-24.33%
Total contributions	114	86	-	28	-24.33%

Contributions for 2019-20 include \$80,000 from neighbouring municipalities for shared boundary road reconstructions

4.1.6 Other income

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000		Change \$'000	%
Interest	150	180		30	20.00%
Reimbursements	2,232	2,301		69	3.09%
Other revenue	288	150	-	138	-47.92%
Total other income	2,670	2,631	-	39	-1.46%

Other sundry income is anticipated to decrease overall by \$39,000. This is largely due to Council no longer being able to sell rating information to the Valuer General as Council transitions to the new centralised valuation scheme. This is partially offset by increase anticipated interest income and reimbursements income

4.1.7 Employee costs

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000		Change \$'000	%
Wages and salaries	6,229	6,796		567	9.10%
WorkCover	128	144		16	12.27%
Superannuation	635	706		70	11.09%
Fringe Benefits tax	73	61	-	12	-16.09%
Total employee costs	7,066	7,707		641	9.08%

Employee expenses are budgeted to increase by 9.08% (\$0.641million). The major increase here relates to wages and salaries which equates to a \$0.567million increase. Along with Enterprise Bargaining Agreement rises, the reasons for this increase include:

- \$0.1 million relates to a new position created for Human Resources Manager (shared with Yarriambiack Shire Council). Council employs and pays for this position full time and then charges Yarriambiack Shire 50% of the costs (shown in income).
- \$0.09 million relating to maternity leave backfill for Council's Manager of Business and Economic
- \$0.07 million relating to maternity leave backfill for Council's Early Years Co-Ordinator
- \$0.05 million to employee a Planning Manager for the full year (previously position was vacant for half of the budget year)
- \$0.05 million for new fixed term position to enable Council to digitise its paper records.

4.1.8 Materials and services

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Contract payments	4,474	3,028	- 1,446	-32.33%
Plant and equipment maintenance	764	887	123	16.12%
Utilities	349	353	4	1.05%
Office administration	54	52	- 1	-2.24%
Information technology	153	153	0	0.30%
Insurance	351	346	- 6	-1.62%
Consultants	184	179	- 5	-2.77%
Other materials and services	1,213	1,128	- 85	-7.01%
Total materials and services	7,542	6,126	- 1,416	-18.78%

Materials and Services are budgeted to decline by \$1,416 million during 2019/20. This is largely a reduction in flood recovery related contract payments as the Flood recovery program has concluded during the 2018/19 year.

4.1.9 Depreciation and amortisation

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Property	845	856	11	1.28%
Plant & equipment	969	944	- 25	-2.54%
Infrastructure	5,153	5,198	45	0.87%
Total depreciation and amortisation	6,967	6,998	31	0.44%

A full independent infrastructure revluation was undertaken in June 2018 was undertaken in May 2018. Council anticipates no significant changes to its depreciation period or values over the 2019/20 year.

4.1.10 Other expenses

Add additional tables for each material components of the Comprehensive Income Statement

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Councillors' allowances	145	145	- 0	-0.23%
Operating lease rentals	32	9	- 23	-73.19%
Auditor remuneration - VAGO	39	40	1	2.04%
Auditor remuneration - other	50	22	- 28	-56.57%
Other	54	51	- 3	-5.44%
Total other expenses	320	266	- 54	-16.78%

Operating Lease rentals are budgeted to decline by \$0.023 million as leases for IT equipment and office furniture utilised in the flod recovery project come to a conclusion.

Auditor remuneration - other is anticipated to reduce by \$0.028 million. This reflects the inclusion of a separate Asbestos audit undertaken during 2018/19 which will not be required during 2019/20

4.2 Balance Sheet

4.2.1 Assets

4.2.1.1 Cash and Cash Equivalents

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000 %	
Cash and Cash Equivalents	9,908	8,608	- 1,300	-13.12%

Council anticipates to draw down on cash reserves by \$1.300 million over 2019/20. This is mainly a result of two factors. The first being the receipt of \$0.600 million in capital grants relating to the construction of the new Library facility in Edenhope in late 2018/19 this funding relates to expenditure which is budgeted to occur during 2019/20. The second item affecting cash represents transfers from cash reserves (\$0.694 million) maintained in previous years to fund plant replacements and capital expenditure (see reserves section 4.3.1 for more detail)

4.2.1.2 Property, Infrastructure Plant and Equipment

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000 %	
Property, infrastructure, plant & equipment	226,526	228,339	1,813	0.80%

Property, Infrastructure, Plant and Equipment represents all of Council's infrastructure assets used to provide services to our community. It includes Roads, Bridges, Footpaths, Drains as well as public buildings and open space and plant and equipment needed for use by Council.

Council's investment in Property, Infrastructure, Plant and Equipment is anticipated to increase by \$1.813 million over the 2019/20 year, in line with Council's Capital Works program minus depreciation. For more information on Council's Capital Works program refer to section 4.5 Capital Works

4.2.2 Liabilities

Council's overall liabilities are anticipated to decline marginally over the 2019/20 year, largely due to an anticipated decline in trade creditors at balance date as the use of contracotrs declines due to the winding up of the flood recovery program. This is partially offset by a slight increase in provisions, predominately those for employee benefits in line with increasing EBA rates.

4.2.3 Borrowings

	2018/19 \$'000	2019/20 \$'000
Amount borrowed as at 30 June of the prior year	-	-
Amount proposed to be borrowed	-	-
Amount projected to be redeemed	-	-
Amount of borrowings as at 30 June	-	-

Council will extinguish all external borrowings during 2018/19 and has not budgeted to incur any further borrowings.

4.3 Statement of changes in Equity

4.3.1 Reserves

Council holds a number of cash reserves intended to set aside cash for future known expenditure. Council anticipates to draw down \$0.694 million from reserves over the 2019/20 budget year. The following table summarises Council's reserves and purposes:

Reserve Name	Purpose of Reserve
Plant Replacement Reserve	To set aside funding for future major plant purchases
Quarry Restoration Reserve	To set aside funds to cover the future costs of rehabilitation to Council controlled quarries
Capital Improvement Reserve	To set aside funds to assist with future capital works projects
Rates Revaluation Reserve	To set aside funds to cover future property revaluation costs for rating purposes, including supplemental valuations
Elections Reserve	To set aside funds to cover the costs of future municipal elections

The following table shows budgeted reserve movements for 2019/20:

	Opening Balance \$'000	Transfer to \$'000	Transfer From \$'000	Closing Balance \$'000
Plant Replacement Reserve	499	62	499	62
Quarry Restoration Reserve	112	3	-	115
Capital Improvement Reserve	301	-	301	-
Rates Revaluation Reserve	187	5	14	178
Elections Reserve	70	50	-	120
	1,169	120	814	475

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

Council is budgeting to receive a net cash inflow from operating activities of \$7.423 million. This represents a decline of \$2.967 million from the projected 2018/19 result. This is largely due to the reduction in grant funding relating to the completion of the Flood Recovery program.

4.4.2 Net cash flows provided by/used in investing activities

Council anticipates a net cash outflow of \$8.723 million over the 2019-20 financial year, representing Council's capital expenditure program. This shows a decline in outflows of \$3.963 million over the previous year due to a reduction on capital expenditure, largely based upon the culmination of the flood recovery program and major projects such as the Kaniva Cultural and Tourism Precinct, Kaniva Shire Hall, and reduced expenditure on the Edenhope Hall redevelopment project (due to staged completion).

4.4.3 Net cash flows provided by/used in financing activities

Council anticipates all borrowings to be extinguished during the 2018/19 financial year. There are no new borrowings planned for the 2019/20 financial year.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2018/19 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Property	2,688	162	- 2,526	-93.97%
Plant and equipment	983	1,035	52	5.29%
Infrastructure	9,097	7,199	- 1,898	-20.86%
Total	12,768	8,396	- 4,372	-34.24%

Capital expenditure is budgeted to decline by \$4.377 million for the 2019/20 year when compared to 2017/18. This is largely in the Property and Infrastructure areas.

Property capital expenditure is budgeted to decline by \$2.526 million for 2019/20. This is a result of works at the Edenhope Community Hall being budgeted for in 2018/19 but not 2019/20 (although a further \$600,000 is anticipated to be carried forward into 2019/20 - see section 4.5.3 below), as well as works on the Kaniva Hall restoration and Kaniva Cultural and Tourism Precinct buildings being forecast to be completed during 2018/19.

Infrastructure capital expenditure is anticipated to reduce by \$1.903 million for 2019/20. The majority of this relates to road culvert works carried out during 2018/19 under the flood recovery program (funded by the Natural Disaster Relief and Recovery Arrangements scheme). With the flood recovery works coming to a conclusion no further works will be budgeted for. Also included here is the anticipated completion of the open space works component of the Kaniva Cultural and Tourism Precinct which are budgeted to be complete in 2018/19.

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	162	-	12	150	-	50	-	112	-
Plant and equipment	1,035	-	1,035	-	-	-	273	763	-
Infrastructure	7,199	137	6,570	492	-	3,029	80	4,090	-
Total	8,396	137	7,617	642	-	3,079	353	4,965	-

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Buildings									
Edenhope Pound - Upgrade due to compliance issues.	50	-	-	50	-	-	-	50	-
Local Govt. Energy Saver Program.	100	-	-	100	-	50	-	50	-
Kaniva Swimming Pool painting	6	-	6	-	-	-	-	6	-
Goroke Swimming Pool painting	6	-	6	-	-	-	-	6	-
TOTAL PROPERTY	162	-	12	150	-	50	-	112	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant	834	-	834	-	-	-	188	647	-
Motor Vehicles	186	-	186	-	-	-	85	101	-
Computers and Telecommunications									
Computers/laptops	15	-	15	-	-	-	-	15	-
TOTAL PLANT AND EQUIPMENT	1,035	-	1,035	-	-	-	273	763	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Apsley Natimuk Rd Reconstruction: Ch. 4185m - Ch.4985m x 6.2m Seal	27	-	27	-	-	-	-	27	-
Ullswater Mortat Rd Reconstruction: Ch.0m-Ch.2,800m x 4.0m Seal	62	-	62	-	-	-	-	62	-
Lillimur Yearinga Rd Reconstruction Ch.0m-Ch.1,840m x 6.2m Seal	63	-	63	-	-	-	-	63	-
Leeor Rd Reconstruction: Ch.7515m - Ch.9315m x 5.6m Seal	55	-	55	-	-	-	-	55	-
Cove Estate Rd Reconstruction: Ch.7,700 - Ch.9,700m x 4.0m Seal	44	-	44	-	-	-	-	44	-
Cemetery Rd, Kaniva Reconstruction: Ch.1,750m - 2,650m x 4.0m Seal	20	-	20	-	-	-	-	20	-
Harrow Casterton Rd Reconstruction: Ch.3950 - Ch.5495 x 6.4m seal	54	-	54	-	-	-	-	54	-
Ozenkadnook - Mortat Rd. Reconstruction & Widening Ch. 1740 - Ch. 4100 x 6.2m Seal	80	-	80	-	-	-	-	80	-
Comaum Rd Reconstruction Ch. 5000m - Ch. 6540m x 4.0m Seal	234	-	234	-	-	234	-	-	-
Newlands Settlement Rd. Reconstruction Ch. 9340m - Ch. 10380m x 3.8m Seal	158	-	158	-	-	158	-	-	-
Kybybolite Rd. Reconstruction Ch. 1300m - 3000m x 4.0m Seal	252	-	252	-	-	252	-	-	-
Leeor Rd Reconstruction: Ch. 2240m - Ch. 4725m x 5.6m Seal, Ch. 5790m - 7500m	940	-	940	-	-	940	-	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads (Contd.)									
Brooks Rd. Reconstruction Ch. 6110m - Ch. 7110m x 4.0m Seal	160	-	160	-	-	160	-	-	
Serviceton South Road Ch. 1935m - Ch. 3255m x 4.0m	211	-	211	-	-	87	-	124	
Douglas St, Ch. 00m - 450m x 6.0m seal	70	-	70	-	-	-	-	70	
Kadnook - Connewirricoo Rd.Ch. 4700m - Ch. 5300m, Ch. 9600m - Ch. 11000 x 6.0m seal	504	-	302	202	-	504	-	-	
Ozenkadnook Mortat Rd Ch. 15570m - Ch.17370m (incl bend near Barbettie's)	469	-	281	187	-	469	-	-	
Border Road Construction Ch. 20,115m (Dorodong Rd.) - Ch. 21,880m (Old Telegraph Rd.)	125	-	125	-	-	-	-	125	
Reseals	1,200	-	1,200	-	-	-	-	1,200	
Additional Reseal/Linemarking	10	-	10	-	-	-	-	10	
Shoulder Resheeting	400	-	400	-	-	-	-	400	
Resheeting	1,200	-	1,200	-	-	-	-	1,200	
Boundary Rd	160	-	160	-	-	-	80	80	
Elizabeth St. and Boundary Rd. Serviceton	7	-	-	7	-	-	-	7	
Lake Booroopki Access Track on northern end	5	5	-	-	-	-	-	5	
Cormacks Road - Fire Access Grant	14	-	14	-	-	12	-	2	
Fry\Yarrook St. Intersection incl. K&C	56	-	-	56	-	-	-	56	
Various Kerb and Channel renewal projects. To be identified.	10	-	10	-	-	-	-	10	

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bridges									
Kadnook Connewerico Bridge, Deck overlay and Guardrail	325	-	325	-	-	163	-	162	-
Footpaths and Cycleways									
Wallace Street between Langford St. and Elizabeth St, Edenhope	20	20	-	-	-	-	-	20	-
Phillips Street between Camp and Farmers St., Kaniva	40	40	-	-	-	-	-	40	-
Lake Wallace Walking Track	5	5	-	-	-	-	-	5	-
Footpath/pram crossing replacements for DDA	20	-	20	-	-	-	-	20	-
Drainage									
Minor Culvert Renewal's	50	-	40	10	-	-	-	50	-
Parks, Open Space and Streetscapes									
Lake Wallace Foreshore (Henley Park) automatic watering system	12	-	12	-	-	-	-	12	-
Kaniva Township watering system, Commercial Street between Camp and Webb Sts.	20	-	-	20	-	-	-	20	-
Goroke Playspace watering system	-								
Playgrounds, soft fall top up, mtce, inspections	10	-	10	-	-	-	-	10	-
Playgrounds - Rogerson St Playground Equipment	10	-	-	10	-	-	-	10	-
Playgrounds - Henley Park Playground equipment	20	-	20	-	-	-	-	20	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Parks, Open Space and Streetscapes (Contd.)									
Kaniva Rec. Reserve - Replace northern fence	10	-	10	-	-	-	-	10	-
Tourism Signage	-								
Aboriginal Cricket Trail Signage	67	67	-	-	-	50	-	17	-
TOTAL INFRASTRUCTURE	7,199	137	6,570	492	-	3,029	80	4,090	-
TOTAL CAPITAL WORKS	8,396	137	7,617	642	-	3,079	353	4,965	-

4.5.3 Works carried forward from the 2017/18 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Buildings									
Edenhope & District Community Centre Redevelopment	600	-	-	600	-	600	-	-	-
TOTAL PROPERTY	600	-	-	600	-	600	-	-	-
TOTAL CARRIED FORWARD CAPITAL WORKS 2017/18	600	-	-	600	-	600	-	-	-

5. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-51.0%	-6.3%	-6.6%	-8.3%	-8.0%	-7.7%	-
Liquidity									
Working Capital	Current assets / current liabilities	2	273.7%	350.0%	309.2%	318.8%	289.5%	283.6%	-
Unrestricted cash	Unrestricted cash / current liabilities		144.9%	264.5%	271.8%	279.3%	248.6%	244.2%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1.9%	0.5%	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue		2.5%	5.5%	5.7%	5.7%	5.7%	5.7%	o
Asset renewal	Asset renewal expenses / Asset depreciation	4	81.9%	173.0%	108.8%	91.7%	105.3%	99.2%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	33.9%	36.5%	39.3%	37.5%	37.5%	37.5%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.4%	0.4%	0.3%	0.4%	0.4%	0.4%	o
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$6,454	\$4,614	\$4,461	\$4,512	\$4,619	\$4,729	+
Revenue level	Residential rate revenue / no. of residential property assessments		\$654	\$766	\$739	\$754	\$769	\$784	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		4.4%	19.2%	8.0%	8.0%	8.0%	8.0%	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators**1. Adjusted underlying result**

The 2017-18 actual figure included a significant amount of non-recurrent expenditure incurred as a part of the flood recovery program. This result will improve significantly with the completion of that program and then gradually decline as Council's own sourced recurrent revenue declines due to a combination of declining population and the application of the rate cap.

2. Working Capital

Working capital is anticipated to decline over the four years as cash declines slightly and employee provisions increase slightly over the period.

3. Unrestricted Cash

Unrestricted cash remains relatively steady over the period, with fluctuations from cash held at the end of each year. The significantly lower figure from 2017/18 reflected a larger amount of cash held to carry future works.

4. Debt compared to rates

Loans and borrowings as a percentage of rates reduces to zero as Council extinguishes all debt and has no plans to take on any new debt over the period.

5. Asset renewal

Asset renewal varies from year to year as Council's capital expenditure program fluctuates depending upon. Overall over the period the ratio remains at or close to 100.

6. Rates concentration

Council's rates concentration level increases from 33.9% to 39.3% over the period in which Council has received a rate cap variation from the Essential Services Commission. It then declines and remains steady at around 37.5% for the following 3 years where Council applies the rate cap (estimated at 2.5%). This figure remains well below the average of other similar Councils 51.93% source: Knowyourcouncil.vic.gov.au).

Wimmera Integrated Relief & Recovery Plan

**West Wimmera Shire
Council**

2017 – 2020

Version 2.0



RESTRICTED VERSION

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Health
and Human
Services



Uniting



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Authority

The Wimmera Integrated Emergency Relief and Recovery Plan (WIRRP) is a Plan of the Horsham Rural City, Hindmarsh, West Wimmera and Yarriambiack Shire Councils (hereafter referred to as 'the Partner Councils') which supports the respective Municipal Emergency Management Plans (MEMP).

It has been produced by and with the authority of the Partner Councils who make up the Wimmera Emergency Management Resources Sharing Program (WEMRSP) pursuant to Section 20(1) of the Emergency Management Act 1986.

Endorsement

The WIRRP has been endorsed by each Partner Councils Municipal Emergency Management Planning Committee (MEMPC):

Chairperson of the Yarriambiack MEMPC

Michael Evans 20 / 3 / 2018

Chairperson of the Horsham Rural City MEMPC

Phil Kuhne 14 / 3 / 2018

Chairperson of the West Wimmera MEMPC

Cr Tom Houlihan 19 / 3 / 2018

Chairperson of the Hindmarsh MEMPC

Cr David Colbert 15 / 3 / 2018

Version 2.0 of the WIRRP was adopted at a meeting by each Partner Council on:

Horsham Rural City Council: ___/___/___

Hindmarsh Shire Council: ___/___/___

West Wimmera Shire Council: ___/___/___

Yarriambiack Shire Council: ___/___/___

Disclaimer

No reader should act on the basis of any matter contained in this publication without appreciating that it may be the subject of amendment or revocation from time to time without notice. The Councillors of each Partner Council expressly disclaim all and any liability (including liability in negligence) to any person or body in respect of anything and of the consequences of anything done or omitted to be done by any such person or body in reliance, whether total or partial, upon the whole or any part of this publication.

Amendment Register

Version Number	Date Endorsed by MEMPC	Date adopted by Council	Amendment History
1.0			Documentation of relief and recovery arrangements as part of each MEMP
2.0	March 2018		Review and complete re-write of the Plan after separation from the MEMP

Table 1 Amendment Register

Plan Review

The WIRRP may be reviewed for the purpose of plan maintenance and/or development in at least one of the following ways annually:

- Annual review by the MEMPC or its sub-committee
- After Activation for an emergency event
- After an Exercise of the WIRRP in full or partially
- As part of the three year MEMP Audit cycle

Recommended amendments to the WIRRP will be considered by the MEMPC and Partner Councils, and recorded in the [Amendment Register](#).

Administrative Amendments

Amendments of an administrative nature will be made from time to time, noted at the next MEMPC meeting and recorded in the [Amendment Register](#). These amendments do not substantially change the content or intent of this Plan and do not need to be formally adopted by Council.

Where there is substantial change to the content or intent of the Plan or there is a full re-write, the Plan will need to be formally endorsed by the MEMPC and adopted by Council.

Distribution of the WIRRP

The Wimmera Integrated Relief and Recovery Plan is distributed in a Restricted and Public version. The Restricted version contains full contact details and other information of a confidential nature. Names and contact details in the restricted version of this Plan may only be used for emergency management purposes and must be managed in accordance with the Information Privacy Act 2000.

The Restricted version is for the use of each Partner Council, the MEMPC, and Emergency Relief and Recovery agency partners listed in the Plan as required. The Plan and amended copies will be distributed electronically.

The current version of this Plan is maintained by the Partner Councils on the “Crisisworks” emergency management platform for Council and approved agency staff access.

Access to the restricted version of the Plan may be considered upon application to the MERO or MRM from either Partner Council via the [WIRRP Contact Details](#).

Public Access

A Public Access version of the Plan is placed on each Partner Council’s website under the Emergency Management tab, and from the State Library of Victoria:

- | | |
|------------------------------|--|
| • Yarriambiack Shire Council | www.yarriambiack.vic.gov.au |
| • Hindmarsh Shire Council | www.hindmarsh.vic.gov.au |
| • West Wimmera Shire Council | www.westwimmera.vic.gov.au |
| • Horsham Rural City Council | www.hrcc.vic.gov.au |
| • State Library of Victoria | www.slv.vic.gov.au |

Please note the Public Version has information and contact details removed to comply with confidentiality and privacy requirements.

WIRRP Contact Details

This Plan is administered by the Municipal Recovery Manager (MRM) at each Partner Council. Please address all enquiries as appropriate to the MRM at:

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info@hindmarsh.vic.gov.au

Horsham Rural City Council
PO Box 511
Horsham Victoria 3402
council@hrcc.vic.gov.au

West Wimmera Shire Council
PO Box 201
Edenhope Victoria 3318
council@westwimmera.vic.gov.au

Yarriambiack Shire Council
PO Box 243
Warracknabeal Victoria 3393
info@yarriambiack.vic.gov.au

Glossary and Acronyms

Throughout this Plan acronyms and definitions of words and phrases have the same meaning as those prescribed in relevant legislation. These include:

- Emergency Management Act 1986
- Emergency Management Act 2013
- Emergency Management Manual of Victoria (EMMV) Part 8: Appendices & Glossary
- Local Government Act 1989

The WIRRP follows the practice of writing a name in full followed by the acronym in brackets. The acronym is used thereafter as appropriate.

Supporting Documents

This Plan is supported by a number of reference sources developed at the local, regional and state levels which includes but is not limited by legislation, policy, plans, arrangements, guidelines and handbooks. Please refer to [Appendix C Supporting Arrangements and Useful Links](#).

Introduction

The WIRRP complements each Partner Council's Municipal Emergency Management Plan (MEMP). This Plan records the municipal level emergency relief and recovery management arrangements that may be utilised in supporting a community impacted by an emergency event. As defined in the [EMMV Part 7: Emergency Management Agency Roles](#), Local Government (Council) is the lead agency for local emergency relief and recovery.

This Plan illustrates how emergency relief and recovery services are coordinated and delivered at the local level by the Partner Councils. The Plan also describes how emergency relief and recovery service support is escalated to the Regional and/or State level when local resources are exhausted.

Purpose

The purpose of this Plan is to detail the local arrangements that deliver emergency relief and recovery services to communities affected by an emergency.

Scope

The scope of this Plan is defined by the boundaries of the four Partner Councils who make up the Wimmera Emergency Managements Resources Sharing Program (WEMRSP):

- Yarriambiack Shire Council
- Hindmarsh Shire Council
- West Wimmera Shire Council
- Horsham Rural City Council

The arrangements detailed in this Plan provide guidance on the local implementation of emergency relief and recovery services to affected communities within the four municipalities, with reference to regional and state arrangements that support the initial local effort.

Objectives

1. Detail the capability and capacity of local organisations and resources to deliver relief and recovery services
2. Develop collaborative approaches in delivering relief and recovery services through local organisations and the community
3. Detail how the State, Regional and Local tiers work together in delivering relief and recovery services

Planning for Emergency Relief and Recovery

Introduction

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

The aim of emergency relief and recovery planning is to coordinate the provision of emergency relief and recovery services.

Response, Emergency Relief and Recovery in Parallel

The response to a major emergency involves many agencies from across government. The people and agencies with roles and responsibilities for responding to emergencies work together in emergency management teams at the State, regional and local tiers, to ensure a collaborative and coordinated whole-of-government approach.

Emergency relief and recovery activities integrate with emergency response activities and commence as soon as the effect and consequences of the emergency are anticipated. Relief and recovery coordinators/managers should be involved at all tiers and in all teams established to manage the emergency response.

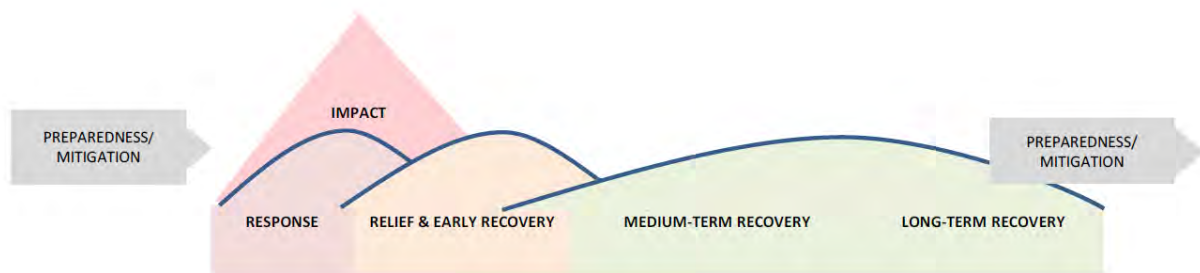


Figure 1 EMMV Part 4: Relief and recovery activities over time

Phases of Recovery

The following general timelines are indicative of the phases in response, relief and recovery operations (they depend on the type and extent of the emergency):

- During the incident (response)
- Immediately after the incident (emergency relief: 1 –7 days)
- Short term (recovery inception: 2 –12 weeks)
- Medium term (recovery: 3 -6 months)
- Long term (recovery: 6 months and onwards)

Information on the activities conducted during each phase and the agencies responsible are included in [Appendix D: Recovery Phase Checklist](#).

State, regional and local relief and recovery planning

State, regional and local emergency relief and recovery arrangements must be aligned. Plans at each level of coordination must specify the agencies responsible for leading and supporting the provision of relief and recovery services.

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

Agencies with agreed emergency relief and recovery management roles and responsibilities (EMMV Part 7: Emergency Management Agency Roles) need to develop their own internal operational Plans that detail their capacity and strategies for undertaking these roles and responsibilities.

This local plan addresses the key areas of:

- Planning for emergency relief and recovery
- Activation arrangements
- Relief arrangements
- Recovery arrangements
- Operational arrangements
- Impact assessments
- Finance and resource arrangements
- Recovery environments

Local Roles in Emergency Relief and Recovery

The local role of individuals, families, community organisations, business, Council, and emergency services and government agencies is based on the premise of 'Shared Responsibility' where everyone contributes emergency management according to their responsibility, capability and capacity.

Individuals - Families

It is desirable that individuals and families have a suitable emergency plan that they can enact that guides them on what to do and be able to support themselves with resources for seventy-two hours after the impact of an emergency where they have the capability and capacity to do so.

While emergency services do all they can, individuals and families are responsible for their own wellbeing before, during and after emergencies. Australian Red Cross RediPlan is a free guide to help individuals prepare for emergencies. Refer to www.redcross.org.au/files/Red_Cross_RediPlan_-_disaster_preparedness_guide.pdf.

Community organisations

Local community organisations may be provide resources and personal support workers at an emergency site or at relief and recovery centres. Organisations are able to use their pre-established connections within communities and with other community sector organisations to provide support to the community.

Community organisations also provide a broad range of services to individuals and communities to assist them as part of longer term recovery. Local connections within communities ensure that support is targeted, relevant and effective. For further information regarding recovery agencies and support services refer to [Appendix B: Municipal Relief & Recovery Service Providers](#).

Businesses

In the event of an emergency, local government cannot act alone in addressing all the needs of the community, particularly those of an economic nature, and will rely on the private sector's resources. The business community needs to be involved in Planning for and responding to emergencies.

Involving the business community in the Planning processes at an early stage will help to ensure their specific needs are addressed in emergency Plans and increase their resilience to the disaster's impact.

Council

The Partner Councils maintain a number of key roles to meet its emergency management obligations. A full list of these roles is described in Appendix D of each Councils Municipal Emergency Management Plan (MEMP). The following role summaries pertain specifically to emergency relief and recovery.

Municipal Recovery Manager (MRM)

The MRM plans for and coordinates the provision of municipal emergency relief and recovery services and resources.

Emergency Relief Centre Manager (ERCM)

The ERCM establishes an Emergency Relief Centre (ERC) under the direction of the MRM and co-ordinates resources and the provision of services within the facility.

Emergency Services and Government Agencies

Emergency services and government agencies have a variety of roles and responsibilities in providing or supporting relief and recovery services to communities. For a complete list of agency roles in relief and recovery refer to the EMMV part 7 available at files.em.vic.gov.au/Backups/EMV-website/EMMV-Part-7.pdf

Operational Arrangements

Activation Arrangements

The activation process for Emergency Relief and Recovery staff, facilities and services is guided by this document and the following references:

- The Municipal Emergency Management Plan (MEMP)
- EMMV Part 3: State Emergency Response Plan (SERP)
- EMMV Part 4: State Emergency Relief and Recovery Plan (SERRP)
- Grampians Emergency Relief and Recovery Plan

Generally activation will begin when an emergency event occurs and a control agency responds. Initial awareness will develop of the need for emergency relief services. The Municipal Recovery Manager (MRM) will be assessing information to further determine the recovery needs of the affected community.

Activation Process

Activation of this plan may occur as a result of the following:

- A request from the Control Agency Incident Controller (IC); or
- A request from the MERC; or
- Due to information received by the MERO or MRM

Once a request for activation is received, the MRM, in consultation with stakeholders, will determine whether the Plan is to be activated partially or fully. This decision will be informed by:

- Information received from the IC
- Information received from the MERC
- Initial impact assessments
- Other sources of information e.g. news, social media

Based on this information, the MRM will determine community needs and resource availability. This will inform the level of coordination required, and trigger points to escalate from local to regional to State.

Once these factors have been considered the MRM will activate this Plan and coordinate the delivery of emergency relief and recovery services in consultation with relevant stakeholders and partnering agencies.

Phases of Activation

The phases of activation are detailed in the MEMP. Activities in each phase may include:

Alert

- Municipal Recovery Manager (MRM) is alerted to the emergency event
- MRM assesses the need for emergency relief and recovery
- MRM alerts appropriate partner agencies and personnel
- MRM will also notify required facilities e.g. Relief Centres
- Development of a Relief and Recovery Plan for the event
- Partner agencies briefed as required

Action

- The event Relief and Recovery Plan is implemented to deliver emergency relief and recovery services
- The event Relief and Recovery Plan is monitored throughout the event
- Services are delivered according to the Plan and monitored
- Ongoing coordination occurs with partner agencies

Stand Down

- The MRM will determine in consultation with the IC and others when relief and recovery services are no longer required
- A hot debrief is facilitated by partner agencies internally and a summary report may be provided to the MRM
- The MRM will facilitate a formal debrief with partner agencies and compile a report

Escalation

The provision of emergency relief and recovery services is determined by the emergency event and its impact on communities. Initially these services are provided as follows:

1. **Local Level:** If the event occurs within a single municipality, Council in partnership with agencies in the local area deliver relief and recovery services according to their capacity and capability. This may be also supported by regional resources as required. Triggers for additional regional resources may include:
 - the local resource capacity is exhausted
 - the resource capability does not meet the need of impacted communities
2. **Regional Level:** If the event occurs across two or more municipalities, or is beyond the capability or capacity of the local Council to manage, the Dept. for Health and Human Services (DHHS) will coordinate relief and recovery services over the region and provide resource support as required to the local level. DHHS informs Emergency Management Victoria (EMV) of the situation. EMV monitors the situation and determines where State Coordination and extra support is required for regional and local delivery of relief and recovery services.
3. **State Level:** Emergency Management Victoria will coordinate the delivery of relief and recovery services across Victoria depending on the impact and geographical extent of the emergency. They will coordinate requests for resources from the national, state or other regional levels.

Local Operational Planning

Council, as the coordinating agency for relief and recovery at the local level, is responsible for developing a relief and recovery plan specific to the event.

This plan should include:

- A description of the emergency situation
- Profile of affected communities
- Impact assessment information
- Potential relief and recovery needs of affected communities
- Arrangements for relief and recovery coordination
- Relief and recovery services required
- Capacity and capability to provide local level service delivery, identifying trigger points for escalation to regional or State

Refer to the EMV link for the Disaster Recovery Toolkit for Local Government Section 08 Recovery Tools and Other Resources for an example of a Recovery Plan Template:

www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government

Relief Arrangements

Emergency relief is the first stage of emergency recovery. In this respect, emergency relief functions are well integrated within early recovery activities. Municipal councils have the responsibility for overseeing emergency relief at the local level.

Purpose of Relief

Emergency relief provides for the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency.

Principles of Relief

The principles for the coordination and delivery of relief in Victoria are:

- Emergency-affected communities receive essential support to meet their **basic** and **immediate** needs
- Relief assistance is delivered in a **timely** manner, in response to emergencies
- Relief promotes **community safety**, and minimises further physical and psychological harm
- Relief and response agencies **communicate** clear, relevant, timely and tailored information and advice to communities about relief services, through multiple appropriate channels
- Relief services recognise **community diversity**
- Relief is **adaptive**, based on continuing assessment of needs
- Relief supports community responsibility and **resilience**
- Relief is **well coordinated**, with clearly defined roles and responsibilities
- Relief services are **integrated** into emergency management arrangements

[\(EMMV Part 4: State Emergency Relief and Recovery Plan 2015\)](#)

Activation and de-activation of emergency relief assistance

Incident controllers determine the need to activate relief services, with advice from the Emergency Management Team. De-activation of relief services will be based on reduce levels of demand and need for such services.

Once Council is notified of an emergency event within the municipality, the MRM will notify staff and agencies that assistance may be needed. The MRM will request that agencies make arrangements with volunteers and equipment needed to support the community. The MRM may also contact venues that may be required to be used as relief centres to discuss availability of and access to the facility.

Organisation of relief assistance



Figure 2 Local Relief Coordination

Emergency Shelter

In the first instance impacted individuals and families are encouraged to seek emergency shelter with friends and family. If this is not possible; the following options will be considered:

- Commercial accommodation options
- Local Emergency Relief Centres
- Emergency Relief Centres in neighboring municipalities

Emergency Relief Centres

Municipal Councils are responsible for establishing and managing Relief Centres, with support from regional recovery coordinators.

An Emergency Relief Centre (ERC) is a building or place established to provide essential needs to persons affected by an emergency. Emergency relief centres are established on a temporary basis to cope with the immediate needs of those affected during the initial response. The establishment of an ERC does not imply a long term presence for the provision of emergency recovery.

ERC Locations

ERC locations and a summary description of the facilities are provided at [Appendix A: Emergency Relief Centre Information](#). More detailed information and floor plans is maintained by each Partner Council and is available on request.

The location of ERCs is not publicly advertised. ERCs to be opened will be notified to the public through the formal emergency communication channels.

The criteria for selecting an ERC is based on the nature of the emergency and assessment of the facility located in a safe area away from the emergency zone.

The Partner Councils also has a number of secondary relief centres. These are not always assessed annually but may be utilised if the primary facilities capacity is exceeded.

ERC Kits

ERC Kits contain a collection of items that are immediately required to set up an ERC including consumables etc. The MRM is responsible for establishing and regularly checking the ERC Kits. Generally they are located at each Partner Councils Office locations and other sites as determined.

Food and Water at ERCs

As per EMMV Part 7 Emergency Management Agency Roles, Red Cross will coordinate food and water for the Partner Councils ERCs where agreed. The Partner Councils may engage other agencies or commercial providers to supply food and water where it is expedient to do so. Refer to [Appendix B: Municipal Relief & Recovery Service Providers](#)

Community Information

During an emergency the control agency is responsible for leading the provision of information to affected communities. Local Councils lead the provision of local public information to affected individuals in relief and recovery.

Reconnecting Families and Friends

The reconnection of displaced persons is primarily facilitated through the Register.Find.Reunite service. Victoria Police is responsible for the control and coordination of the service and Red Cross for its management and operation. Voluntary registration can be done in a relief centre, by phone at an inquiry centre or online –

<https://register.redcross.org.au/>

Crisisworks and Registration at ERCs

Generally Red Cross complete the registration of people attending an ERC using their documentation. They pass a copy of the completed Personal Information Form (PIF) to the ERC Manager (or delegate).

Data from this form is then entered into Crisisworks to record who has attended the ERC and what the impacts are of the emergency on them or their property. This allows for management of relief and recovery services and efficient reporting.

Emergency Animal Welfare Support

The Partner Councils have an integrated Emergency Animal Welfare Support Sub-plan that provides guidance on the management of domestic animals, wildlife and livestock in an emergency. Please refer to the sub-plan for further detail.

Primary responsibility for the welfare of domestic animals always rests with the owner. Owners are encouraged to have their own plans in place on how they will manage the welfare of their pets in an emergency.

Recovery Arrangements

Purpose of Recovery

To provide recovery services to assist the emergency affected community towards management of its own recovery. It is the coordinated process of supporting communities in the reconstruction of physical infrastructure, agriculture and natural environment as well as restoring emotional, social, economic and physical wellbeing to individuals. It may involve the establishment of a Recovery Centre

Principles of Recovery

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

- understanding the **context**
- focusing on the **consequences** of the emergency
- recognising **complexity**
- being **community focused**
- using **community-led** approaches
- ensuring **coordination** of all activities
- employing effective **communication**
- acknowledging and building **capacity**.

Transition from response to recovery

Transition is the process of transferring from the response phase to the recovery phase. It may occur in the relief phase (the first few days post incident) or later on in the recovery phase (from the first week on).

Recovery operations will commence as soon as possible after the onset of the emergency event and will develop alongside the response and relief activities while the incident is still under the management of the Incident Controller from the lead response agency.

A Transition from Response to Recovery document is compiled and signed by Council and relevant agencies. An example of this type of document can be found at [Appendix E: Example Transition Response to Recovery Handover Template](#)

Disaster Recovery Toolkit

The Disaster Recovery Toolkit for Local Government produced by Emergency Management Victoria (EMV) provides a range of tools, resources and literature to support Local Government and communities in the recovery phase of an emergency.

The Toolkit consists of eight (8) booklets titled:

01 - Understanding disaster recovery

02 – Recovery readiness: preparation for recovery before a disaster

03 – When disaster strikes: the first days and weeks

04 – Beyond disaster: the months and years ahead

05 – Council business matters: managing the challenges of disaster recovery

06 – Regional recovery networks

07 – Engaging the community in disaster recovery

08 – Recovery tools and other resources

The Toolkit is updated annually by EMV and can be found at:

www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government

Community Led Recovery

Community-led recovery involves the community in leading their own recovery and will be varied and relevant to the situation at the time. It is essential that the intent and process of recovery for a community is clear at the outset and may:

- involve supporting and facilitating a community to lead
- be inclusive, enabling equitable participation and building the capacity of individuals in the community to contribute and lead
- revolve around networks and connections
- resolve and embrace the “hard” issues while being emotionally supportive
- by its very nature need to be flexible in order to give possibility
- connect with both the past and future.

Planning for effective recovery may be achieved through use of (and by complementing) the resources already available within an affected community and utilising principles of community development. Community development empowers community members and creates stronger and more connected communities.

Communities have a range of trusted community groups or networks, which can be used to implement a range of recovery activities. These groups understand the local community dynamics and are best placed to provide on-going sustainable community recovery support.

Examples include:

- progress or ratepayer associations,
- community hall committees,
- sporting clubs, service clubs and community service organisations.
- stock and station agents,
- rural financial counselling services,
- newsagents or post offices

Community Recovery Committees

A local flexible and scaleable decision-making structure for the affected community is essential. A Community Recovery Committee (CRC) ensures community involvement, and is a means through which information, resources and services are coordinated.

This committee will comprise leaders and other representative members of an affected community, representatives of government, private and voluntary agencies.

A CRC provides a mechanism through which information, resources and services may be coordinated in support of an affected community. The MRM has the responsibility to ensure the establishment of CRC as soon as possible after the emergency or prolonged event which may impact the community. Where possible, existing local community representative committees should be used.

Refer to the EMV link for the Disaster Recovery Toolkit for Local Government Section 08 Recovery Tools and Other Resources for an example of a Recovery Committee Terms of Reference:

www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government

Community Recovery Plan

A Community Recovery Plan is based on impact assessments and engagement with the community to identify community recovery issues. It is an important mechanism to identify and express how communities may be supported and can outline a wide range of priorities.

The plan is used to guide how Local, State and Federal Government, local agencies and philanthropic organisations can best support affected communities.

The Community Recovery Plan must be flexible and allow for regular review as the timelines of the implementation of these priorities will be different for each community.

[For further information refer to EMVs Disaster Recovery Toolkit for Local Govt. – Recovery Tools and Other Resources.](#)

Recovery Centres

An Emergency Recovery Centre is a 'one stop shop' managed by Council, where people can access a wide range of information and services as they work towards recovery and reconstruction. The Centre may transition from the Emergency Relief Centre or it may be located separately.

The Recovery Centre should be located as close in proximity to the affected area as possible. The provision of a meeting space where community members can catch up and work together on local recovery activities should be considered.

The centre should provide access to information on Council related matters, rebuilding information, grants, temporary accommodation and case management. It can be used as a base for community development and recovery project workers.

Recovery Communication

Recovery is built on effective communication to ensure a coordinated approach to informing the community and delivering services. A well informed and connected community will recover sooner and become stronger than one without effective communications and guiding information.

Information sharing between agencies is important to ensure the community is informed of relevant information and services. This includes the sharing of contact details of members of impacted communities where their safety and welfare is of primary consideration.

Recovery communication is managed at the local level by the MRM and the Recovery Subcommittee in collaboration with the control agency for the emergency, DHHS at the Regional level and EMV at the State Level.

Key activities may include:

- Supporting communities to develop their own communication strategy through regular newsletters, emails, SMS updates and radio segments;
- Developing and distribution of a Community Recovery Bulletin
- Sharing between agencies of basic contact details of those affected by the emergency to ensure they are provided with information and communication over time.

For further information on Recovery Communication refer to:

- The Australian Red Cross publication Communicating in Recovery: www.redcross.org.au/files/Communicating_in_recovery_resource.pdf
- Emergency Management Victoria Disaster Recovery Toolkit 07 Engaging the Community in Disaster Recovery: www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government.

The **Control Agency** for an emergency at the local, regional and state tier is responsible for coordinating community information **during** an emergency.

Relief and early recovery messaging at the local level will be coordinated by the Partner Councils, and disseminated in accordance with control agency requirements while they are operational. Development and distribution of messages may be support by the Department of Health and Human Services (DHHS).

In situations where regional or state coordination of relief and/or recovery has been activated, Council will support DHHS as a way of continuing the principle of “one source one message”.

Impact Assessments

Introduction

Impact assessments are conducted in the aftermath of an emergency to assess the impact to the community and inform government of immediate and longer term recovery needs. Under the Emergency Management Act 2013 Emergency Management Victoria through the Commissioner is responsible for ensuring the coordination, collection, collation and reporting of impacts.

Impact assessments commence in the response phase of the emergency and are conducted in three stages:

- Initial impact assessment (IIA)
- Secondary impact assessment (SIA)
- Post emergency needs assessment (PENA)

[For further information refer to EMVs Disaster Recovery Toolkit for Local Govt. – Recovery Tools and Other Resources.](#)

The Impact Assessment Process

The first two phases of the impact assessment process provides the foundation for a more in-depth assessment during the transition from initial to post impact assessment. Generally the assessment timeline commences once access is gained to an affected area.

In general terms:

Initial Impact Assessment: First responders conduct an IIA to provide an initial appraisal of the extent of the impact of the emergency on a community and infrastructure.

Secondary Impact Assessment: Entails a higher level of data collection that can be generated from a number of sources e.g. State Agencies, Local Government and other agencies.

Post Impact Assessment: Is a far more detailed assessment process involving input and analysis from experts.

The Incident Controller (IC) is responsible for initiating the impact assessment process. The IC will request the appointment of a coordinator to manage the IIA. A Recovery Coordinator will be appointed to manage the Secondary and Post Impact Assessments as they transition through from the IIA.

The MRM will determine the staffing requirements of the team required to carry out any Council impact assessment and will depend on the type and scale of the emergency and impact.

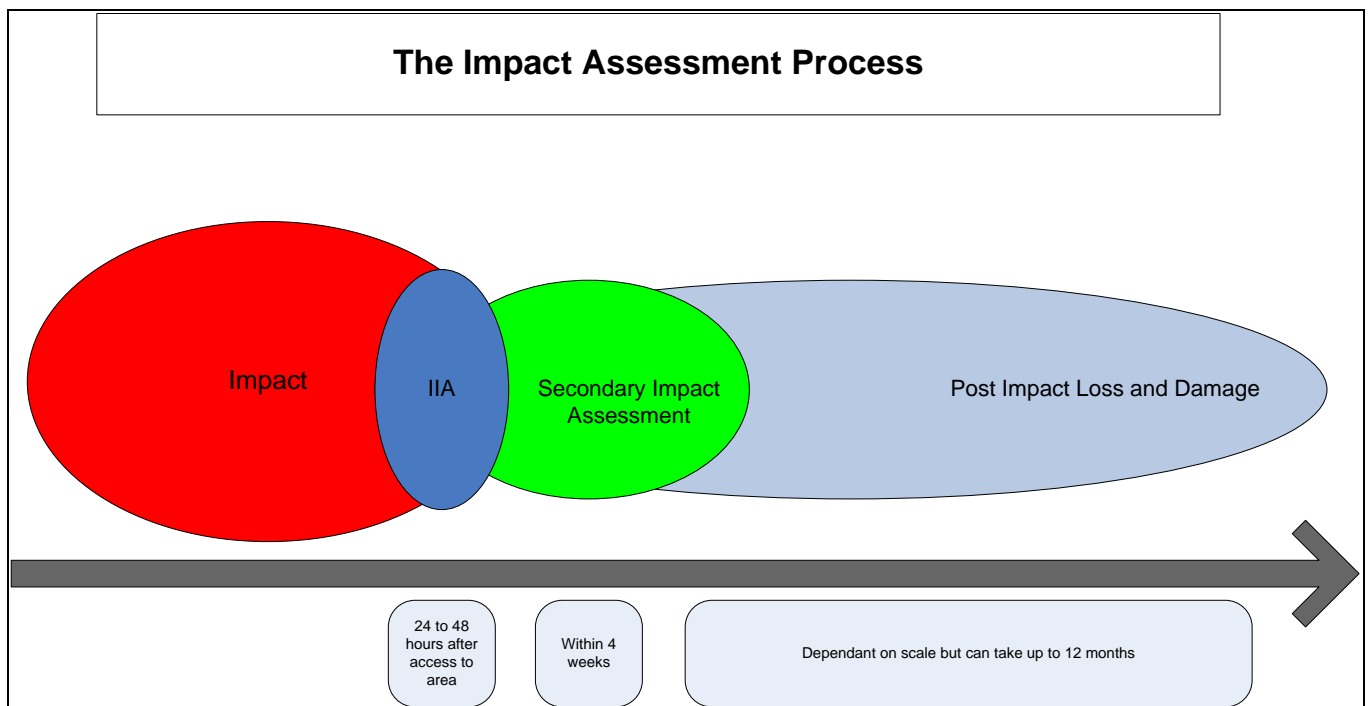


Figure 3 Impact Assessment Process

Initial Impact Assessment

An Initial Impact Assessment (IIA) is an initial appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency or disaster. IIA is initiated and coordinated by the control agency.

The purpose of IIA is to provide an immediate assessment of an impacted area during the initial stages of an emergency by:

- Determining the impact and scale of the emergency;
- Gathering information to assist response, relief and recovery activities;
- Providing information to the government and the community on the impact of the emergency to promote confidence in the management of the incident; and
- Establishing a standard process for gathering, recording and reporting on impact related information

During the first 48 hours of an emergency the IIA gathers and verifies data about the impact of an emergency. Information from an IIA is provided by the Incident Control Centre to the MERO and MRM to enable Planning for current and future response and recovery activities.

IIA data is used to assist recovery agencies to Plan for potential relief and recovery requirements of communities by identifying the following impacts (not an exhaustive list):

- Community/ township built environment (sewage, water, electricity access);
- Injured/ deceased persons;
- Damage to local businesses vital to the community (suppliers of food);
- Damage to government facilities of community significance (schools, hospitals);
- Residential damage indicating displaced people, and
- Damage to essential road and rail transport connections that results in isolation of communities, homes, businesses.

In addition, the data will assist in informing local, regional and state budget holders regarding potential financial assistance requirements.

The MRM in conjunction with the MERO and MERC is to assess the impact of the incident and determine any requirement for recovery support in accordance with local resources.

The magnitude of the event and the subsequent recovery activities will be determined by the data collected during the post impact assessment.

Secondary Impact Assessment

Secondary Impact Assessment (SIA) builds on the observational information gathered through the IIA phase to provide an additional layer of analysis and evaluation. A secondary assessment is more detailed and the information supports understanding the type and level of assistance needed by affected communities. The Incident Controller will initiate the transition from IIA to SIA in consultation with the IIA Coordinator and Recovery Coordinator.

The SIA phase considers resources available within an affected community and identifies those needs and priorities that can only be met with outside assistance. The management of this phase will change from the incident, regional and state level IIA Coordinator to the Recovery Coordinator.

The following points should be considered when transitioning from IIA to either the Secondary or Post Impact Assessment Phase:

- Review incident risk assessments so that necessary measures are put in place for the safety and wellbeing of personnel that will be operating in the secondary and post impact assessment phases
- Determine the need to conduct secondary impact assessment, or transition directly to local government where local resources are activated for the conduct of post impact assessment;
- Confirm the process of IIA data exchange from the Incident Controller to DHHS, recovery agencies and local government (an agreed process should be developed and documented which ensures that any further impact assessment information collected by the relevant controller is clearly identifiable and flows seamlessly to those agencies and organisations involved in recovery operations);
- Determine what resources are required during the secondary and post impact phases and for what period of time
- Confirm which resources will be stood down and which resources will be activated such as Local Government, Red Cross and the Victorian Council of Churches Emergencies Ministry;
- Map and understand key geographical areas within the area of impact where Secondary and Post Impact Assessment operations should be concentrated and prioritised, e.g. key infrastructure, isolated communities and community icons;
- Development of key messages to the community which can be included within the broad suite of warning methods, and
- Understand the complications associated with the return of the community to the impacted area and develop a suitable Plan where the community members are informed and supported
- Teams undertaking Secondary Impact Assessments should consider the provision of psychological first aid by either including an appropriately trained person in the

team or by ensuring team members have undertaken appropriate training in psychological first aid

This secondary assessment process will have the recovery teams engaging with community members and obtaining impact information in detail. Returning residents may have had contact with IIA teams already, so subsequent assessors will need to keep this in mind and try to minimise 'assessment fatigue' by avoiding repeating the same questions that IIA responders may have previously asked.

Ideally secondary assessment teams will be deployed as soon as the Incident or Regional Controller declares the impact area safe.

Post Impact Assessment

A Post Impact Assessment (PIA) estimates the cost of destroyed assets of an emergency across the recovery environments. The assessment should inform the medium to longer-term recovery process, and guide Planning that focuses on building structures and designing environments that enhances community resilience and assists in mitigating the impact of future emergencies.

A PIA draws upon information gathered from the Initial Impact Assessment and Secondary Impact Assessment and is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency or disaster. Estimates are made for both physical and financial losses, such as the loss of business output.

A PIA will:

- Survey the extent of damage and evaluate financial and material needs
- Provide a priority listing to assist agencies in the performance of their functions to address community needs
- Monitor the acquisition and application of financial and material aid provided or required during the recovery period
- Develop an appropriate Recovery Plan applicable to the assessed impacts

PIA is conducted primarily after the emergency when it is safe enough for trained personnel to enter the affected area.

Council will coordinate the PIA for Council owned or managed property and assets. Other agencies may also be involved in PIA (e.g. DEDJTR when rural and farming enterprises are impacted, and DELWP where state owned land is impacted). Should the emergency extend beyond the boundaries of the municipality, PIA will be coordinated by DHHS.

Finance and Resources

Introduction

Recovery from an emergency is a shared responsibility between the community, government and non-government agencies. It is expected that the community will have adequate resources to sustain them for the first seventy two hours (72) at least to allow for the mobilisation of support services.

It is expected where available that appropriate and adequate insurance is held to manage the impacts of an emergency upon people and property

Financial Arrangements in Recovery

Where an agency's expenditure is in order to fulfil its own responsibilities, that agency is responsible for the costs, including services and resources sourced from others.

Municipal councils are responsible for the cost of emergency relief measures provided to an impacted community and can claim expenditure through the NDRRA or NDFA financial arrangements.

Natural Disaster Financial Assistance (NDFA)

The Victorian Department of Treasury and Finance provides Natural Disaster Financial Assistance (NDFA) for local councils to assist in the recovery process. Assistance is available for approved emergency protection works and the approved restoration of municipal and other essential public assets in most emergency events.

Councils can claim any extraordinary salaries, wages or other expenditure which would not have been incurred had the emergency not occurred. Details regarding the eligibility criteria and lodging of a claim for financial assistance are available via the DTF website, www.dtf.vic.gov.au

Natural Disaster Relief and Recovery Arrangements (NDRRA)

Joint arrangements between the Australian and Victoria governments provide funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) to help pay for natural disaster relief and recovery costs. Based on the type of emergency, municipal councils, agencies and departments may be eligible for reimbursement through the NDRRA.

Relief and recovery services, including establishing and operating a Municipal Emergency Coordination facility or alternative are not automatically eligible for reimbursement. However, the Department of Treasury and Finance can determine, on a case-by-case basis, if these costs may be reimbursed. For further information refer to www.dtf.vic.gov.au

Donations and Appeals

The Partner Councils support the principle of monetary donations over donated goods in the first instance as per the [National Guidelines for Managing Donated Goods](#). Material donations are discouraged as financial donations can provide a greater level of choice and can more accurately target any identified needs and help circulate money in affected communities.

The Partner Councils have limited capacity to coordinate donated goods and services and will liaise with appropriate non-government agencies and service groups to assist in this area. Consequently the Partner Councils also have limited capacity to manage appeals and will liaise with appropriate organisations that can assist in this area.

Municipal Resources

Recovery following emergencies can often take a long time and significant resources are required to manage recovery processes for the community. Council, agencies and the affected community will work together to review expenditure requirements and advocate for further external funding to ensure that consideration is given to emerging needs and issues.

Municipalities have a responsibility to Plan for and provide resources from within the municipal area in the event of an emergency, and contingencies exist under the EMMV to manage resource requests if the Shire is unable to provide.

Resource requests are sourced locally first and then if unable to be provided the request is passed through to the Municipal Emergency Resource Officer (MERO) to the Municipal Emergency Response Coordinator (MERC) to the Regional Emergency Response Coordinator (RERC).

Municipal Resource Sharing

Emergencies sometimes require councils to source additional resources to ensure that the affected community is restored to normal function as efficiently as possible.

The Partner Councils have mutual aid agreements in place with other Councils and is a member of the [Municipal Association of Victoria's \(MAV\) Inter-Council Emergency Management Resource Sharing protocol](#). For more information and specific details on resource sharing, refer to the MEMP.

Volunteer Management

Volunteers work across all four areas of recovery (built, natural, social and economic) to support people affected by an emergency. The Partner Councils will manage volunteers they are responsible for in accordance with their policy and plans. Other volunteers will be managed depending on the circumstance and in consultation with key volunteer organisations

Key Considerations in Volunteer management include:

- Ensuring that volunteer activity is managed and coordinated
- Ensuring volunteers are inducted and suitably trained for the work undertaken
- Ensuring that where possible, activities such as fencing and environmental work are carried out by appropriate groups with trained and insured volunteers.
- Community Development resources and administrative supports are provided to support the local volunteer committees and groups to sustain their involvement in the recovery process
- Spontaneous volunteers and their management

Recovery Environments

There are four key environments of recovery that are considered the functional areas that require coordination arrangements as part of the recovery process.

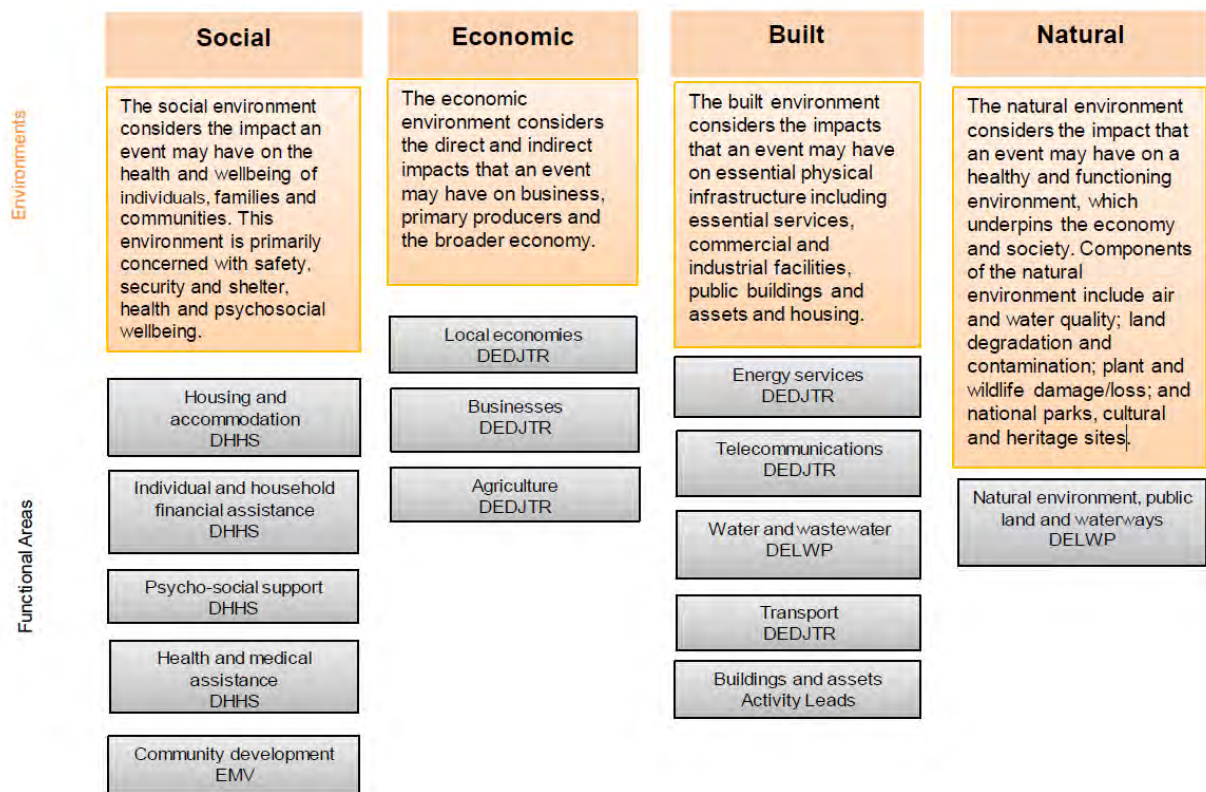


Figure 4 Recovery Environments & Functional Areas

These functional areas focus on the various needs of communities following an emergency. In the event of a major emergency a Recovery Committee will be established to ensure these areas are addressed appropriately. Each functional area will be assigned a Recovery Environment Coordinator (refer EMMV Part 4 page 26)

Social Environment

Introduction

The social recovery environment addresses the impact of an emergency on the health and wellbeing of individuals, families and communities. Recovery programs in the social environment have an emphasis on psychosocial support that a variety of service providers deliver. These services need to be accessible early in a recovery program so the services providers can deliver the support required.

Responsibility

Coordination activities in the social recovery environment are the responsibility of:

- **Local Level: Municipal Councils**
They are responsible for coordinating the delivery of recovery services for affected people and communities. Consideration of appropriate support strategies may include:
 - Accessing information
 - Financial assistance
 - Coordination of support services
 - Coordination of accommodation arrangements
- **Regional Level: Department of Health & Human Services (DHHS)**
They are responsible for:
 - Coordinating of the provision of health services
 - Coordinating psychosocial support regionally and in support of the local level
- **State Level: Emergency Management Victoria (EMV) & DHHS**
 - EMV has a state wide coordination role in recovery where an emergency is of sufficient scale
 - DHHS supports EMV in this role

People Diversity in an Emergency

Communities have a diversity of people who may be affected by an emergency. Where a community has been affected, Recovery Managers require an appreciation of the community profile so they can plan and coordinate delivery of appropriate resources and services. Diversity considerations include but are not limited by:

1. **Gender: male, female, LGBTIQ**
Gender groups respond differently in an emergency, an appreciation of this is needed to plan for appropriate service delivery.
2. **Age:**
Children and young persons have unique needs in an emergency. Refer to DHHS publication [Emergency Management Planning for Children and Young People Guide](#)
Elderly
The elderly have particular needs and recovery planning will need to take these into account and facilitate collaboration with aged care service providers.
3. **Culturally and Linguistically Diverse (CALD) groups of people**
The culture, language and religious beliefs of individuals and groups within a community need to be considered when planning recovery services.
4. **Aboriginal people**
Engaging with Aboriginal Leaders and their communities will assist in providing appropriate relief and recovery services and protect their cultural heritage when recovery work is undertaken.

Vulnerable Groups

In recovery Planning Council and other recovery service providers need to consider how their recovery arrangements best engage and deliver services to vulnerable groups. The recovery arrangements must be sufficiently flexible, adaptable and inclusive when an emergency impacts on a community. These groups include but are not limited by:

- Culturally and Linguistically Diverse (CALD) groups
- Bereaved people
- Isolated households
- People with physical disabilities e.g. deafness, blindness etc.
- People with mental health issues
- Parents with young children
- People from low socio-economic backgrounds
- People with poor literacy and numeracy skills

Displaced and Dispersed People in an Emergency

An emergency may displace, disperse and isolate people or communities from where they live and work. Recovery arrangements and agencies need to consider their needs when providing services and support. It is important that displaced or dispersed people are returned to their residences as quickly as possible.

History has demonstrated that where it has taken too long to rehabilitate an impacted area and return people as quickly as possible often never return. If circumstances are such that it is not possible for them to return quickly it is important that they are informed of the reasons and kept up to date regularly.

Domestic Violence in an Emergency

Many factors contribute to and increase the risk of domestic violence in our society; they include but are not limited to:

- Drug and Alcohol abuse
- Financial stress
- Unemployment
- Trauma
- Homelessness

Domestic violence is driven by gender inequity, stereotypes and a culture of excusing violence it can include physical assaults but also a range of tactics including:

- Intimidation or coercion
- Direct or indirect threats
- Sexual assault
- Emotional or psychological abuse
- Financial control
- Social abuse/isolation
- Any behaviour that causes a person to fear for their safety and wellbeing

Domestic violence can be exacerbated by the stress and pressure brought about by an emergency event and its impact. The Partner Councils through recovery Planning and management are committed to:

- Openly and candidly acknowledge the heightened risk of domestic violence during and after emergencies
- Dispel the notion that domestic violence is an acceptable response to stress and trauma
- Ensure incidences of or suspected of domestic violence are recorded and referred to support services and Victoria Police as appropriate
- Provide mental health information to impacted individuals and communities
- Provide domestic violence information to impacted individuals and communities
- Provide targeted and gender friendly information on domestic violence when needed
- Utilise identified existing social networks and gathering places to distribute information across an impacted community

Reference: Victoria's 10 year Domestic Violence Plan www.vic.gov.au/familyviolence

Community Programs

Depending on the level of impact, affected communities who have been adversely affected by an emergency may not be able to return to their previous way of life. The affected individuals and communities need support to adapt and change.

Community Programs may be developed to support the individuals and communities to adapt and change. Any program development must be done with the involvement of the affected communities. These Planning sessions are a part of the overall recovery process and are coordinated by Council at the local level initially. It should be the community that identifies a sustainable program to support their ongoing recovery initiatives

Community engagement

Through community engagement recovery Planning and service providers can identify existing community networks to deliver recovery programs. Engagement with these networks will identify recovery service requirements and deliver information, recovery services and support to those affected.

The community networks may include but are not limited by:

- Community Houses
- Community Resource Centres
- Welfare Agencies
- Health and Community Care (HACC) Workers
- Sporting Clubs
- Service Clubs
- Volunteer Resource Centres
- Chamber of Commerce
- Development Associations
- Farmer Groups e.g. Victorian Farmers Federation

Built Environment

Responsibility

The Department of Economic Development, Justice, Resources and Transport (DEDJTR) are responsible at the State level for coordinating the participation of all agencies to ensure that the recovery of the built environment is facilitated. The responsibilities of agencies at the regional level are specified in regional relief and recovery Plans.

Agencies retain their responsibilities in respect of infrastructure that sits within their portfolio. DEDJTR maintains a coordination function only and agencies are responsible for any reporting obligations in respect of infrastructure they are responsible for.

At the local level the Partner Councils are responsible for infrastructure that is within their mandate to manage e.g. roads, drainage etc.

Housing

Assessment and repair of homes is critical for expediting the return of people to an acceptable level of functional life. Households and property owners are responsible for having adequate insurance protection or other means to enable the clean-up, repair and reconstruction of damaged property. Where insurance applies it is used in the first instance to begin the recovery process.

Information on insurance policies and coverage is sort from the individual insurance company or the Insurance Council of Australia.

Other activities that can assist and help in the transition from displacement to repatriation include:

- Information for individuals and industry about temporary homes, buildings and new building standards
- Facilitating access to public housing or the private rental market
- Advice on obtaining building permits and engaging building practitioners

DHHS may support households to arrange interim accommodation and assist with planning future housing arrangements.

Should the State need to assist with clean-up and demolition the Department of Environment, Land, Water and Planning (DELWP) will coordinate activities through the Environment Protection Authority (EPA)

The Building Commission provides building advice and information and in some cases expediting the building cycle after an emergency event.

Public Infrastructure

The state government, local councils, community and private sector all have responsibilities when community facilities are damaged or destroyed. Damaged or destroyed facilities may include:

- Community/neighbourhood centres and places for congregation
- Schools and learning institutions
- Kindergartens and child care facilities
- Places of spiritual worship
- Graveyards and memorials
- Sporting and recreational facilities and clubs
- Cultural centres
- Entertainment venues
- Restaurants and cafes

Each of these facilities has the potential to assist the community in its recovery process, but if damaged would be unable to perform their community functions. The damage may be structural damage to buildings or damage to furnishings and contents or both.

Critical public buildings, infrastructure and facilities need to be pre-identified as priorities in the recovery Planning process and adequate arrangements developed for their restoration or replacement.

Local government are similarly responsible for council owned and managed assets and infrastructure, working with local businesses where appropriate.

Recovery activities should also recognise key elements of the built environment that have social value e.g. landmarks and significant community sites which are symbolically and functionally important in community recovery

Critical Infrastructure

Respective government departments are responsible for the restoration of critical infrastructure that sits within their portfolio in conjunction with the Victorian Managed Insurance Authority and relevant private operators.

Commercial (Private) Infrastructure

The property manager is responsible for ensuring adequate insurance is in place to enable restoration of their facilities.

Economic Environment

Responsibility

The economic environment considers the direct and indirect impacts that an emergency event may have on:

- Individuals and families
- Business
- Primary producers
- Tourism
- Industries
- Broader community

The impacts range from the immediate and intense e.g. loss of income or capacity to generate income to long term and chronic e.g. loss of workforce due to displacement of people, loss of productive land or disruption to tourism in an area.

Municipal Councils are responsible for the local coordination and delivery of economic recovery activities for businesses including:

- Assisting businesses in accessing information, grants or assistance programs through the Department for Health and Human Services
- Prioritising recovery works that have positive impacts on business recovery

Councils may also involve local business in:

- Recovery activities
- Development and promotion of local employment opportunities
- Supporting local tourism and other affected businesses

The Department of Economic Development, Jobs, Transport and Resources (DEDJTR) assist municipal councils with this role at the regional and state level. During relief activities, the referral of any identified urgent need will be coordinated by DEDJTR and the appropriate agency for service provision.

The Business Victoria website provides guidance on business preparedness; risk mitigation and business continuity refer to www.business.vic.gov.au

Business Victoria provides specific advice for tourism businesses, including resources to assist local and regional business and tourism operators plan for, respond to and recover from emergencies. Refer to [Crisis Essentials - Crisis Management Guide for Tourism Businesses](#).

Agriculture

Following significant incidents, DEDJTR, may establish a longer term recovery program. They are a key support agency that takes a lead role in the provision of recovery services to commercial primary producers and rural land managers.

The operational objective of a recovery program is to support primary producers in improving productivity after an emergency event through design and implementation of appropriate assistance programs. The focus of a DEDJTR rural recovery program is on:

- Supporting the wellbeing of rural communities
- Revitalising the economy of rural communities, through
- Re-establishment of agricultural enterprises
- Rehabilitation of productive land and the surrounding environment

Where primary producers are impacted, DEDJTR and the Municipal Recovery Manager will liaise and determine the appropriate level of case management deployment DEDJTR will activate to ensure coordination and minimise duplication.

Emergency Fodder

DEDJTR and the Victorian Farmers Federation (VFF) may provide emergency fodder for a maximum of four weeks following an emergency, where a significant amount of pasture and/or fodder has been lost. The need will be jointly considered on a case by case basis.

Fencing

It is the responsibility of the owner of private land to fence their property and secure stock within their boundary. Landholders are expected to manage risks to their assets and have appropriate levels of insurance to cover boundary and internal fencing.

Assistance may be provided by volunteer groups to rural landholders to assist in dismantling damaged fences and reconstructing fences. Local Government may take the lead role in coordinating local volunteer efforts after emergencies.

The Victorian Government will pay 100% of the restoration costs of fences damaged on private land as a result of machinery used by fire agencies to control bushfires. This includes damage to fences by machinery such as bulldozers entering properties and or constructing fire control lines and other fire emergency vehicles obtaining access.

The Victorian Government will meet half the cost of materials to replace or repair fencing between private land and all national parks, state parks and state forests destroyed or damaged by bushfire. [Refer to DELWP website](#)

Animal welfare

DEDJTR coordinates all animal welfare and works in collaboration with agencies who involved in assisting the recovery of animals after emergencies:

- Councils (companion animals)
- DELWP (wildlife)
- Royal Society for the Prevention of Cruelty to Animals (RSPCA)
- Australian Veterinary Association (AVA)
- Other volunteer groups

The services that may be required include but are not limited by:

- Adequate food and water
- Provision of shelter
- Adequate shelter and space
- Freedom from pain, suffering, disease and obvious discomfort
- Freedom from unnecessary fear and distress

Key Animal welfare considerations include:

- Maintaining acceptable animal welfare standards for all animal species
- Destruction of the minimum number of animals during an emergency
- Best use of available resources.

Refer to the:

- Wimmera Emergency Animal Welfare Support Plan
- Victorian Emergency Animal Welfare Support Plan:
www.agvic.vic.gov.au/agriculture/emergencies/response/victorian-emrgency-animal-animal-welfare-Plan

DEDJTR will also assess and assist with urgent animal welfare needs of rural land managers with emphasis in the first instance on the relief of animal suffering.

DEDJTR and the Environment Protection Authority (EPA) are able to provide direction to local government and their Environmental Health Officers (EHO) regarding the location of stock disposal sites

Natural Environment

Responsibility

A third of Victoria is public land comprised of parks, forests and reserves. Emergencies that occur on this land have multiple consequences for ecosystems, biodiversity, economic and social values. Actions to recover from these emergencies may start while the emergency is still underway and can continue for many months or years.

The Department of Environment, Land , Water and Planning (DELWP) is responsible for coordinating natural environment recovery activities at the local, regional and state level by working closely with partner agencies such as:

- Parks Victoria
- Environment Protection Authority
- Catchment Management Authorities
- Local Governments
- Communities

Emergencies on public land or the marine environment can lead to impacts on the economies of communities and regions through direct or indirect impact on industries such as:

- Forestry
- Fishing
- Apiary
- Farming
- Nature based tourism
- Cultural based tourism
- Recreational tourism

Activities that can be undertaken to assist restore the economic viability of impacted industries includes:

- Restoring access to impacted public land
- Reopening the road network
- Restoring visitor facilities
- Monitoring and surveying impacted habitats
- Regenerating forests for future timber use
- Assisting farmers restore boundary fences between farms and public land

These activities are undertaken by DELWP, Parks Victoria, VicForests and Local Government as appropriate.

Council will provide information and advice on community priorities to DELWP and keep the community informed about recovery management undertaken in the natural environment.

Appendix A: Emergency Relief Centre Information

Horsham Rural City Council

Facility	Location	Contact Details	Capability	Capacity	Comments
Horsham Snr Citizens Centre	17 Roberts Ave. Horsham	HRCC: 03 5382 9777 MRM: 0427 514 176	Refer to HRCC Emergency Relief Centre Document	100 people 30 only for sleeping	
Uniting church Complex	Cnr Pynsent & Urquhart Sts. Horsham	Uniting church: 1. 03 5382 6631 0428 740 591 2. 03 5382 6373 0418 541 170	Refer to HRCC Emergency Relief Centre Document	300 people 100 only for sleeping	
Haven Hall	4378 Henty Hwy Haven	Sue Exell: 03 5382 6313 0409 257 256	Refer to HRCC Emergency Relief Centre Document	20 people Limited for sleeping	
Natimuk Showgrounds	48 Jory St. Natimuk	Cheryl Sudholz: 03 5387 1036 0428 871 036	Refer to HRCC Emergency Relief Centre Document	200 people 60 only for sleeping	
Natimuk Soldiers Memorial Hall	101 Main St. Natimuk	Natimuk Post Office: 03 5387 1210 0428 871 210	Refer to HRCC Emergency Relief Centre Document	200 people 60 only for sleeping	
Hamilton Lamb Memorial Hall	23 Horsham Kalkee Rd Horsham	HRCC: 03 5382 9777 Susan Hogan: 03 5381 0222 0407 547 388 Hall Mobile: 0419 538 206	Refer to HRCC Emergency Relief Centre Document	50 people No sleeping	

Facility	Location	Contact Details	Capability	Capacity	Comments
Kalkee Recreation Reserve	1674 Blue Ribbon Rd Kalkee	Greg Lawson: 03 5383 2206 0428 832 206	Refer to HRCC Emergency Relief Centre Document	200 people Limited (<50) for sleeping	
Laharum Hall	1586 Nthn Grampians Rd Laharum	Judy Berendsen: 03 5383 6265 0417 056 219	Refer to HRCC Emergency Relief Centre Document	150 people Limited (<50) for sleeping	
Wimmera Field Days Facility	37 Field Days Rd Longerenong	Murray Wilson: 03 5384 7210 0429 812 603	Refer to HRCC Emergency Relief Centre Document	300 + Sleeping limited only by supply of appropriate equipment	
Kanagulk Hall	4859 Natimuk- Hamilton Rd Kanagulk	Anne Russell: 03 5570 1403 0437 124 003	Refer to HRCC Emergency Relief Centre Document	40 people 25 only for sleeping	

Table 2 Emergency Relief Centres - Horsham Rural City Council

Yarriambiack Shire Council

Facility	Location	Contact Details	Capability	Capacity	Comments
Beulah Community Centre	24 Deakin St. Beulah	Maurie Williams: 03 5390 2363	Refer to YSC Emergency Relief Centre Document	150 people 100 only for sleeping	
Hopetoun Football Club	29 Strachan St. Hopetoun	Ross Brown: 0409 946 648	Refer to YSC Emergency Relief Centre Document	150 people 60 only for sleeping	
Hopetoun Memorial Hall	13 Austin St. Hopetoun	Wal Ferguson: 0417 342 899	Refer to YSC Emergency Relief Centre Document	250 people 100 only for sleeping	
Hopetoun Snr Citizens Centre	86 Toole St. Hopetoun	Joan Rook: 03 5083 3405	Refer to YSC Emergency Relief Centre Document	100 people No sleeping	
Minyip Memorial Hall	36-58 Donald-Murtoa Rd (Main St.) Minyip	Corinne Heintze: 03 5385 7388	Refer to YSC Emergency Relief Centre Document	300 people 100 only for sleeping	
Minyip Snr Citizens Centre	72-74 Main St. Minyip	Iris Weisse: 03 5385 7440	Refer to YSC Emergency Relief Centre Document	100 people No sleeping	
Murtoa Mechanics Institute	37 Duncan St. Murtoa	Carolyn West: 03 5385 2373	Refer to YSC Emergency Relief Centre Document	500 people 175 only for sleeping	
Rupanyup Community Centre	27 Gibson St. Rupanyup	Vicki South: 03 5385 5079	Refer to YSC Emergency Relief Centre Document	200 people 75 only for sleeping	

Facility	Location	Contact Details	Capability	Capacity	Comments
Rupanyup Memorial Hall	41 Cromie St. Rupanyup	Val Hemphill: 03 5385 5158	Refer to YSC Emergency Relief Centre Document	300 people 100 only for sleeping	
Warracknabeal Community Centre	Scott St. Warracknabeal	Geoff Bergen: 03 5398 1362	Refer to YSC Emergency Relief Centre Document	300 people 100 only for sleeping	
Warracknabeal Stadium	Anderson St. Warracknabeal	YSC: 03 5398 1270	Refer to YSC Emergency Relief Centre Document	500 people 150 only for sleeping	
Patchewollock Memorial Hall	Cnr Federation & Poulton Sts Patchewollock	Judy Cummings: 03 5084 1252	Refer to YSC Emergency Relief Centre Document	200 people 100 only for sleeping	
Woomelang Memorial Hall	45-47 Brook St. Woomelang	Rex Barbary: 03 5081 2122	Refer to YSC Emergency Relief Centre Document	300 people 100 only for sleeping	
Woomelang Recreation Reserve	Brock St. Woomelang	Colin Barber: 03 5081 2137 0427 345 242	Refer to YSC Emergency Relief Centre Document	150 people 100 only for sleeping	

Table 3 Emergency Relief Centres - Yarriambiack Shire Council

Hindmarsh Shire Council

Facility	Location	Contact Details	Capability	Capacity	Comments
Dimboola Snr Citizens Centre	41 Victoria St. Dimboola	HSC MRM: 0400 681 382 HSC: 03 5391 4444	Refer to HSC Emergency Relief Centre Document	50 people 10 only for sleeping	
Jeparit Hall	10 Roy St. Jeparit	HSC MRM: 0400 681 382 HSC Jeparit Office: 03 5391 4450	Refer to HSC Emergency Relief Centre Document	100 people 25 only for sleeping	
Nhill Memorial Community Centre	70 Nelson St. Nhill	HSC MRM: 0400 681 382 HSC: 03 5391 4444	Refer to HSC Emergency Relief Centre Document	250 people 50 only for sleeping	
Rainbow MECCA	Federal St. Rainbow	HSC MRM: 0400 681 382 HSC Rainbow Office: 03 5391 4451	Refer to HSC Emergency Relief Centre Document	100 people 30 only for sleeping	

Table 4 Emergency Relief Centres - Hindmarsh Shire Council

West Wimmera Shire Council

Facility	Location	Contact Details	Capability	Capacity	Comments
Apsley Recreation Reserve	37 Splatt St. Apsley	Apsley Police OIC: 0408 220 616	Refer to WWSC Emergency Relief Centre Document	50 people Nil sleeping capacity	
Apsley Hall	62 Wallace St. Apsley	WWSC Edenhope: 03 5585 9900 Key Safe: 193	Refer to WWSC Emergency Relief Centre Document	70 people Nil sleeping capacity	
Edenhope Snr Citizens Centre	54 Langford St. Edenhope	WWSC Edenhope: 03 5585 9900 Key Safe: 195	Refer to WWSC Emergency Relief Centre Document	50 people Nil sleeping capacity	
Goroke Snr Citizens Centre	7-11 Station St. Goroke	WWSC Edenhope: 03 5585 9900 Key Safe: 195	Refer to WWSC Emergency Relief Centre Document	50 people Nil sleeping capacity	
Kaniva Snr Citizens Centre	25 Baker St. Kaniva	WWSC Kaniva: 03 5392 7700 Key Safe: 193	Refer to WWSC Emergency Relief Centre Document	50 people Nil sleeping capacity	
Kaniva Hall	Baker Street Kaniva	WWSC Kaniva: 03 5392 7700 Nil Key Safe	Refer to WWSC Emergency Relief Centre Document	70 people Nil sleeping capacity	
Kaniva Community Hub	132 Budjik Street Kaniva	WWSC Kaniva: 03 5392 7700 Nil Key Safe	Refer to WWSC Emergency Relief Centre Document	100 people Nil sleeping capacity	

Table 5 Emergency Relief Centres - West Wimmera Shire Council

Appendix B: Municipal Relief & Recovery Service Providers

Appendix B provides a summary list of local community groups, not for profit and commercial providers of goods and services that may support relief and recovery services in each of the Partner Councils municipalities depending on capability and capacity.

The information is current at time of publication but may change without notice. The following links provide current information on local service providers:

Community and not for profit groups:

Horsham Rural City Council:	www.mycommunitydirectory.com.au/Victoria/Horsham
Yarriambiack Shire Council:	www.mycommunitydirectory.com.au/Victoria/Yarriambiack
Hindmarsh Shire Council	www.mycommunitydirectory.com.au/Victoria/Hindmarsh
West Wimmera Shire Council	www.mycommunitydirectory.com.au/Victoria/West_Wimmera

Commercial service providers:

Wimmera Development Association:	www.thewimmeraonline.com.au
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Accommodation					
Organisation	Contact	Location	Type	Capacity	Notes
West Wimmera Shire Council					
Ardwick Homestead Farmstay	(03) 5586 5255	1340 Wimmera Highway Apsley	House (Family accommodation)		
Ardmeen Cottage	(03) 5586 7503	5556 Casterton Naracoorte Road Poolaijello	Indoor lodgings		
Border Inn	(03) 5586 1205	65 Wallace Street Apsley	Hotel		Border Inn also have an area for 'free stay' camping.
Connewirrico Community Centre	(03) 5583 1560	945 Kadnook Mooree Road Connewirricoo	Indoor lodgings		Kitchen and outdoor area additional to open sleeping areas
Edenhope Lakeside Tourist Park	(03) 5585 1659	Lake Street Edenhope	Caravan Park plus onsite cabins		Dump site next to caravan site
Edenhope Motor Inn	(03) 5585 1369	157 Elizabeth Street Edenhope	Motel		
Glamping at 95 Elizabeth Street	0458 736 992	95 Elizabeth Street Edenhope	Indoor lodgings		
Glendarra Cottage	(03) 5583 1506	1484 Moree Culla Road Harrow	Indoor lodgings		
Goroke Apex Accommodation Park	0429 672 791	Main street Goroke	Caravan Park		Camp kitchen
Goroke Hotel	(03) 5386 1040	36 Main Street Goroke	Hotel		
Hermitage Hotel	(03) 5588 1209	Blair Street Harrow	Hotel		
Higgelty Piggelty Bed and Breakfast	(03) 5585 1248	3 Langford Street Edenhope	House		

Accommodation					
Organisation	Contact	Location	Type	Capacity	Notes
Johnny Mullagh Memorial Caravan Park	(03) 5588 1251	Blair Street	Caravan Park		
Kaniva Caravan Park	0458 687 054	Barker Street Kaniva	Caravan Park		Camp kitchen, laundry and dump site
Kaniva Colonial Gardens Motel	(03) 5392 2730	134-136 Commercial Street East Kaniva	Motel		
Kaniva Midway Motel	(03) 5392 2515	14 Commercial Street West Kaniva	Motel		
Lake Charlegrark Caravan Park and Cottages	(03) 5386 6281	4532 Kaniva – Edenhope Road Minimay	Caravan Park plus cabins		
Lake Wallace Hotel	(03) 5585 1191	46 Elizabeth Street Edenhope	Hotel		
Lake Wallace House	0422 591 998	85 Lake Street Edenhope	House		
Langley Lodge	(03) 5386 6265	Natimuk-Frances Road Minimay	Indoor lodgings		Meeting room and kitchen – commercial
Menzies Hotel	(03) 5583 3240	3527 Casterton Naracoorte Road Derghold	Hotel		
Mooree Cottage	(03) 5583 1562	951 Mooree Road Chetwynd	Indoor lodgings		
Seldom Inn	(08) 8390 2326	Blair Street Harrow	Indoor lodgings		
Serviceton Camping Ground	(03) 5393 1273 0419 032 418	Serviceton Recreational Reserve	Caravan Park		

Accommodation					
Organisation	Contact	Location	Type	Capacity	Notes
Two Fat Ducks	0477 835 572	80 Elizabeth Street Edenhope	House (Family accommodation)		

Table 6 Municipal Relief & Recovery Service Providers - Accommodation

Catering					
Organisation	Contact	Location	Type	Capacity	Notes
West Wimmera Shire Council					
Bennetts Bakery	(03) 5585 1024	52 Elizabeth Street Edenhope	Bakery		
Border Inn Hotel	(03) 5586 1205	65 Wallace Street Edenhope	Hotel		Dine In
Club Hotel	(03) 5392 2280	54 Commercial Street Kaniva	Hotel		Dine In
Commercial Hotel	(03) 5392 2230	39 Commercial Street Kaniva	Hotel		Dine In
Edenhope Takeaway	(03) 5585 1253	53 Elizabeth Street Edenhope	Fast Food		
Harrow Harvest Café	(03) 5588 1251	Blair Street Harrow	Café		
Hearfelt Café	(03) 5392 2945	40 Commercial Street Kaniva	Café		
Hermitage Hotel	(03) 5588 1209	Blair Street Harrow	Hotel		Dine In
Kaniva Community Roadhouse	(03) 5392 2587	Commercial Street Kaniva	Service Station		
Goroke Hotel	(03) 5386 1040	36 Main Street Goroke	Hotel		Dine In
Lake Wallace Hotel	(03) 5585 1191	46 Elizabeth Street Edenhope	Hotel		Dine In
Menzies Dergholm Hotel	(03) 5583 3240	Casterton Naracoorte Road Dergholm	Hotel		Dine In
Mitchells Newsagent and Takeaway	(03) 5386 1074	Main Street Goroke	Fast Food		
Minimay General Store	(03) 5386 6220	Main Street Goroke	Fast Food		

Catering					
Organisation	Contact	Location	Type	Capacity	Notes
Nikki and Jays Pizza	(03) 5392 2776	80 Commercial Street Kaniva	Mobile pizzas		
The Coffee Shop		58 Elizabeth Street Edenhope	Fast Food		
Windmill Café	(03) 5392 2756	41 Commercial Street Kaniva			

Table 7 Municipal Relief & Recovery Service Providers - Catering

Material Goods					
Organisation	Contact	Location	Type	Capacity	Notes
West Wimmera Shire Council					
Browns (Doyles) IGA	(03) 5392 2250	68 Commercial Street East Kaniva	Food, hardware, personal hygiene		
Dodsons Electrical, Timber and Hardware	(03) 5392 2268	61-63 Commercial Street East Kaniva	Hardware supplies		
Caltex Edenhope – also known as Edenhope Pitstop	(03) 5585 1303	2 Wimmera Highway Edenhope	Fuel, service centre and tyres		
Edenhope Fuel and Tyres – also known as Mobile Edenhope	(03) 5585 1148	19 Elizabeth Street Edenhope	Fuel and tyres		
Elgas Local Agent - Kaniva	(03) 5392 2630	13 Phillips Street Kaniva	Propane gas supplier		
Foodworks Edenhope and Thrifty Link Hardware	(03) 5585 1501	45 Elizabeth Street Edenhope	Food, hardware, personal hygiene		
Harrow Garage	(03) 5588 1242	17 Blair Street Harrow	Fuel and service centre		
IGA Express	(03) 5386 1070	26 Main Street Gorokey	Food, hardware, personal hygiene		
Kaniva Community Roadhouse	(03) 5392 2587	86 Commercial Street East Kaniva	Fuel		
Kolmar House		50 Blair Street Harrow	Food, personal hygiene		

Table 8 Municipal Relief & Recovery Service Providers - Material Goods
Wimmera Integrated Relief & Recovery Plan V2.0 July 2017

Health Services					
Organisation	Contact	Location	Type	Capacity	Notes
West Wimmera Shire Council					
Ambulance Victoria		Services available within municipality			
Edenhope District Memorial Hospital	03 5585 9800	Elizabeth Street Edenhope	Community Health Care Provider	20 bed Hospital including Emergency Dept. 18 bed (high care) Residential Aged Care Facility – The Lakes Hostel 22 bed (low care) Residential Aged Care Facility – The Lakes Hostel GP clinic – refer below	Elsie Bennett Community Health Centre – meeting room Consultant rooms
Edenhope Hospital Medical Clinic (EDMH)	03 5585 9888	Lake Street Edenhope	GP Clinic		Consultant rooms. Situated next to the Edenhope District Memorial Hospital and The Lakes Hostel (Nursing Home)
Goroke Community Health Service – (West Wimmera Health Service)	03 5363 2200	Main Street Goroke	Consultant Clinics, Dental Clinic, Therapy Units, GPs		Multi consultant rooms, Large Communal Meeting and Activity Space
Harrow Bush Nursing Centre (DHHS funded)	03 5588 2000	24 Blair Street Harrow	Non bed based primary and		Treatment rooms, 2 consultation rooms, meeting room with

Health Services					
Organisation	Contact	Location	Type	Capacity	Notes
			community health service provider		video conferencing, multi-purpose room and kitchen of catering standard
Kaniva Hospital (WWHS)	03 5392 7000	Roache Street Kaniva	Hospital and Aged Care Facility GP Clinic Consultant Rooms Community Health Service provider	6 acute beds available for general medical care 10 (low care) hostel beds 11 (high care) nursing home beds	Consultant Rooms
Kincraig Medical Clinic - Edenhope	03 5585 1006	65 Elizabeth Street Edenhope	GP Clinic		Numerous consulting rooms

Table 9 Municipal Relief & Recovery Service Providers - Health Services

Local Service Organisations					
Organisation	Contact	Location	Type	Capacity	Notes
West Wimmera Shire Council					
Lions Club					
Rotary Club					
Apex Club					
Men's Shed					

Table 10 Municipal Relief & Recovery Service Providers - Local Service Organisations

Appendix C: Supporting Arrangements & Useful Links

The MEMP of each Partner Council has an Appendix C: Supporting Arrangements and Useful Links page that are to be read in conjunction with this plan.

The Partner Councils local arrangements, sub-plans and supporting documents can be accessed through a number of platforms:

1. Public versions via their web pages
2. Restricted version via their Crisisworks platform

The following is a list of supporting arrangements and useful links specific to this sub-plan:

Partner Councils Websites	
West Wimmera Shire Council	www.westwimmera.vic.gov.au
Hindmarsh Shire Council	www.hindmarsh.vic.gov.au
Yarriambiack Shire Council	www.yarriambiack.vic.gov.au
Horsham Rural City Council	www.hrcc.vic.gov.au

Table 11 Partner Councils Websites

Partner Councils Crisisworks	
West Wimmera Shire Council	westwimmera.crisisworks.com
Hindmarsh Shire Council	hindmarsh.crisisworks.com
Yarriambiack Shire Council	yarriambiack.crisisworks.com
Horsham Rural City Council	hrcc.crisisworks.com

Table 12 Partner Councils Crisisworks

Please note that each Partner Council maintain their restricted arrangements, plans and supporting documents in Crisisworks which is a restricted application. Please contact the MERO if you require access to Crisisworks.

Partner Councils Community Map	
West Wimmera Shire Council	www.westwimmera.pozi.com
Hindmarsh Shire Council	www.hindmarsh.pozi.com
Yarriambiack Shire Council	www.yarriambiack.pozi.com
Horsham Rural City Council	www.horsham.pozi.com
ID Community Profile	profile.id.com.au/wimmera-region/

Table 13 Partner Councils Community Map

Partner Councils My Community Directory	
West Wimmera Shire Council	www.mycommunitydirectory.com.au/Victoria/West_Wimmera
Hindmarsh Shire Council	www.mycommunitydirectory.com.au/Victoria/Hindmarsh
Yarriambiack Shire Council	www.mycommunitydirectory.com.au/Victoria/Yarriambiack
Horsham Rural City Council	www.mycommunitydirectory.com.au/Victoria/Horsham
Wimmera Development Association : Business Directory	www.thewimmeraonline.com.au/

Table 14 Partner Councils My Community Directory

WIRRP Supporting Arrangements	
Resource sharing MOU (MAV)	www.mav.asn.au/policy-services/emergency-management/Pages/resource-sharing-protocol.aspx
Emergency Animal Welfare Support Plan*	Located in Crisisworks
Municipal Impact Assessment Handbook *	Located in Crisisworks
Emergency Relief Centre Manual *	Located in Crisisworks
Recovery Centre Manual *	Located in Crisisworks
Vulnerable Persons Register	Located in Crisisworks
Vulnerable Facilities *	Located in Crisisworks
Psychosocial Support Coordination MOU with DHHS *	Located in Crisisworks

Table 15 WIRRP Supporting Arrangements

Useful Links	
VicEmergency website	emergency.vic.gov.au/respond
Agreement for transition of coordination arrangements from response to recovery	files.em.vic.gov.au/IMT-Toolbox/Post/FR/TransitionToRecovery-Template.doc
Victorian Community Resilience Framework	http://files.em.vic.gov.au/RiskResilience/EMV_Community%20Resilience%20Framework_low%20res_Finalweb.pdf

Table 16 Useful Links

State Legislation and Plans	
Emergency Management Act 1986	www.legislation.vic.gov.au
Emergency Management Act 2013	www.legislation.vic.gov.au
Emergency Management Manual Victoria (EMMV)	www.emv.vic.gov.au/policies/emmv
<ul style="list-style-type: none"> • Part 1: Emergency Management in Victoria • Part 2: Emergency Risk Management and Mitigation in Victoria • Part 3: State Emergency Response Plan • Part 4: State Emergency Relief and Recovery Plan • Part 5: State and Regional Emergency Management Committees • Part 6: Municipal Emergency Management Planning Arrangements: Guidelines for Committees • Part 6A: Guidelines for Municipal Fire Management Planning • Part 7: Emergency Management Agency Roles • Part 8: Appendices and Glossary 	

Table 17 State Legislation and Plans

Agency Websites	
Emergency Management Victoria	www.emv.vic.gov.au
Victoria Police	www.police.vic.gov.au
Country Fire Authority	www.cfa.vic.gov.au
Victoria State Emergency Service	www.ses.vic.gov.au
Dept. of Environment, Land, Water and Planning - Victoria	www.delwp.vic.gov.au
Dept. of Economic Development, Jobs, Transport and Resources	www.economicdevelopment.vic.gov.au
Dept. of Justice and Regulation - Victoria	www.justice.vic.gov.au
Australian Red Cross	www.redcross.org.au
Victorian Council of Churches Emergencies Ministry	www.vccem.org.au
Uniting Wimmera	www.wuc.org.au
Grampians Community Health	www.grampianscommunityhealth.org.au

Table 18 Agency Websites

Appendix D: Relief and Recovery Phase Checklist

Relief

- Establish a local emergency relief coordination management system
- Coordinate the delivery of essential relief services to the community
- Open and manage Emergency Relief Centres as required
- Coordinate the provision of relief information to the community in consultation with the emergency service agencies
- Connect with identified representatives from impacted communities
- Assess and manage damage to Council infrastructure to ensure community safety and a return to a functional level e.g. clear blocked drains and local roads
- Assess and make determinations regarding occupancy of damaged buildings
- Assess and manage environmental health issues e.g. food safety, water quality, sanitation, vector control and waste disposal
- Coordinate the management of animals impacted by an emergency e.g. stray or lost animals etc.

Recovery

- Establish a local emergency recovery coordination management system
- Collect, collate and distribute impact assessment information to inform the development of short, medium and long term recovery programs
- Develop and implement local recovery plans
- Coordinate the establishment of Recovery Centre facilities to deliver services and information in partnership with local providers
- Facilitate the establishment of Municipal Recovery Committees to coordinate service delivery across the social, built, economic and natural environments
- Coordinate volunteer helpers
- Lead municipal relief and recovery debrief and evaluation processes
- Coordinate clean-up activities and waste management
- Provision of building and planning services
- Repair and restore Council infrastructure, e.g. roads, bridges, sporting facilities, public amenities.
- Provision and management of community development services.

DURING THE INCIDENT

Activity	Responsible	Support
Initial Impact Assessment (IIA)	Control agency	Support agencies
Activate Relief and Recovery Plan	MERC	MERO, MRM
Assess the need, and Plan for, an ERC based upon data collected from the IIA and information from the Incident Controller	MERC	MERO, MRM

Table 19 Relief & Recovery - During the Incident

IMMEDIATELY AFTER THE INCIDENT (1-7 DAYS)

Activity	Responsible	Support
Activate ERC if required	MRM	MERO, ERCM, MERC
Establish community communications and engagement strategies	MRM, Control Agency	Community networks, Support agencies
Establish the support arrangements, including a mechanism for the provision of essential needs in the impacted area e.g. resources (financial, human & equipment), water, stock feed, temporary fencing, fuel, food and material aid	MERC, MERO, MRM	
Assess the need, and Plan for, an ERC based upon data collected from the IIA and information from the Incident Controller	MERC	MERO, MRM
Establish Emergency Recovery Group and/or strategic operational groups (Social, Natural, Built, Economic, Agricultural)	MRM	Support agencies Community networks,
Conduct a secondary impact and needs assessment	MRM	Impact assessment teams Support agencies
Activate Regional Recovery if required	DHHS	Other Councils/agencies as required
Commence Planning for transition of relief services and activities from an ERC, to existing and/or new Emergency Recovery Centre	MRM	ERCM, MERO, Community Reps

Table 20 Relief & Recovery - Immediately after the Incident

SHORT TERM (2-12 WEEKS)

Activity	Responsible	Support
Develop Council Recovery Action Plan including rosters, staff welfare Plans	MERO, MRM and Recovery Group	
Continue the recovery management process using support arrangements including the Working Groups	MRM and Recovery Group	Support agencies, Community Reps
Support community and develop the Community Recovery Plan structure, framework and monitoring and reporting mechanisms	MERC	MERO, MRM

Table 21 Relief & Recovery - Short term activities

MEDIUM TERM (3-12 MONTHS)

Activity	Responsible	Support
Continue to implement and monitor recovery arrangements	MRM and Recovery Group	
Continue to support community members to undertake recovery roles (events, committees, working groups etc.)	MRM and Recovery Group	
Support community and develop the Community Recovery Plan structure, framework and monitoring and reporting mechanisms	MRM and Recovery Group	
Plan to mark milestones since the event 6 months, the 1st anniversary etc.	MRM and Recovery Group	

Table 22 Relief & Recovery - Medium term activities

LONG TERM (12 MONTHS+)

Activity	Responsible	Support
Monitor, review and evaluate and report on the recovery arrangements	MRM and Recovery Group	
Continue the development of the Transition Strategy to support a seamless transition of recovery activities (Council and Support Agencies) into core business (this process could be 3-5 years)	MRM and Recovery Group	
Continue to implement staff welfare Plans	MRM and Recovery Group	

Table 23 Relief & Recovery - Longterm activities

Appendix E: Example Transition Response to Recovery Handover Template

Transition Response to Recovery

Incident Name/Location:	
Date/Time:	
Transition Date Effective:	
Impacted Municipality/s	
Control Agency:	
Prepared by:	
Security Level:	FOR OFFICIAL USE ONLY

Agreement

As at [HH:MM] [Day] [DD/MM/YYYY], control and coordination of [type of incident] incident [Name], affecting the municipality/s of [Impacted Municipality/s] has been handed over from [control agency] to [Impacted Municipality/s] OR

[Regional Recovery Coordinator and impacted municipality/s] OR

[State Relief and Recovery Manager, Regional Recovery Coordinator and impacted municipality/s].

Purpose

The purpose of this document is to assist emergency management agencies involved in coordination of response, relief and recovery arrangements achieve a seamless transition from response to recovery phases of emergency event coordination.

The scope of the transition agreement arrangements includes:

- a description of the event;
- authorisation arrangements;
- coordination and management arrangements;
- transition activities and tasks to ensure continuity of essential community support; and
- information and communication arrangements.

A schedule of transition actions required is at Attachment 1.

Description of the event

Incident Name:		Incident Type:	
Incident Start Date:		Incident Start Location:	
Municipality/s affected:			
Agencies involved:			
Assets lost:			
Life lost:		Injuries:	
Relief Centre(s) activated:		Community Meetings:	
Land area affected (ha):			
Summary			

Authority

To take effect, the following parties must endorse this agreement. A completed copy must be sent to all signatories:

Local (if applicable)	Regional/Divisional	State
Control Agency Incident Controller	Regional Controller	State Response Controller
Victoria Police Municipal Emergency Response Coordinator	Victoria Police Regional Emergency Response Coordinator	Victoria Police State Emergency Response Officer
Local Government Municipal Recovery Manager	Department of Health and Human Services Regional Recovery Coordinator	Emergency Management Victoria State Relief and Recovery Manager

Endorsement is pursuant to the roles and responsibilities detailed in the Emergency Management Act (1986) (2013) and the Emergency Management Manual Victoria (EMMV).

Coordination and management arrangements for transition from response to recovery

The decisions relating to the timing of the transition of response to recovery coordination, and whether recovery coordination will be transitioned to local and/or state government), will be impacted by a number of key considerations. These include:

The nature of the hazard/threat and whether there is a risk of a recurring threat;

- The extent of impact on communities, as this may determine if a prolonged transition period needs to be implemented;
- The extent of and known level of loss and damage associated with the incident;
- The considerations for the extent of emergency relief required by affected communities; and
- The considerations for the resources required to coordinate effective recovery arrangements.

The Incident Controller, the Emergency Response Coordinator and Emergency Recovery Coordinator (State and/or Regional/Local Government – Municipal Emergency Resource Officer/Municipal Recovery Manager) will determine the transition structure and handover requirement to fully establish the Recovery Coordination arrangements. In a prolonged campaign incident, a transition period must be determined to allow sufficient time for briefing, resource planning and implementation of immediate recovery services.

The Evolution of Relief and Recovery Coordination Needs

The Transition Agreement involves specific activities of a short-term nature as recovery coordination requirements evolve and establish.

The key tasks under this agreement include:

- Continuity of emergency relief requirements, if required;
- Coordination of Initial Impact Assessments¹ in the affected communities;
- Identifying resources required to support immediate community recovery requirements including public health and safety; and
- Coordination of essential clean-up operations.

Conclusion of Response implies the cessation of the responsibilities of Victoria Police as response co-ordinators. However, during the initial phase of recovery coordination, and on request of the Recovery Coordinator, the Victoria Police and other response agencies will continue to support recovery activities to affected communities.

Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. Co-ordination responsibility is passed to the Department of Health and Human Services as the recovery co-ordination agency at the State and Regional level, while Local Government has management responsibility at the municipal level.

Transition Activities and Tasks

The following activities and tasks should be undertaken during transition:

- Notification of the Transition Agreement to response and recovery agencies;
- A briefing report for the Recovery Coordinator from the Incident Controller;
- Handover of the immediate media coordination arrangements from the Control Agency to the Recovery Coordination Agency
- Identification of resources for transfer from response to recovery for continuity or services, including logistics and supply contracts;
- Provision of initial impact assessment data/information and the status of clean-up projects by the control agency;
- Implementation/development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery
- Identification/notification of the hazard/threat and OH&S issues for recovery interests;
- Development of a communication strategy, notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests – authorised by Incident Controller, Response Coordinator and Recovery Coordinator;
- Ongoing management of relief centres and establishment of recovery centres with key contact information, done by Local Government; and
- Consideration to implement of initial outreach programs to enable more accurate assessments of impacts and determination of appropriate recovery activities.

¹ As obtained by reference to Initial Impact Assessment Guidelines December 2012

Information Management/Communication

Information is the primary tool to assist individuals to make informed choices about their safety and to take responsibility for their own recovery.

During an emergency, community information sessions are convened by the Control Agency. They provide information about the risk and consequences of the hazard to the community. Local government and Regional Department of Health and Human Services attend these meetings to provide information about recovery services that may be required.

A communications strategy is required to maintain timely, accurate and relevant information for the community, agencies and government. The following communication methods apply during emergency response and should be continued during recovery to meet community needs:

- Community information meetings to be scheduled as needed and include key recovery representatives;
- Regular incident status updating, and linkages of agency and department public Internet pages. Note that www.recovery.vic.gov.au is the State's single recovery website and will be updated for public recovery information;
- Provision of a Victorian Emergency Recovery Information Line 1300 799 232;
- ABC radio metropolitan and regional radio reports;
- Media releases on services available via media outlets, electronic and paper;
- Community newsletters; and
- Coordinated community and business sector outreach programs.

On request of the Recovery Coordinator, the Control Agency will continue to attend meetings post the impact/response phase. This will be jointly convened with the relevant local government representative. DHHS will provide support and assistance as required, including specialist information on family, public and community health.

Emergency management agencies have an important role to play in community engagement. This includes providing the opportunity within information sessions for the affected community to share their experiences and to have these acknowledged. Community information sessions also provide an opportunity to start identifying issues that may require additional advice or clarification as part of the recovery process.

Transition from Response to Recovery should be considerate of the short, medium and long term requirements for all four recovery environments, including buildings and infrastructure, economic, natural and psychosocial needs. Each of these environments is interdependent and requires equal consideration and planning.

Attachment 1 – Schedule of Transition Arrangements

The following schedule of transition activities is to be utilised as applicable for

[INSERT IMPACTED MUNICIPALITY/IES]

Key considerations for transitions:

- Potential impacts and the timely integration of recovery activities; and
- Drawing upon impact assessment data and information from the Incident Management Team to support the recovery coordination at the municipal or regional level.

	Key Actions – Incident Control Agency Note: The following actions may occur concurrently:	Lead Agency	Confirmation process
1.	Incident Control Agency to identify the timing of transition relative to the continuing threat and the role of the Incident Management Team. This may occur as a phased transition program across the impacted districts/LGAs dependant on timing of impacts and continued threat.		Handover report
2.	Recognition of the continuing role of the Incident Control Agency in the management of the control of threats and mitigation works.		
3.	A briefing report for the Municipal Recovery Manager and the Regional Recovery Coordinator and/or State Relief and Recovery Manager (SRRM) from the Incident Control Agency		
4.	Establish a transition for community information arrangements from the Incident Control Agency, with community support and recovery input from the affected LGAs and DHHS for community interests.		Briefing
5.	Identification of resources required from response to recovery for continuity or services, including logistics and supply contracts.		Verbal Briefing
6.	Provision of initial impact data/information report, and the status of clean-up projects by control agency including the coordination of information from departments, agencies and LGA.		Report
7.	Identification/notification of the hazard/threat and OH&S issues for recovery interests.		
8.	Development of a communication strategy notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests, in conjunction with the Response Coordinator, Recovery Coordinator and Municipalities.		
9.	Key Actions – Response Coordination Agency		

10.	Briefing from Victoria Police Municipal Emergency Response Coordinator to DHHS Regional Recovery Coordinator and/or SRRM and Municipal Recovery Manager.	VicPol	Verbal Briefing
11.	Details of vulnerable people who were identified and subsequently evacuated or assisted as a result of the incident have been passed onto respective LGA.		
12.	Key Actions – Recovery Coordination Agency		
13.	Implementation/development of an incident specific recovery plan, including identification of additional agencies required for service delivery; including departments, agencies and LGA.		Via Recovery Planning Arrangements
14.	Integration of recovery issues into existing arrangements, where applicable.		
15.	Key Actions – Municipalities		
16.	Identification of transition issues for ICCs, Incident Control Agency, Municipal Emergency Response Coordinator, Municipal Recovery Manager and Regional Recovery Coordinator.	LGAs	Verbal Briefing
17.	Analysis of initial impact information, validation with municipal records/data base and provision of a consolidated report	LGAs	Report to DHS Region
18.	Ongoing management of relief centres and establish recovery coordination centres with key contact information by Local Government;	LGAs	Via recovery planning arrangements
19.	Implementation of initial outreach programs to enable more accurate assessments of loss and damage impacts to be compiled for recovery programs	LGAs	
20.	Establish community based recovery processes as per Municipal Emergency Management Plan	LGAs	

Table 24 Schedule of Transition Arrangements

- End of Document -



20 August 2018

The Councillors
West Wimmera Shire Council

Dear Councillors

RE: Cross Boundary EM arrangements

Cross border arrangements between Victoria's Country Fire Authority and South Australia's Country Fire Service are an integral component to emergency management arrangements for the West Region and District 17.

The foundation of these arrangements have been in place and developed over a long period of time and cover the entire Western boarder of Victoria taking into account Districts 4, 17 and 18.

The process for notification of fires is the same on both sides of the border. That is, the initial brigades are responded and the Communications Centre then telephones their counterpart in the other State and notifies them of the call. This information is then paged to other brigades that are requested to attend.

These brigades on either side of the border are included in "response" tables for use from the communication centres.

Hoping this provides some clarification for you.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Craig Brittain', written over a horizontal line.

Craig Brittain
Operations Manager
District 17 - Horsham

West Region

Ballarat

D15 Headquarters
19 Learmonth Road
PO Box 242
Wendouree Vic 3355
T: 03 5329 5500
F: 03 5329 5582

Ararat

D16 Headquarters
390 Barkly Street
PO Box 16
Ararat Vic 3377
T: 03 5352 9600
F: 03 5352 5517

Horsham

D17 Headquarters
19 McLachlan Street
Horsham Vic 3400
PO Box 419
Horsham Vic 3402
T: 03 5362 1700
F: 03 5382 2774