

Victorian State Emergency Management Plan

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Authority

The *State Emergency Management Plan* (SEMP) is issued by EMV. The SEMP was prepared by the Emergency Management Commissioner (EMC) and approved by the State Crisis and Resilience Council (SCRC) in accordance with the *Emergency Management Act 2013*.

Reviews and updates

The SEMP will be reviewed every three years, or more frequently as required, to keep it current.

Document information

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Acknowledgment of Country

EMV acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the land.

EMV also acknowledges and pays respect to the Elders, past and present, and is committed to working with Aboriginal and Torres Strait Islander communities to achieve a shared vision of safer and more resilient communities.

How to navigate the State Emergency Management Plan

The *State Emergency Management Plan* (SEMP) has been developed to enable you to quickly and easily find particular arrangements and roles, in both its hard and soft copy forms; but to do so, you need to understand how to navigate it.






Use the [Contents](#) page and its page numbers for traditional navigation, in both the hard copy and soft copy versions of the SEMV.

The on-screen, soft copy version has been optimised for Adobe Acrobat Reader.






How to move forward through the plan

Most of the key information in the SEMV is three or fewer clicks away.

Clickable links	Example	What the link is to
Blue underlined text	EMC	An agency's, officer's or team's (e.g. the EMC's) roles and responsibilities
	Ministerial Guidelines	An external source (e.g. the guidelines), which opens in another browser window
EM phase icons		An explanation of the item (e.g. Planning), which opens in the same window
EM arrangements and roles icons		Arrangements and/or roles for the particular phase or stage within that phase (e.g. Class 1 emergency)
 within icons		A definition of the term (e.g. Class 1 emergency)
Agency, officer and team icons		An agency's, officer's or team's (e.g. the IC's) roles and responsibilities

How to move back through the plan

There are two ways to go back to where you were, within the SEMV.

To go back	Explanation
 	Pressing the 'Alt' and the 'Left arrow' keys together will take you back to the last page you viewed in the SEMV
	Use the 'Previous view' icon on the Adobe Acrobat Reader Menu bar at the top of the screen. If these icons aren't visible on the Menu bar: <ol style="list-style-type: none">1. Right click on the Menu bar2. Hover over 'Show Page Navigation Tools'3. Click on 'Previous view' so the icon is ticked4. Repeat steps 3 and 4 to tick the icon for 'Next view'

SEMP Roles and Responsibilities

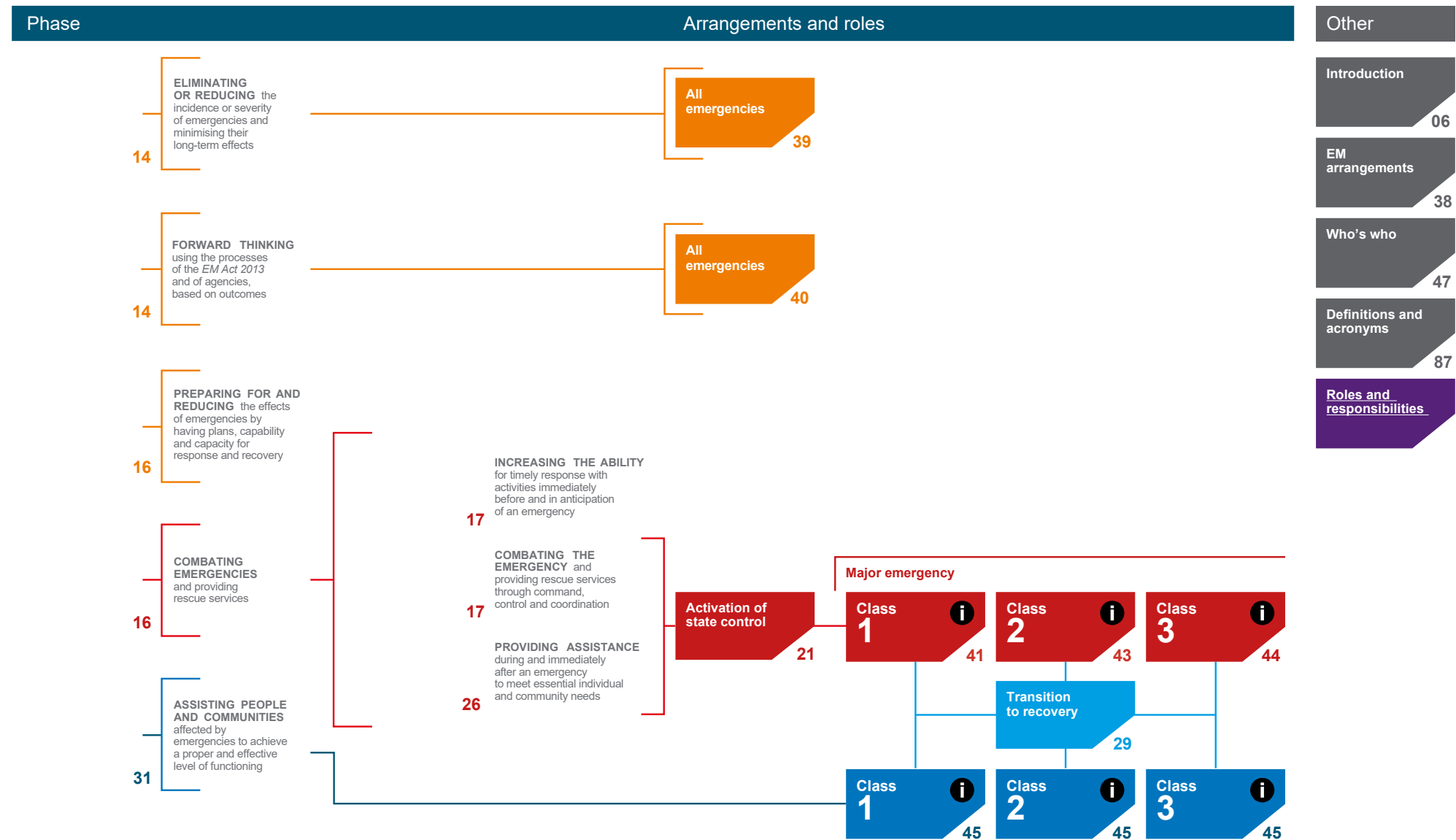
Throughout the SEMV there are various links to the [Roles and Responsibilities](#) website that provide detailed information on agency roles and responsibilities, and demonstrate Victoria's emergency management capability through the alignment of agency roles and responsibilities to the [Victorian Preparedness Framework](#) core capabilities and critical tasks. While this information is part of the SEMV, it is located online on the EMV website, not in this PDF.

Contents

Emergency management at a glance	5	Community connections	28
Introduction	6	Transition to recovery	29
About the SEMP	6	Recovery	31
State emergency management priorities	7	Recovery principles	31
State strategic governance	8	Recovery outcomes	32
Emergency management tiers	8	Resilient recovery	32
Shared responsibility	10	Recovery environments	32
Risk management	12	Recovery escalation	34
Volunteers, Volunteering and Volunteerism	12	Funding	35
Evaluation and continuous improvement	13	Emergency management arrangements	38
Emergency management phases	14	Mitigation	39
Mitigation	14	Planning	40
Planning	14	Response	41
State-level planning	14	Response – Class 1 emergency	41
Regional, municipal and community planning	15	Response – Class 2 emergency	43
Preparedness	16	Response – Class 3 emergency	44
Response	16	Recovery	45
Readiness	17	Recovery – Class 1, 2 and 3 emergency	45
Command	17	Who's who	47
Control	19	Definitions and acronyms	87
Coordination	24	SEMP Roles and Responsibilities	
State of disaster	25		
Relief	26		
Communication	27		
Consequence management	28		

Emergency management at a glance

Emergency management in Victoria uses common management arrangements to respond to all forms of emergency, and everyone has a role to play. Here's how emergency management is arranged, and who does what.



Introduction

About the SEMP

In 2018, amendments to the *Emergency Management Act 2013* (*EM Act 2013*) were passed through Parliament, requiring the Emergency Management Commissioner ([EMC](#)) to arrange for the preparation of a state emergency management plan (SEMP).

The SEMP provides for an integrated, coordinated and comprehensive approach to emergency management (EM) at the state level. The *EM Act 2013* requires the SEMP to contain provisions providing for the mitigation of, response to and recovery from emergencies (before, during and after), and to specify the roles and responsibilities of agencies in relation to EM.

The SEMP is prepared within the context of the *EM Act 2013* objectives to:

- a. foster a sustainable and efficient EM system that minimises the likelihood, effect and consequences of emergencies;
- b. establish efficient governance arrangements that
 - i. clarify the roles and responsibilities of agencies;
 - ii. facilitate cooperation between agencies; and
 - iii. ensure the coordination of EM reform within the EM sector.
- c. implement an 'all communities, all emergencies' approach to EM; and
- d. establish integrated arrangements for EM planning in Victoria at the state level.

The SEMP and other EM plans prepared under the *EM Act 2013* should:

- aim to reduce the likelihood of emergencies, their effect on and consequences for communities
- ensure a comprehensive, integrated approach to EM
- promote community resilience in relation to emergencies
- promote interoperability and integration of EM systems.

The SEMP is prepared by the [EMC](#) as required by the *EM Act 2013* and in accordance with the [Ministerial Guidelines for EM planning](#). The State Crisis and Resilience Council ([SCRC](#)) approved the SEMP to take effect on 30 September 2020, and it is available on the EMV website.

Traditional Owners who are party to Indigenous Land Use Agreements with the Victorian Government should be involved and consulted in accordance with the requirements of the agreement, when implementing the SEMP and otherwise managing emergencies.

The SEMP and the EMMV

The SEMP replaces four parts of the *Emergency Management Manual of Victoria* (EMMV):

- the *State Emergency Response Plan* (part 3)
- the *State Emergency Relief and Recovery Plan* (part 4)
- *Emergency Management Agency Roles* (part 7)
- Appendices and Glossary (part 8).

The remaining chapters and appendices of the EMMV are superseded by the regional and municipal level reforms in the *Emergency Management Legislation Amendment Act 2018*, the published [Ministerial Guidelines](#), existing doctrine, policy and procedures.

The EMMV ceased to have effect on 1 December 2020.

Subject to s60AK of the *EM Act 2013*, an agency that has a role or responsibility under the SEMP in relation to the emergency response to a Class 1 or 2 emergency must act in accordance with the SEMP.

State Emergency Management Priorities

The State Emergency Management Priorities underpin and guide all decisions during a response to any emergency.

The priorities are:

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

The guiding principles for mitigation outlined in policy are based on risk and on improving the resilience of governments, businesses and the community to respond to acute shocks and evolving stresses.

The [National Principles for Disaster Recovery](#) and the [Resilient Recovery Strategy](#) guide our efforts, approach, planning and decision making for community focused recovery.

State strategic governance

Before, during or after any large-scale emergency, the Premier and/or Cabinet may choose to utilise a Cabinet sub-committee to make decisions and provide strategic direction to the EM sector.

This may involve overseeing the design and implementation of response, relief and recovery activities, particularly with funding and communications, or it may involve sharing information to raise the operational awareness of its members.

Victoria's standing Cabinet sub-committees may also oversee mitigation, adaptation and capability development activities relating to EM as part of their business as usual activities.

The [SCRC](#) is the peak crisis and EM body to the Victorian Government and provides advice to Ministers and relevant Cabinet sub-committees. It is responsible for the development and implementation of whole of government EM policy and strategy. It does not make operational or tactical decisions.

Ministerial Emergency Powers

In addition to the powers, roles and responsibilities set out in the SEMP, there are a number of provisions throughout Victorian legislation that provide ministers and government officials with extraordinary powers that may be used in emergency situations. Some powers require specific triggers or thresholds to be met for activation (e.g. declaration of a State of Disaster), while some are general powers that can be used in emergencies. Some powers may also be delegated to officials within departments.

Emergency management tiers

To ensure EM arrangements are scalable, Victoria has three operational tiers (incident, region and state) with the option of an 'area of operations' being declared to manage a complex emergency that may be geographically located over several municipalities or several regions.

Most emergencies in Victoria (such as house fires and traffic accidents) are routinely controlled at the incident tier, with local resources and without broader consequences or communications needs.

However, some emergencies have implications beyond the incident tier that require specific actions: they need more resources, have greater consequences and recovery needs or need messages sent to broader groups of people. In these cases, regional, state or area of operations arrangements may be enacted to support the incident.

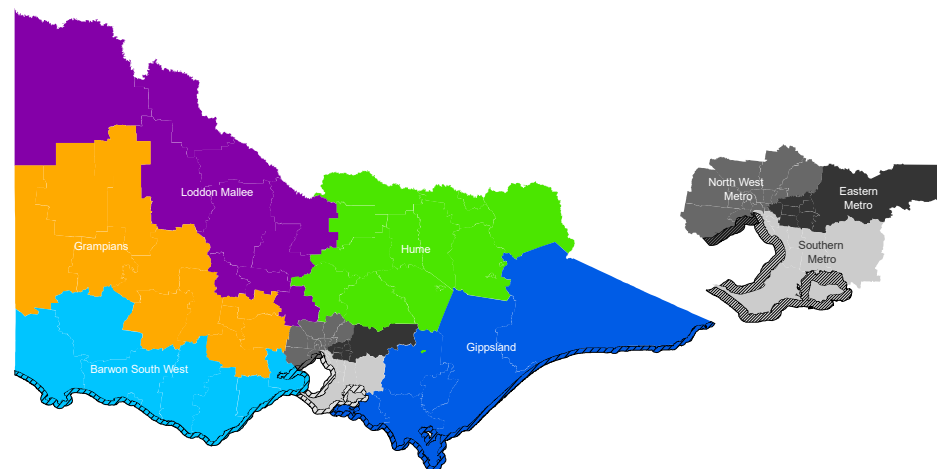


Figure 1: Victoria's emergency management regions

- Relevant regions are responsible for planning to a distance of 3 nautical miles from their respective shores, including any unincorporated areas (except French Island which is declared as part of the Southern Metro region).
- Alpine Resort Victoria is considered to be a municipal council for the alpine resorts (being Mount Hotham, Falls Creek, Mount Buller, Mount Stirling, Mount Baw Baw and Lake Mountain) and the alpine resorts are taken to be a municipal district for the purpose of the EM Act 2013. All alpine resorts are designated in Hume region for the purposes of EM planning. This includes Mount Baw Baw Alpine Resort which is geographically located within Gippsland region and will remain in Gippsland for EM operations.

Table 1: EM tiers

Tier	Definition
Incident	<p>The tier at which an emergency is likely to occur, is occurring or has occurred. In the response phase, it is most commonly the immediate incident area; otherwise the municipality.</p> <p>Typically, in a Class 1 emergency, the incident tier will maintain tactical control and coordination for specific response activities (such as fire-fighting in a specified location) and relief and recovery activities (such as the operation of a relief centre).</p>
Region	<p>The tier at which there are specific EM arrangements for an area of Victoria that is declared by the Governor in Council under <i>EM Act 2013</i> s 77A. Figure 1 shows Victoria's regions: Barwon South West, Gippsland, Grampians, Hume, Loddon Mallee, North West Metro, Southern Metro and Eastern Metro.</p> <p>Typically, in a major emergency, the regional tier will provide the first level of assurance of control as well as resource prioritisation and coordination, coordination of response, recovery, consequence management, communications and resourcing. As the emergency escalates and the incident becomes more fully occupied with response activities, the regional tier assumes increasing responsibility for strategic decision-making.</p> <p>At the discretion of the EMC, multiple regions may be combined to form pre-determined Zones and Zone Control. These arrangements will be in place until determined otherwise by the EMC or the SRC.</p> <p>Local risks or operational activity may require the activation of Regional control for periods of time at the discretion of the SRC. The Zone Controller (ZC) or regional leadership can identify the need for RC and advise the SRC for the need of RC deployment.</p> <p>At the discretion of the EMC, all Zone Control arrangements may cease and the whole state will revert to Regional Control.</p> <p>Any references to Region or Regional Controller in this document should be read to include Zone and ZC when Zone control arrangements are in place.</p>

Tier	Definition
State	<p>The tier at which whole of state EM arrangements are needed (such as for a human health pandemic) or when effective control and coordination cannot be established and sustained at the lower tiers. The state tier is activated when resource requirements, coordination, consequences and communications extend beyond the region or area of operations tiers and need the highest level of management.</p> <p>Typically, in a major emergency, the state tier will provide oversight and assurance of control, high-level coordination and coordination for specific response and/or recovery activities (such as mass evacuations). As the emergency escalates, the state tier assumes increasing responsibility for strategic decision-making including through the use of Cabinet, Cabinet sub-committees and strategic committees comprising relevant stakeholders.</p>
Area of operations	<p>A unique area, activity or incident designated by the EMC or Chief Commissioner of Police (CCP). It may cover one or more municipal districts or two or more regions. For example, an area of operations may be:</p> <ul style="list-style-type: none"> • a number of municipalities • across municipal boundaries • established for incidents with far-reaching consequences. <p>The EMC or CCP may determine arrangements particular to the area of operations. For example, the determination may include:</p> <ul style="list-style-type: none"> • specified phases (such as response and relief only) • officers and team/group arrangements (such as relief and early recovery operations and road access operations). <p>It is expected that Area of Operations arrangements, when activated, would apply for the response phase of the emergency and would not extend beyond transition from response to recovery. Post transition recovery is coordinated at municipal, regional and state levels.</p>

Shared responsibility

The SEMP recognises that building safer and more resilient communities is the shared responsibility of all Victorians, not just the EM sector.

In EM, shared responsibility refers to the collective obligations and accountabilities held by a range of actors. A commitment to shared responsibility recognises that no single actor can be responsible for emergency mitigation, preparedness, response or recovery, and that shared responsibility in emergency management is everyone's business. Individuals, communities, organisations, businesses, all levels of government and the not-for-profit sector all have a some role to play in planning for, responding to and recovering from emergencies.

The concept of shared responsibility is gaining traction and broad acceptance locally, nationally and internationally given increasing and emerging hazards, natural disasters and major emergencies, often happening concurrently, with far-reaching impacts on communities. This means that some people and communities may be more at risk, and/or disproportionately affected, depending on the type and extent of the emergency, the situational and consequential factors, and their individual circumstances.

In order to achieve Shared Responsibility that is person-centric and strengths-based (i.e. planning from an 'at-risk' perspective) it must be embedded system-wide in strategy, governance, planning, policy, programs, services and processes, as well as in communications and culture.

Sharing responsibility means identifying and supporting people most at-risk before, during and after an emergency in emergency management plans, and ensuring emergency management communications are tailored, timely and accessible to mitigate risk.

In practice, shared responsibility means:

- roles and responsibilities are clearly articulated
- actors understand their role and the roles of others
- actors can influence the decisions that affect them and their communities through self-determination and by fostering collaboration and social connectedness
- arrangements are flexible and can be negotiated
- actors have the knowledge, skills and resources to fulfil their responsibilities
- actors have the freedom and agency to make decisions when carrying out their roles and responsibilities
- actors are accountable for their actions.
- actors understand risks and act to reduce their exposure to risks from emergencies

The governance arrangements set out in the EM planning framework support the sharing of roles and responsibilities for EM with a wider range of actors, enabling inclusive, community influenced local arrangements and the building and strengthening of local networks.

As part of mitigation and preparedness, it is important to build the capacity and connection between individuals, communities and businesses to make their own decisions and to work with agencies.

Some of the examples of expectations include:

- community members being self-sufficient for a defined period (e.g. up to 72 hours) after an emergency event,
- the expectation that community members have a home emergency kit, or
- the expectation that community members moving houses proactively inform themselves of the emergency risks in their new neighbourhood.
- the expectation that community members build and strengthen their social connectedness and situational awareness.

Agencies with roles and responsibilities in the SEMP are encouraged to seek and build genuine participation and collaborative partnerships with the community that include co-designing opportunities where appropriate.

Agencies should consider the role and inclusion of First Nations Peoples in mitigation, response and recovery activities throughout Victoria through collaborations and partnerships as well as supporting self-determination.

Communities are networks of people defined by a common characteristic. Every Victorian belongs to many communities, each with its own features and responsibilities for its members. For example, an individual could have responsibilities to their household, workplace and local sporting club; and a business owner has responsibilities to their employees and customers. People may be members of a school community, a cultural or religious community, or even an online community.

Shared responsibility paves the way for more resilient communities that are engaged, informed and involved. Current evidence clearly shows that resilient communities recover more quickly and are better-placed to respond to and recover from subsequent emergencies. By sharing the responsibility, we can all minimise the impacts of disasters and build safer communities.

Victoria's shared responsibility approach recognises that communities:

- are best-placed to understand and contribute to managing their own risks and driving preparedness, response and recovery, including through their fundamentally important volunteer contribution
- should be empowered with the information, capabilities and opportunities to make decisions and work with agencies for better EM outcomes
- have networks and relationships that help agencies and communities identify the risks that a community faces, assess the factors that may put some community members most at-risk and identify options to protect the values of most importance to them.

Shared responsibility does not mean equal responsibility. In many cases, the EM sector and governments more broadly have the resources and information to make decisions and act on behalf of the Victorian community. Equally, in major emergencies with far-reaching consequences, the state may not be able to coordinate or provide the support the community expects, and the community's collective resources will be needed.

It is important to note that the roles outlined in the SEMP for the EM sector are generally required by a range of legislation. Where the SEMP mentions roles outside of the EM sector (such as the role of businesses and the community), these are used to demonstrate the shared responsibility concept and are not all subject to the same legislative responsibilities.

Table 2: Shared responsibility for EM

Actors	Function
Emergency management sector	Undertake diverse EM planning, mitigation, preparedness, response and recovery activities as defined in legislation, regulation and government policy including consideration of shared responsibility for people most at-risk in emergencies in all phases.
Individuals, families and households	Mitigate emergency risk to oneself and others in the family and household, support response activities by the EM sector and meet their own relief and recovery needs where possible, including planning for the specific needs of those in the family or household most at-risk in emergencies.
Small, medium and large businesses	Mitigate emergency risk to employees and customers, support response activities by the EM sector and meet their own relief and recovery needs where possible, including consideration of people most at-risk in emergencies.
Community groups and networks	Mitigate emergency risk, support response activities by the EM sector, and provide support to and/or encourage people to meet their own relief and recovery needs where possible, including multi-cultural and multi-faith communities; and planning and supporting people most at-risk in emergencies.

Risk management

Victoria's risk management approach aligns with the outcomes and objectives of the [Sendai Framework for Disaster Risk Reduction 2015–2030](#) and the [National Disaster Risk Reduction Framework](#).

The approach recognises that risk management must be embedded in all EM phases and that responsibility for risk reduction must be shared across all sectors of society. The [National Disaster Risk Reduction Framework](#) sets out risk reduction priorities and guiding principles at the national, state and local levels.

At the state level, EMV is responsible for coordinating the statewide disaster risk assessment published in the [Emergency Risks in Victoria Report](#).

The report identifies Victoria's highest priority emergency risks as well as controls and treatments to minimise or manage their impacts and consequences. These outputs are intended to inform strategic decisions to allocate resources for risk treatment and emergency mitigation and preparedness measures.

State level risk management is informed by regional, local community and private sector risk assessments and business continuity planning. Regional Emergency Management Planning Committees ([REMPC](#)) and Municipal Emergency Management Planning Committees ([MEMPC](#)) are responsible for undertaking regular emergency risk assessments to understand and manage their risk profiles and to support planning. At the municipal level, this is achieved by community emergency risk assessments, which draw on local and expert knowledge to identify risks and strategies for risk management and create safer and more resilient communities.

The all hazards risk tool, Community Emergency Risk Assessment ([CERA](#)) Online has been developed to assist MEMPCs with their risk assessments. CERA Online provides a platform to record, review and track risks, mitigations, causes and impacts of municipal risks across the state.

Volunteers, Volunteering and Volunteerism

The EM sector recognises the importance of volunteers and the fundamental role they play in mitigation, response and recovery activities. Support for EM volunteers performing these roles in Victoria is underpinned by responsibilities identified in the *EM Act 2013*.

As part of a worldwide movement, Victoria's strategic alignment is supported by the Australian Government through guidance provided by the [National Emergency Management Volunteer Action Plan \(NEMVAP 2012\)](#) and relevant engagement and consultative forums.

Further consultation and support for EM volunteers (the people), volunteering (the activities) and volunteerism (the culture – also known as the 3Vs) in Victoria is also guided by the [Volunteer Statement](#) and [Strategic Priorities for Volunteers](#). Each EM organisation is responsible working with and supporting its volunteers and staff to collaboratively develop, implement and review their own strategies and programs to recognise, understand and support the enormous value which the 3Vs contribute to emergency management. It is also important to understand how people are changing the way they want to volunteer their time, skills and resources. This presents both challenges and opportunities for volunteers, agencies and the sector, where a combination of traditional and alternative ways will be required to efficiently and effectively engage and contribute in good times and during times of significant need.

Spontaneous volunteers

Spontaneous volunteering is a vital aspect of community emergency response and plays a key role in volunteering. According to the Commonwealth of Australia, spontaneous volunteers are *“individuals or group of people who seek or are invited to contribute their assistance during and/or after an event, who are unaffiliated with any part of the existing official emergency management response and recovery system and may not have the relevant training, skills or experience.”* In Victoria, Emergency Recovery Victoria (ERV) leads the strategic coordination of spontaneous volunteers. This may involve engaging an organisation to facilitate the coordination of spontaneous volunteers during a major emergency.

Evaluation and continuous improvement

The Victorian EM sector supports a culture of continuous improvement. It does so by:

- exercising its plans
- encouraging the sector to share lessons: positive actions to sustain and things to improve
- encouraging learning from assurance activities and contemporary good practice including nationally and internationally
- improving practices based on research including national and international best practice
- collaborating through pilot projects
- focusing on systems of work rather than on the performance of individuals
- recognising that identifying and implementing sustainable solutions takes time, resources and opportunities.

Monitoring, evaluation and reporting activities during and after a major emergency can include:

- debriefs of officers, teams and agencies
- reviews of the effectiveness of the coordination, control, consequence management and communications functions
- an operational or system level review by EMV
- independent assurance activities undertaken by the Inspector-General for Emergency Management ([IGEM](#))
- other independent assurance activities by the Victorian Government and the Victorian Auditor-General's Office or by another independent monitor.

It is good practice to invite representatives of relevant community, business and industry groups to debriefs where possible. Often, a post-incident community forum may be appropriate.

Observations are communicated to the State Review Team ([SRT](#)) to identify lessons.

The sector's approach to lessons management is further explained in the 2015 [EM-LEARN Framework](#).

Emergency management phases

Mitigation

mitigation means the elimination or reduction of the incidence or severity of emergencies and the minimisation of their effects.

Both within and outside the EM sector, agencies contribute to the mitigation of emergencies as part of their business-as-usual functions.

For example, they mitigate emergencies by:

- formulating and implementing policy and regulation (such as land-use planning and building regulations, and floodplain management)
- building, operating and maintaining infrastructure
- promoting financial resilience to emergencies through home and contents insurance
- community engagement to build resilience to and awareness of risks and promote protective actions.

Agencies' roles and responsibilities for mitigation are set out in [Roles and Responsibilities Table 8: Participating agencies for mitigation.](#)

Agencies are listed as participating agencies for these mitigation activities, which are undertaken within the context of additional legislation, regulation and government policy that sits outside the EM sector.

Even when not required by law, departments, agencies, businesses and the community are key actors to take actions to mitigate and reduce risk to emergency shocks and stresses, including for people most at-risk. Various strategies and plans commit governments and agencies to a range of mitigation obligations. Mitigation is imperative in the context of the growing social, economic and environmental cost of major emergencies and the increasing impacts of climate change.

Planning

State-level planning

EM Act 2013 s 60AD Preparation of state emergency management plan

The Emergency Management Commissioner must arrange for the preparation of the state emergency management plan to provide for an integrated, coordinated and comprehensive approach to emergency management at a State level.

The SEMP seeks to provide comprehensive arrangements for EM in Victoria. To do so, some of the arrangements may link with emergency types that cross state boundaries or are governed by national or international standards or frameworks. Examples of this include energy and some health emergencies.

To ensure the Victorian SEMP is effectively integrated with such broader arrangements, Victoria's EM planning framework allows the sector to develop:

- SEMP sub-plans, which are subject to the same preparation, consultation and approval requirements as the SEMP, set out in the *EM Act 2013* pt 6A
- complementary plans, which are not subject to the requirements in the *EM Act 2013* pt 6A.

The [Ministerial Guidelines](#) for EM planning provide more information about the requirements relating to SEMP sub-plans and complementary plans. SEMP sub-plans are published on the [EMV website](#).

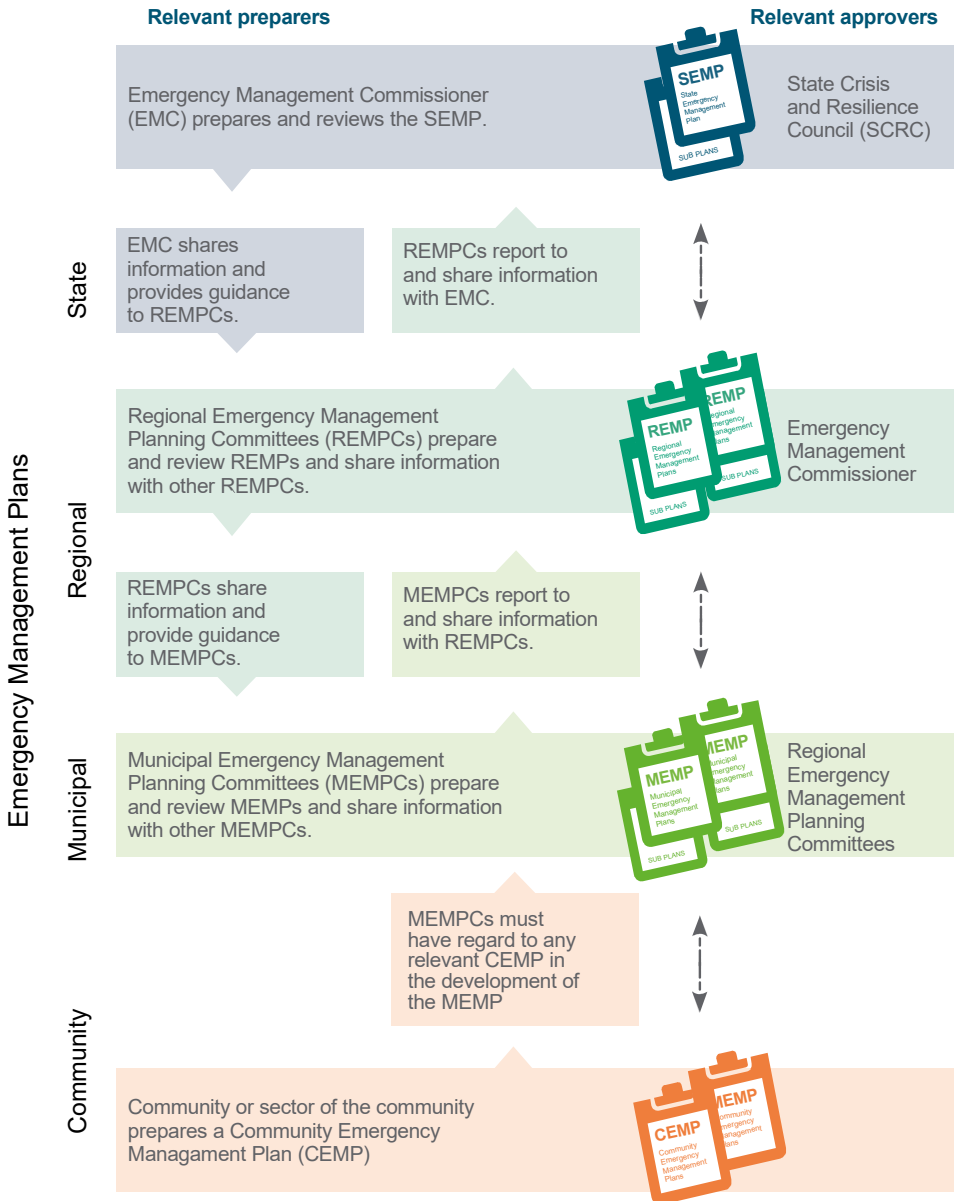
Reports that inform the planning landscape at the state level include:

- [Emergency Risks in Victoria Report](#), produced as the result of a statewide emergency risk assessment published under the National Strategy for Disaster Resilience.
- [Victoria's Critical Infrastructure All Sectors Resilience Report](#), which overviews risks and resilience improvement initiatives for Victoria's eight critical infrastructure sectors.
- Planning may draw on other reports to inform the broad risk environment (such as the [Victorian Climate Science Report](#), which is a summary of the best-available scientific evidence about climate for Victoria and which includes predicted future trends).

Regional, municipal and community planning

Figure 2 shows Victoria's EM planning framework, as set out in the *EM Act 2013*. The Act requires the preparation of regional emergency management plans (REMPs) by REMPCs and municipal emergency management plans (MEMPs) by MEMPCs, following guidelines issued by the relevant Minister under the *EM Act 2013* s 77.

Figure 2: Framework for Emergency Management Planning



At the local level, a MEMP contextualises its REMP and is informed by local and municipal risks. It also considers any community EM plans that may be in place.

Likewise, a REMP contextualises the SEMP for its region. It also considers MEMPs within its region and any region-specific issues and opportunities. The SEMP is not an aggregation of the REMPs: rather, it sets out the state-level arrangements for EM in Victoria including the roles and responsibilities of agencies.

Community planning is good practice, is locally led and could inform municipal planning priorities if practicable and resourcing permits.

In this way, the SEMP, REMPs and MEMPs, in conjunction with any community EM plans, form a holistic planning landscape to mitigate, plan and prepare for, respond to and recover from emergencies. Plans at each tier reflect the appropriate level of EM for that tier.

Preparedness

preparedness includes the activities of EM sector agencies to prepare for and reduce the effects of emergencies by having plans, capability and capacity for response and recovery.

The [Victorian Preparedness Framework](#) is the sector's planning tool to do this. It sets out the five core capability elements (people, resources, governance, systems and processes) and the 21 core capabilities that underpin EM activities in all phases. The framework shows the sector how to estimate their capability requirements and set capability targets, based on a series of critical tasks.

Various activities by the sector (such as developing SEMP sub-plans, exercising and annual preparedness briefings) contribute to its preparedness. Agency roles and responsibilities for EM are set out against the 21 core capabilities in [Roles and Responsibilities Table 9: Control agencies for response](#).

Response

response is the action taken during and in the first period after an emergency to reduce the effects and consequences of the emergency on people, their livelihoods, wellbeing and property; on the environment; and to meet basic human needs.

The purpose of command, control and coordination arrangements in the response phase is to ensure sufficient resources are deployed, coordinated and responding to an emergency, and that consequences are being managed.

Response arrangements are largely hazard-based, and [Control Agencies](#) are responsible for developing and maintaining hazard-specific response plans, as sub-plans to the SEMP. Sub-plans include arrangements for readiness, the establishment of control, incident management systems, control, relief, escalation and de-escalation. They also include arrangements for communications, coordination, consequence management and community connections.

[The Fundamentals of Emergency Management \(Class 1 Emergencies\)](#) outlines the principles underpinning the EM activities of [responder agencies](#) and EMV. It also provides overarching, guiding principles for the management of emergencies that may be applied to a variety of emergencies and agencies.

The [Victorian Emergency Operations Handbook](#) provides emergency personnel with a convenient reference to the key agency structures and systems required to undertake effective, safe incident management operations in Victoria.

EMV maintains a range of EM doctrine which are stored in [EM Common Operating Picture \(EM-COP\)](#). This doctrine is developed under the Emergency Management Doctrine Framework and draws its authority from s 50 of the *EM Act 2013*. Agencies in the Victorian emergency management sector use this agreed doctrine for preparedness and response activities.

EMV maintains joint standard operating procedures (JSOPs), which are stored on [EM-COP](#). EMV and agencies use these agreed procedures for preparedness and response activities.

When an emergency occurs, recovery roles should also be considered at the first available opportunity, because decisions made during response will affect recovery outcomes.

Readiness

Readiness increases the ability for timely response with activities immediately before and in anticipation of a potential or actual emergency.

Command, control and coordination arrangements must be in place to ensure readiness:

- for major emergencies irrespective of whether a specific emergency is anticipated, occurring or has occurred
- if a major emergency is anticipated (such as a weather forecast that indicates the possibility of a flood)
- if a minor emergency could potentially escalate into a major emergency.

Command

Command is the direction of response activities internally within an agency to use its people, resources, governance, systems and processes to discharge its responsibilities in line with relevant legislation.

An agency responding to an emergency identifies the commanders responsible for supervising their personnel and the agency chain of command. Commanders escalate agency issues and provide direction on agency issues through the agency chain of command.

Where there is an agreed inter-agency arrangement, an Agency Functional Commander ([AFC](#)) (such as the State Agency Commander or Regional Agency Commander) may supervise personnel and resources from more than one agency.

Incident management systems

To enable agencies to 'work as one,' the Victorian EM sector operates under the Australasian Inter-service Incident Management System (AIIMS). The AIIMS principles of flexibility, management by objectives, unity of effort, functional management and span of control ensure that each individual contributing to an EM effort understands their role. During the response phase, the EM sector commonly applies AIIMS, which can be modified to suit the incident, operations or consequence area. Primary functional areas within AIIMS include control, planning, intelligence, public information, operations and logistics.

Victoria Police structure its response to emergencies using the Incident Command Control System (ICCS), which is based on national guidelines for all policing agencies. This is especially relevant to Class 3 emergencies.

Some Class 2 emergencies may have other incident management systems as required by national or international arrangements. This is identified in complementary plans as well as the relevant SEMP sub-plan. One example is the Biosecurity Incident Management System (BIMS): this system provides guidance about managing biosecurity incidents during the response and initial recovery phases.

[Table 3:](#) Levels of incidents shows typical features of a three-level classification system commonly used by incident management systems.

Incident management systems can be applied across all phases of EM, from mitigation through to recovery and extend beyond response command.

Table 3: Levels of incidents

Incident	Typical features
Level 1	<p>The region and/or state tiers are not activated for control:</p> <ul style="list-style-type: none"> the response is day-to-day business and the incident is managed by a control agency's incident management team the response is in the incident area only the response duration is less than or a single shift there is little to no potential for escalation. <p>The region and/or state tiers are not activated for coordination:</p> <ul style="list-style-type: none"> there is a single or limited multi-agency response resources can be sourced from one local government area. <p>The regional and state tiers are not activated for recovery coordination: there is little or no impact on the community and infrastructure.</p>
Level 2	<p>The region and/or state tiers are activated for control:</p> <ul style="list-style-type: none"> the incident is of medium complexity the response duration is multiple shifts there are one or two incident areas the incident could potentially become an emergency the incident involves multiple hazards.

Incident	Typical features
Level 2 (cont.)	<p>The region and/or state tiers are activated for coordination:</p> <ul style="list-style-type: none"> a limited multi-agency response is required the resources of more than one agency must be coordinated there is a medium-term impact on critical infrastructure resources are sourced from the district or state levels there is a medium impact on the community.
Level 3	<p>The region and/or state tiers are activated for control:</p> <ul style="list-style-type: none"> the incident is of high complexity the response duration is protracted there are multiple incident areas the incident could likely become a state of emergency or lead to the declaration of a state of disaster. <p>The region and/or state tiers are activated for coordination:</p> <ul style="list-style-type: none"> there is significant impact on critical infrastructure there is actual or potential loss of life or multiple, serious injuries there is major impact on the routine functioning of the community, which needs the establishment of relief services.

Control

Control is the direction of response activities across agencies, horizontally, including the coordination and tasking of other agencies.

Responsibilities

[Table 4: response control and coordination and consequence management responsibilities](#) is an overview of key responsibilities, to be read in conjunction with the more detailed information in the SEMP.

In a Class 1 or Class 2 emergency, the [EMC](#) ensures control arrangements are in place and that relevant agencies act in accordance with the SEMP. For Class 2 emergencies, in practice the [EMC](#) ensures control arrangements are in place and the [SC](#), who are appointed by the Control Agency Officer in Charge ([CAOiC](#)), leads and manages the operational response to the emergency.

The [CCP](#) is responsible for control and coordination for Class 3 emergencies at all tiers, with the [EMC](#) responsible for consequence management for all major emergencies.

Table 4: Response control and coordination and consequence management responsibilities

Phase	Class 1	Class 2	Class 3
Response control	EMC	CAOiC	CCP
Response coordination	EMC	EMC	CCP
Consequence management	EMC	EMC	EMC

If a Class 1 and/or a Class 2 emergency occurs simultaneously with a Class 3 emergency, the [CCP](#) is responsible for controlling the Class 3 emergency independently of the control arrangements for the Class 1 and/or Class 2 emergency.

If a Class 1 or Class 2 emergency develops into a Class 3 emergency, the [CCP](#) assumes control and leads the response. However, the legislative basis for the authority for control strategies for Class 2 will remain and be exercised, with the [CCP](#) taking the overarching state-level control function.

In a Class 1 emergency, the [EMC](#) must appoint a State Response Controller ([SRC](#)) to be responsible for the control of response activities, in accordance with the SEMP. The [SRC](#):

- is responsible for the control of response activities
- may exercise all the statutory powers and authorities of the chief officers of the relevant [Control Agencies](#)
- may appoint and deploy controllers in accordance with the SEMP
- is responsible for issuing warnings providing information to the community.

In a Class 1 emergency, the [EMC](#) may, where it is necessary to do so because the [EMC](#) considers that control response is not being exercised effectively, direct the [SRC](#) as to the exercise of specified control response activities or override or exercise specified control response activities.

The State Control Team ([SCT](#)) supports its chair (the [SRC](#), State Controller ([SC](#)) or [CCP](#)) to oversee control responsibilities and functions on behalf of the [EMC](#) and/or [CCP](#), and to implement the strategic context for the readiness, response and where appropriate the relief and recovery phases.

[Roles and Responsibilities Table 9: Control agencies for response](#) lists control agencies by form of emergency. The [Control Agency](#) is the agency with primary responsibility for responding to a specific form of emergency.

In a Class 1 emergency, the [EMC](#) may direct a relevant [Control Agency](#) to act in accordance with the SEMP if the [Control Agency](#) has failed to do so and the failure is likely to have significant consequences.

Control centres

Where an emergency will be controlled from is determined by:

- the [EMC](#), for Class 1 emergencies
- the [CAOiC](#), for Class 2 emergencies
- the [CCP](#), for Class 3 emergencies.

They may decide the emergency will be controlled from the State Control Centre (SCC), a Regional Control Centre (RCC), an Incident Control Centre (ICC), a Police Operations Centre (POC) or another location.

The SCC is activated at the agreed tier by the [EMC](#), [SRC](#) or [SC](#), while RCCs and ICCs are activated in line with SEMP sub-plans.

For Class 1 emergencies, ICCs are activated in line with [JSOP 2.03: Incident Management Team \(IMT\) Readiness Arrangements](#) and escalation occurs in line with [JSOP 3.15: Transfer of Control and Incident Management Team Relocation for Class 1 Emergencies](#) and control agency processes.

The SCC is Victoria's primary control centre for managing emergencies. The SCC provides a service, operating for, and in collaboration with, emergency management agencies within Victoria, to minimise the likelihood, effect, and consequences of an emergency on the Victorian community. EMV manages the SCC and its redundancy site on behalf of responder agencies, to support the [EMC](#), [SRC](#) or [SC](#) with their responsibilities, and to provide support to the regional and incident tiers. The SCC is the hub of a network of control centres across the state.

The SCC's role is to:

- monitor the state's readiness and ensure readiness arrangements are in place
- ensure control and coordination strategies and arrangements are appropriate and adequate for current emergencies
- ensure the [SRC](#), [SC](#) and [SCT](#) maintain appropriate situational awareness to support strategic decision-making
- ensure information and community warnings are issued in a timely and appropriate manner
- provide assistance with and prioritise the allocation of state and specialist resources
- collect, analyse and disseminate information about major emergencies to key stakeholders including the State Emergency Management Team ([SEMT](#)).

Victoria has RCCs and ICCs located strategically throughout the state.

Similar to the SCC, RCCs and ICCs provide a location to coordinate EM efforts at the region or incident tier, particularly for Class 1 emergencies.

A POC is an operational facility at the incident, region or state tier that Victoria Police uses to manage planned operations and respond to emergencies.

A number of other operations centres across the state support the operations of EM agencies.

Activation of state control

The [EMC](#) will activate state control (control of the emergency at the region, area of operations and/or state tiers) if:

- a Class 1 or 2 emergency is anticipated (such as if extreme rain or fire weather is forecast)
- a Class 1 or 2 emergency is occurring.

When considering activating state control, the [EMC](#) will consider whether in the opinion of the [Control Agency](#), Regional Emergency Response Coordinator ([RERC](#)) and Municipal Emergency Response Coordinator ([MERC](#)) [effective control](#) can be established and sustained at the incident or region tier.

For Class 1 emergencies:

- the [SRC](#) or an appointed controller may exercise all the statutory powers and authorities of the chief officers of the relevant [control Agencies](#)
- the chief officers of relevant [Control Agencies](#) retain their existing statutory powers, authorities and responsibilities, and they are required to exercise these statutory powers and authorities in accordance with the SEMP
- the exercise of a power or authority by the [SRC](#) or an appointed controller will supersede the exercise of a power or authority by a chief officer to the extent of any inconsistency in the line of control.

Transfer of control to the state

'Transfer of control to the state' occurs when the [EMC](#) or [CCP](#) (depending on the class of emergency) activates state control by transferring control from the [Control Agency](#) of a [non-major emergency](#) with the potential to escalate:

- to a Class 1 or Class 2 emergency
- from a single emergency to multiple, concurrent emergencies
- from the initial incident area to a region or requiring an area of operations to be declared
- from a single area to multiple areas of operations or regions

- from needing only local resources to needing more resources than are available at the incident or region tiers
- from requiring limited response and recovery activities to requiring activities that are resource-intensive and geographically dispersed.

Control of a [non-major emergency](#) must be transferred to the state as soon as possible if:

- the incident shows clear potential to become a major emergency
- the [Incident Controller \(IC\)](#) or [Regional Controller \(RC\)](#) needs immediate specialist support
- several similar incidents are expected within the area (such as multiple roof damage after a storm) and are best managed as the one incident.

Most commonly, control is transferred to a higher tier before or early in the emergency and back to the lower tier as the emergency draws to its conclusion.

When considering whether to activate state control of a potential or actual emergency, the [EMC](#) may also take into account:

- current and potential impacts on and consequences to life, property, the environment and other values
- the incident's duration, scale and complexity
- the extent of current readiness levels
- actual and possible risks
- the adequacy of existing resources and ongoing resource requirements
- the likelihood of current control arrangements succeeding.

In increasingly complex emergency situations, transferring control to a higher tier:

- allows agencies responding at the incident tier to focus on their specific responsibilities
- ensures all relevant agencies are involved
- provides for more resources and more-effective coordination of resources
- maintains clarity of control and roles
- ensures consistent communications, strategic decision-making and shared intelligence.

If a [non-major emergency](#) has the potential to become a major emergency, the [Control Agency](#) will notify:

- the [EMC](#) if it could potentially develop to a Class 1 or Class 2 emergency
- the [EMC](#) and the [CCP](#), if it could potentially develop to a Class 3 emergency.

To transfer control:

- the [AFC](#) notifies the [RC](#)
- the [RC](#) may establish an [IMT](#)
- the [RC](#) deploys an endorsed [IC](#).

[JSOP 3.15: Transfer of Control and Incident Management Team Relocation for Class 1 Emergencies](#) is the procedure for the transfer of control and the relocation of an [IMT](#) for Class 1 emergencies.

[Table 5: Transfer of control scenarios](#) sets out other circumstances and requirements for the transfer of control. In all transfer-of-control situations, there must be consultation with and in many cases the agreement of all parties, particularly [Control Agencies](#).

Table 5: Transfer of control scenarios

Transfer of control ...	Notes
... from one IC to another IC	<p>The transfer:</p> <ul style="list-style-type: none"> • can be to an IC from another agency • must have the agreement of both ICs • must be done formally, a record kept and all involved agencies informed in line with JSOP 3.15: Transfer of Control and Incident Management Team Relocation for Class 1 Emergencies.
... from one ICC to another ICC	<p>The initial or field-based IC and IMT may need to relocate to another ICC if it can better support the incident, for example:</p> <ul style="list-style-type: none"> • if the incident focus moves from the area of initial impact (such as during a fast-moving bushfire or as a flood moves downstream) • if the needs of the IMT outgrow the capacity of the current ICC • another IC and IMT have better understandings of local issues. <p>If so, the RC/s of the affected region/s must be involved in the decision to relocate and must oversee the relocation. The transferring and receiving RCs work together to achieve the relocation, in line with JSOP 3.15: Transfer of Control and Incident Management Team Relocation for Class 1 Emergencies.</p>

Transfer of control ...	Notes
... of a response activity, from the CAOiC to the officer in charge of another agency (Class 2 emergency)	<p>The transfer must have the consent of both agencies.</p> <p>The CAOiC can appoint one or more controllers to plan for an anticipated Class 2 emergency and for a Class 2 emergency that is occurring or has occurred.</p> <p>The controller to whom control is transferred has the powers and responsibilities as specified in the instrument of appointment.</p>
... from the Class 2 Control Agency to another Control Agency	<p>If the Control Agency does not have people with the requisite knowledge and skills to be appointed SC in response to a Class 2 emergency, the CAOiC can transfer control of any response activity to any officer from another agency, with consent of the officer in charge of that agency. – <i>EM Act 2013</i> s 39 and 40</p>
... if there are concurrently a Class 1 or 2 emergency and a non-major fire	<p>If a non-major fire occurs concurrently with a Class 1 or Class 2 emergency, control of the non-major fire (including the CFA Officer in Charge's powers under the <i>Country Fire Authority Act 1958</i> in relation to the control of the fire) can be transferred to the SRC. Agencies transferring control continue to perform their support agency response roles.</p>
... if there are concurrent Class 2 emergencies	<p>If multiple agencies respond to concurrent Class 2 emergencies, agencies will prioritise their response roles in line with the State Emergency Management Priorities, agree to a Control Agency and transfer control to it, then support the agency.</p>

Control arrangements for an area of operations

Where an area of operations is designated in relation to a Class 1 or Class 2 emergency, despite anything to the contrary in this plan, the [SRC](#) or [SC](#) in consultation with the [EMC](#) will determine appropriate control and coordination arrangements for the area of operations having regard to the need for effective response control and coordination.

As [Table 1: EM Tiers](#) indicates, the designation of an area of operations may affect other areas, activities or incidents. When determining the control and coordination arrangements for the area of operations, the [SRC](#) or [SC](#) in consultation with the [EMC](#) may also determine that control and coordination structures be implemented for Class 1 or Class 2 emergencies outside the area of operations, to ensure [effective control](#) and coordination.

For the avoidance of doubt, the [SRC](#)/[SC](#)'s powers to implement alternative control arrangements in relation to an area of operations include, without limitation, the power to implement:

- alternative arrangements for appointing, deploying and directing controllers within an area of operations
- alternative roles and responsibilities for controllers in an area of operations.

Determination of an area of operations may affect other parts of the system (such as resource coordination or relief and early recovery coordination). The [SRC](#)/[SC](#), in consultation with the [EMC](#) may determine that alternate management structures be implemented for Class 1 and Class 2 emergencies outside the area of operations to ensure [effective control](#) and coordination. In absence of a direction from the [EMC](#), agencies must seek the [EMC](#)'s approval prior to establishing control and/or coordination structures for Class 1 and Class 2 emergencies that depart from the SEMP.

Requesting additional resources

In line with [JSOP 3.09: Resource Request Process](#), additional resources are requested as follows.

At the incident tier, agencies:

- use their internal resources systems to request, dispatch, track and move resources
- can request specialist resources from other local agencies through the Incident Emergency Response Coordinator ([IERC](#)) to the [MERC](#), _____ or directly to the SCC from [IMTs](#) for Class 2 emergencies.

Control Agencies are able to request the use of council-managed (or contracted resources to supplement emergency response within the corresponding municipal district, if such resources cannot be reasonably sourced by other means as outlined in the [Sourcing supplementary response resources](#).

Where ICCs are established, the resources function under AIIMS is responsible for the processing and fulfilling of resource requests to support [Control Agencies](#) and Response Support Agencies ([RSA](#)), with the support of the logistics function. Generally, the order in which resources are drawn on is:

- agency and local resources
- support resources: within municipalities and the local area, then within regions, then within the state
- interstate or Commonwealth resources
- international resources.

After a request for resources:

- the [IERC](#) or [MERC](#) will seek resources within the local area, and the [MERC](#) will escalate unfulfilled resource requests to the [RERC](#)
- a [RERC](#) will seek resources within their region and escalate unfulfilled resource requests to the [EMC](#) through the Senior Police Liaison Officer ([SPLO](#))
- the [EMC](#) will seek resources as needed from across the state, from other regions, and/or from interstate and internationally, in consultation with relevant Ministers.

At all tiers:

- resource prioritisation must be consistent with the [State Emergency Management Priorities](#)
- the most appropriate resources for the task should be deployed irrespective of agency, land tenure or operational boundaries.

Coordination

Coordination is the bringing together of people, resources, governance, systems and processes, to ensure effective response to and relief and recovery from an emergency. Coordination operates:

- vertically within an agency as a function of command
- horizontally across agencies as a function of the authority to control.

Emergency response coordination ensures:

- [effective control](#) arrangements are established and maintained
- information is shared effectively
- the resources required to support the response are accessed.

In a Class 1 or Class 2 emergency, the [EMC](#) is responsible for the coordination of the activities of agencies having roles or responsibilities in relation to the response to the emergency. The [CCP](#) is responsible for response coordination of Class 3 emergencies.

The State Coordination Team ([SCoT](#)) oversees coordination functions and responsibilities on behalf of the [EMC](#) for Class 1 and Class 2 emergencies and on behalf of the [CCP](#) for Class 3 emergencies.

Based on the situation and risk of a current or impending emergency, especially for concurrent or complex emergencies, the [SCoT](#) determines an appropriate governance structure, ensuring that appropriate control is in place and making provision for Ministerial or agency powers that cannot be transferred to an [SRC](#) or [SC](#). The [SCoT](#) also determines the strategic context for readiness, response, relief and recovery.

State of disaster

The *EM Act 1986* Part 5 provides for the Premier, on the advice of the relevant Minister and in consultation with the [EMC](#), to declare a state of disaster in situations that present a 'significant and widespread danger to life or property' in part or all of Victoria. The [EMC](#) will consult with the [CCP](#) regarding the advice to be provided to the Premier. A state of disaster creates a legal condition applying to a specified area and gives the relevant Minister the power to:

- direct and coordinate the activities of government agencies
- suspend Acts or regulations
- commandeer any property*
- control movement into and within, and departure from, the disaster area*
- compel evacuations from the disaster area (except where a person claims pecuniary interest in the land, buildings, goods or valuables therein)*.

National Emergency Declaration

The National Emergency Declaration Act 2020 (Cth) provides for the Governor-General, on the advice of the Prime Minister, to declare a national emergency where an emergency has recently occurred, is occurring or is likely to occur, and that emergency has caused, is causing, or is likely to cause, nationally significant harm. Before making a declaration, the Prime Minister must consult with the relevant government of each State or Territory in which the Prime Minister is satisfied the national emergency has caused, is causing or is likely to cause nationally significant harm. This requirement does not apply if the government of each affected State or Territory has requested the making of a National Emergency Declaration, or the Prime Minister is satisfied that it is not practicable to do so.

The Act provides for states and territories to request, or be consulted on, the declaration of a national emergency. However, where the Prime Minister is satisfied it is not practical to do so, the Commonwealth may initiate the making of a declaration without consultation. The Premier can request or respond to consultation from the Commonwealth on the declaration of a national emergency on the advice of the EMC and the Minister for Emergency Services. The Minister for Emergency Services must consult with the responsible minister for the emergency (if it is a minister other than themselves) in developing this advice. A National Emergency Declaration may enliven alternative statutory tests for certain existing Commonwealth emergency powers, empower federal ministers to suspend or vary administrative and procedural requirements, enable the Prime Minister to require Commonwealth entities to report on stockpiles and recommendations to respond to the emergency.

Relief

Relief is the provision of assistance to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency.

Responsibilities for relief activation rest with the IC, [RC](#) or [SRC](#), in collaboration with the relevant relief tier coordinator. Controllers should work closely with the relevant [relief tier coordinator](#) to ensure that relief operations are integrated with response operations and that relief outcomes are considered in response decision making and directions.

Information gathered through impact assessments can be used to inform relief planning, activities and decision-making.

The principles for the coordination and delivery of relief 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
- agencies communicate clear, relevant, timely and tailored information and advice to communities about relief services through multiple, appropriate channels
- relief promotes community safety and minimises further physical and psychological harm
- 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 EM coordination efforts
- relief is coordinated and delivered as close to the community as possible, supported by regional and state-based activities as required.

EM agencies with relief responsibilities must incorporate these principles into their planning, decision-making and delivery of services.

The Relief Coordination responsibilities for municipal, regional and state tiers can be found in the [Relief Services and Coordination](#) section.

Communication

The community needs information to make informed choices about their safety and to take responsibility for their own recovery.

[Table 6: Communications responsibilities](#) shows responsibilities for the provision of information to the relevant Minister, stakeholders and the government.

The controller at the relevant tier must authorise the provision of public information and warnings by public information officers (if appointed) on behalf of the [IC](#) and agencies. However, if there is an imminent threat to life and property and warnings must be issued urgently, any [Control Agency](#) personnel can issue them to a community under threat, but they must notify the relevant controller as soon as possible after they do so.

Relief and recovery messaging should be integrated with response messaging, and it should inform the community among other things about relief centres, impacts on critical infrastructure and how to get assistance.

For some major emergencies:

- councils, working with coordination agencies, may hold community engagement meetings
- the state tier may prepare a communications plan (such as a state relief and early recovery communications plan).

[Emergency Management Common Operating Picture](#) (EM-COP) is a web-based communication, planning and collaboration tool hosted by EMV which provides real-time situational awareness for EM sector personnel and agencies, so they can quickly share information that helps them make strategic decisions.

Table 6: Communications responsibilities

Emergency	Responsibility for	Responsibility of
Non-major	Public, stakeholder and government communications including all warnings and public information	IC
Class 1 or 2 emergency	Ensuring warnings are issued	EMC
	Ensuring the relevant Minister is notified and provided with timely and up-to-date information in relation to the emergency	EMC
	Public, stakeholder and government communications	EMC or EMC and relevant Minister/Secretary. The EMC will work with the relevant Control Agencies and EMJPIC to develop appropriate communications and engagement plans
Class 3 emergency	Ensuring the relevant Minister is notified and provided with timely and up-to-date information in relation to the emergency	CCP
	Public, stakeholder and government communications	CCP or the CCP and relevant Minister/Secretary.

Consequence management

The *EM Act 2013* allocates responsibility for consequences management for major emergencies, including Class 3 emergencies, to the EMC. The EMC _____ fulfils this role through the State Consequence Coordinator (SCCo). Consequence management is defined in the *EM Act 2013* as the coordination of agencies that are responsible for managing or regulating services or infrastructure which are or may be affected by a major emergency. This includes agencies who engage the skills and services of non-government organisations.

Consequence management supports strategic decision-making before, during and after a major emergency, and its importance lies in its ability to support longer-term decision-making following a major emergency. Consequence management also supports community recovery.

Consequence management informs and works in conjunction with relief and recovery activities.

The State Emergency Management Team (SEMT) support the EMC to _____ undertake the responsibility to coordinate agencies to minimise the adverse effects of emergencies on people, communities, infrastructure and environment.

At times, support may be provided by the Critical Infrastructure Resilience Sectors Forum (CIRSF), made up of responsible departments for critical infrastructure sectors in Victoria. CIRSF does not have an operational emergency response role. However, CIRSF can provide support to the management of significant emergencies by providing information to and from industry networks to inform decision making, identify key risks and consequences to critical services, and as appropriate, providing assurance to government.

In an emergency, relevant lead and support agencies and government departments are responsible for managing the consequences of existing or possible impacts on the specific infrastructure or service that they are responsible for managing or regulating under relevant legislation.

Control and lead agencies, as well as critical infrastructure providers must identify and manage likely or actual consequences, and they must communicate how they are doing this to communities, stakeholders and government. Such management may include activating business continuity arrangements.

Infrastructure providers maintain the continuity of services and minimise the adverse consequences to the community of service interruptions.

Community connections

Agencies currently invest heavily in engaging with communities to ensure local contexts inform mitigation activities.

In general, ICCs and RCCs are staffed by agency personnel who are local to the area. Where additional resources are required to ensure effective EM, provision is made to support and build understanding of the local context. Intelligence and insights gained from community meetings are used to ensure community concerns are considered in the operational management of an emergency.

Recovery principles that govern activities in the aftermath of an emergency enable an approach informed and led by communities, in line with the sector's commitment to shared responsibility.

Transition to recovery

De-escalation

As response control and coordination activities decrease, each tier will lower its activation level. As this occurs, the functional units at these tiers will scale down or deactivate.

Decisions made during response will affect recovery outcomes. Recovery activities begin immediately and continue beyond the need for relief activities. Recovery should therefore be considered during response and at all stages of EM planning.

As response transitions to early recovery, secondary and post-emergency needs assessments support planning, decision-making and recovery priorities. Assessments can also be shared over time, to ensure people and communities are given the information they need to support their own recovery.

Transition structures and handover requirements to support recovery coordination arrangements will vary according to the emergency, and response and recovery agencies will work cooperatively to share information, jointly plan, jointly make decisions and execute their plans.

Transition plan

During the response phase, a plan will be developed to transition from response to recovery. The Controller at the relevant tier should take a lead role in facilitating transition to recovery, working with the Recovery Coordinator at the relevant tier, as it marks the end of the response phase which the Controller leads and manages.

The Recovery Coordinator at the respective tier should be involved early in the process to gain a clear understanding about what might need to be transitioned, who they transition to and the supporting information requirements.

An important component of transition is a seamless transition of communications where relief and recovery messaging should be integrated with response information as early as possible to facilitate a smooth transition to recovery, alongside other components required for effective transition to recovery.

The plan, which mainly includes short-term activities, should:

- ensure the continuity of relief activities into the recovery phase, if required
- set out communications arrangements for affected communities about the impacts of the emergency, relief assistance available and recovery services
- use data from initial impact assessments to identify where to focus early recovery activities (such as secondary impact assessments)
- identify resources needed to support immediate recovery needs including public health, wellbeing and safety needs
- coordinate essential clean-up operations, as required
- set out governance arrangements (authorisation, coordination and monitoring) for the transition
- ensure all personnel with recovery roles are notified and briefed about and supported during the transition
- specify data- and information-sharing protocols, so information gathered during response and early recovery is disseminated during the transition to relevant agencies.

Transition can occur across all three tiers and should be dependant on relevant activities at that tier that require transition, and the objective of the transition. If multiple tiers are required to develop transition plans they should consider relevant alignment and interface with any activities required in the individual tier plans.

EMV's [*An Agreement for Transition of Coordination Arrangements from Response to Recovery*](#) includes a schedule of transition arrangements.

Timing and duration of transition

Generally, the transition should be delayed if:

- significant emergency risks remain
- the powers which are only available to [Control Agencies](#) and [RSAs](#) personnel during the response phase are still needed
- the effects and consequences of the emergency are not yet adequately known
- affected communities continue to need relief services
- recovery resources are not yet assembled and ready to undertake their roles: recovery coordinators at the relevant tiers must be ready to assume responsibility and have the necessary resources assembled before the transition, so service provision to the community is not interrupted during the transition.

The [Control Agency](#) and response controllers maintain response control and coordination for as long as an emergency continues to threaten a community, but this should not delay ongoing relief and recovery activities.

If a phased transition is appropriate, teams at relevant tiers should agree on the timing and phasing of the transition, the activities required and who is responsible. Phasing may occur in geographic 'clusters' reflective of the stage in response.

The full transition from response to recovery occurs after response activities have ceased. Long-term recovery is coordinated by the Recovery Coordination Agency ([RecCA](#)), before usually moving into community-level recovery activities.

If the emergency was large and complex, control and support agencies may need to remain at the incident area well into the initial stages of recovery, to support recovery managers and coordinators.

The emergency response coordinator must discuss with the relevant EM team how they are determining that response has finished, and the reasons why transition should occur.

Incident-specific recovery assistance is time-limited and depends on the scale of the emergency. People and communities must be engaged and supported to lead their own recovery. With time, community recovery activities should transition into regular mainstream services and activities that shift the focus from recovery to community development, renewal and future mitigation and planning.

A focus on community development is an important component of recovery, and it should be carefully considered and planned. Recovery agencies should consult communities, existing networks and service providers about the transition of services, to ensure adequate support for people most at-risk.

[Control Agencies](#) may need to continue working at the emergency after the transition as support resources for recovery managers and coordinators.

Recovery

recovery means the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning;

Recovery principles

Victoria's recovery arrangements align with the following National Principles for Disaster Recovery. These principles can be adapted to meet the needs of people and communities affected.

Understand the context

Successful recovery is based on an understanding of the specific communities affected by recovery activities: each community has its own history, values and dynamics.

Recognise complexity

Successful recovery recognises and responds to the complex, dynamic nature of emergencies and communities.

Use community-led approaches

Successful recovery is community-led and community-centred, responsive and flexible, engaging with communities and supporting them to move forward. It is managed locally, closest to the community, and can be scaled up to deal with more widespread, complex issues and support needs. This recognises the key role of non-government organisations, community groups, businesses and others.

Coordinate all activities

Successful recovery requires a planned, coordinated and adaptive approach between community and partner agencies, based on continuing assessment of impacts and needs.

Communicate effectively

Successful recovery is built on effective communication between the affected community and other partners.

Recognise and build capacity

Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.

These principles align recovery efforts across jurisdictions, and they can also guide recovery planning and activities that is flexible and locally driven and delivered.

Engagement with the many groups that make up Victoria's communities, including Traditional Owners, is necessary to ensure the recovery process is effective and culturally appropriate.

Recovery Coordination Responsibilities

Recovery Coordination responsibilities for municipal, regional and state tiers can be found in the [Recovery Coordination](#) section. In addition, support and lead agencies identified in the four recovery environments can be accessed via [Table 7: Recovery environments.](#)

Recovery outcomes

Recovery cannot be measured by how long it takes or by a definition of what a successful recovery looks like. Recovery for each individual and community is different. It is impossible to return to a pre-disaster state, and people may often never fully recover from an emergency.

The Victorian Government's recovery outcomes, which guide recovery planning, programs and continued improvements to the recovery system, are:

- Victorians are safe, resilient and healthy
- Victorians are connected to people, places and culture
- government responses and services are people-centred, adaptable and sustainable
- Victoria has thriving regions and a healthy environment.

The link between emergency recovery outcomes and broader Victorian Government outcomes highlights how recovery connects to other priorities of government and key partners in the sector. It also recognises how improved recovery approaches can contribute to the broader resilience of Victorians.

Resilient recovery

Victoria's [Resilient Recovery Strategy](#) aims to support community resilience, streamline recovery services and allow individuals and communities to lead and act to shape their future after an emergency.

The strategy includes actions to:

- deliver people- and community-centred recovery, so governments and recovery agencies partner with communities and allow people to play a greater role in their recovery
- bring communities into the planning process before, during and after an emergency and enable community involvement, so recovery activities better reflect community strengths, needs and values
- improve operating processes and provide more-timely resourcing for recovery, so recovery services and supports are more-coordinated and effective
- support the recovery workforce by better connecting and enhancing existing support and wellbeing programs across the EM sector.

Recovery environments

Recovery environments provide a framework within which recovery can be planned, reported, monitored and evaluated. Each environment contains one or more functional areas that bring together related recovery roles that address specific community needs.

The four environments and their functional areas as described in the SEMP can be adapted to meet the needs of people and communities affected, such as consideration for Aboriginal Culture and Healing.

[Table 7: Recovery environments](#) shows the four environments into which recovery assistance is arranged, and the corresponding roles and responsibilities table that shows the coordination, lead and support agency for each functional area and recovery role.

Table 7: Recovery environments

Environment	This environment considers ...	Table
Social	... the direct and indirect effects an event may have on the health and wellbeing of individuals, families and communities. This environment is primarily concerned with safety, security and shelter, health and psychosocial wellbeing.	Table 15: Recovery coordination: Social environments
Economic	... the direct and indirect effects an event may have on businesses, primary producers and the broader economy.	Table 16: Recovery coordination: Economic environments
Built	... the effects an event may have on essential physical infrastructure including essential services, commercial and industrial facilities, public buildings and assets and housing.	Table 17: Recovery coordination: Built environments
Natural	... the effects an event may have on a healthy and functioning environment, which underpins the economy and society. Components of the natural environment include air and water quality; land degradation and contamination; plant and wildlife damage/loss; and national parks, cultural and heritage sites.	Table 18: Recovery coordination: Natural environments

There are a wide range of recovery activities that look to:

- reduce the effects and consequences of emergencies
- support community resilience
- enable community-led approaches to recovery
- restore essential services, infrastructure and lifelines that communities need to function
- enable communities to adapt to the interruption
- provide tailored services that adapt when communities need them most
- bring together people, resources, skills and capability.

There are a number of services that occur across all recovery environments that are outlined in [Table 14: Recovery coordination for services across all environments](#).

Planning for recovery is integral to emergency preparation, and mitigation actions may often be initiated as part of recovery. Recovery should provide an opportunity to improve beyond previous conditions, contributing to a more resilient community.

When an emergency occurs, recovery roles should be considered at the first available opportunity, as decisions made during response will affect recovery outcomes. These will then continue beyond when relief ceases.

Recovery planning and activities will often occur alongside mitigation, response and relief activities. As response transitions to early recovery, secondary impact assessments and post-emergency needs assessments support planning, decision-making and recovery priorities. Assessments must be shared between the Victorian Government and councils, to ensure people and communities are given the information they need to support their own recovery.

Initiation of recovery coordination, planning and delivery of recovery activities should not rely on formal transition and can be undertaken alongside response and relief. This would apply [Class 1, 2 or 3 recovery arrangements](#). Pre-event recovery planning should be undertaken as part of emergency preparedness.

Recovery escalation

Escalation from one level to the next operates on the principle that:

- wherever possible recovery coordination should remain at the local level, supported by regional and state-based activities as required
- escalation builds on existing local arrangements, rather than replaces them
- responsibility is retained locally, but is aided by additional support
- the escalation of specific recovery activities does not necessitate the escalation of recovery coordination.

[RRC](#) or [MRM](#), in consultation with the relevant tiers, can escalate specific recovery activities within recovery functional areas or recovery coordination to meet the objectives of the recovery effort for reasons including:

- to activate more resources and specialist skills for recovery
- to overcome exhaustion or loss of capacity of resources
- to ensure the recovery effort is sustainable.

Escalation could be driven by:

- an increasing scale or changing nature of the recovery effort
- indirect effects being felt more broadly than in the directly affected area(s)
- the need to involve more municipalities and/or supplement the capacities and capabilities of those already involved
- an increasing impact on critical infrastructure and services
- escalating recovery costs and funding opportunities
- uncertainty about the cost of recovery and how recovery will be funded
- agency coordination becoming increasingly complex
- the need for support from more or a broader range of agencies
- the need for better access to and understanding of resourcing and resource-sharing arrangements
- increasing requirements for reporting or analysis of impact data.

Escalation provides additional support to the relevant recovery coordination agency but it does not remove local or regional roles and responsibilities in recovery.

Funding

Agencies are responsible for the costs of mitigation activities they carry out to fulfil their own responsibilities.

To support this, the Commonwealth's National Emergency Management Agency (NEMA) provides funding under grant programs such as [National Partnership on Disaster Risk Reduction](#) to support disaster mitigation and resilience projects which are prioritised by the states in accordance with their respective statewide natural disaster risk assessments.

States are responsible for securing matched funding, which may include third-party and in-kind contributions. Each year, the Commonwealth provides up to 50% of the total cost of the approved program up to a set amount.

In Victoria, [National Partnership on Disaster Risk Reduction](#) funds are applied towards the disaster risk reduction grants program. The programs funds initiatives focused on outcomes to support one of three themes: Climate change adaptation and risk reduction, Designing for risk and resilience in infrastructure, and Managing local and regional risks and building resilience.

NEMA also provides funding under the Disaster Ready Fund (DRF) for disaster resilience and risk reduction.

The DRF objectives are to:

1. increase the understanding of natural hazard disaster impacts, as a first step towards reducing disaster impacts in the future;
2. increase the resilience, adaptive capacity and/or preparedness of governments, community service organisations and affected communities to minimise the potential impact of natural hazards and avert disasters; and
3. reduce the exposure to risk, harm and/or severity of a natural hazard's impacts, including reducing the recovery burden for governments and vulnerable and/or affected communities.

Applicants must contribute at least 50 per cent of eligible project expenditure (including in-kind), where possible.

In response and recovery, agencies' emergency payment responsibilities include:

- 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
- an agency cannot transfer its responsibility for the cost of undertaking its roles and responsibilities if the activity is in compliance with the direction or request of a response controller from another agency: this includes directions and requests from the [EMC](#)
- when a [Control Agency](#) requests services and supplies (for example, catering) on behalf of a number of supporting agencies, the [Control Agency](#) will be responsible for costs incurred.

Legislation may empower agencies to recover some costs from property owners. For example, the fire services may recover additional costs incurred in attending hazardous materials incidents.

Councils

Sourcing Council-Managed Supplementary Resources

The [Control Agency](#) is able to request the use of council-managed (or contracted) resources to supplement emergency response within the corresponding municipal district, if such [resources](#) cannot be reasonably sourced by other means.

The [Sourcing Supplementary Response Resources Practice Note](#) clarifies policy and procedures governing the sourcing of supplementary emergency resources by [Control Agencies](#).

In line with capacity, capability and contractual constraints, councils will endeavour to provide council-managed resources in line with the request. The use of some resources may be charged to the requesting agency, or time-limited, due to the expense or nature of the operation, or safety considerations.

Some reimbursement for relief and recovery activities is available under the Victorian [Natural Disaster Financial Assistance](#) arrangements. Extraordinary expenditure incurred (for example, for overtime, the hire of equipment used in emergency works, reconstruction of essential public assets or relief provided to emergency-affected individuals) may qualify for reimbursement through Disaster Recovery Funding Arrangements (DRFA). There is more information below under [Natural Disaster Financial Assistance](#).

State agencies

State agencies involved in emergency response and recovery activities as part of their normal activities will initially fund them from within their budgets including for supplies (such as catering) purchased from contractors or volunteer agencies. For major emergencies, some funding supplementation may be required from the Department of Treasury and Finance. This would be the subject of a government decision at the time, in the context of the agency's budget position.

Non-Government Organisations (NGOs) and Volunteer Groups¹

NGOs and volunteer groups deliver response and recovery activities within the limit of their means. NGOs and volunteer groups may self-nominate and fund the provision of services to support a [Control Agency](#) in response or as part of recovery coordination.

If agreed to in advance by the [IC](#) or [Control Agency](#), NGOs and Volunteer Groups will be reimbursed by a Control Agency for services or costs incurred.

Where an NGO or volunteer group expends extraordinary funds providing response or recovery activities to the extent that it seeks financial reimbursement, it should notify the agency to which it is providing services, at the earliest possible opportunity, preferably before deployment commences so funding sources can be determined.

the

Commonwealth agencies

Local resources including privately owned resources must be fully committed before Commonwealth assistance is sought. For Commonwealth assistance to be requested, all government, community and commercial resources must be or are likely to be exhausted and the State must be unable to mobilise its own resources (or community and commercial resources) in time, nor have the capability being requested. In principle, there is not likely to be a charge for Commonwealth assistance provided for tasks in direct relation to the safety of life and property.

¹In accordance with the EM Act 2013, the CFA is not considered a Volunteer Group.

Private organisations

Private organisations that provide resources for emergency response or recovery activities would expect to be paid by the agency using the resources. The emergency response coordinator or council may be an intermediary in sourcing private resources for agencies.

If agreed to in advance by the [IC](#) or [Control Agency](#), private organisations will be reimbursed by a Control Agency for services or costs incurred.

Natural Disaster Financial Assistance (NDFA)

Victoria's [Natural Disaster Financial Assistance \(NDFA\)](#) scheme (coordinated by DJCS) is available to eligible undertakings including councils to relieve some of the financial burden that may be experienced following an eligible disaster (such as a bushfire or flood) or terrorist act, in accordance with the Australian Government's [Disaster Recovery Funding Arrangements \(DRFA\)](#). The DRFA is a standing, cost-sharing arrangement between the Commonwealth and states and territories for various pre-agreed relief and recovery measures, subject to the state meeting particular financial thresholds. The arrangements help to support relief and recovery efforts undertaken immediately before, during and after an eligible disaster. The arrangements are intended to complement other strategies and measures including insurance.

The DRFA provide assistance for individuals (such as for emergency food, clothing and temporary accommodation), for the repair and reconstruction of damaged essential public assets, for counter-disaster operations, and for assistance to small businesses and primary producers. They also provide holistic, longer-term recovery through community recovery packages for communities and businesses. The amount of Commonwealth financial assistance is worked out on thresholds calculated by the Commonwealth Government.

There is more information on EMV's website about DFRA for events after 1 November 2018.

Emergency management arrangements

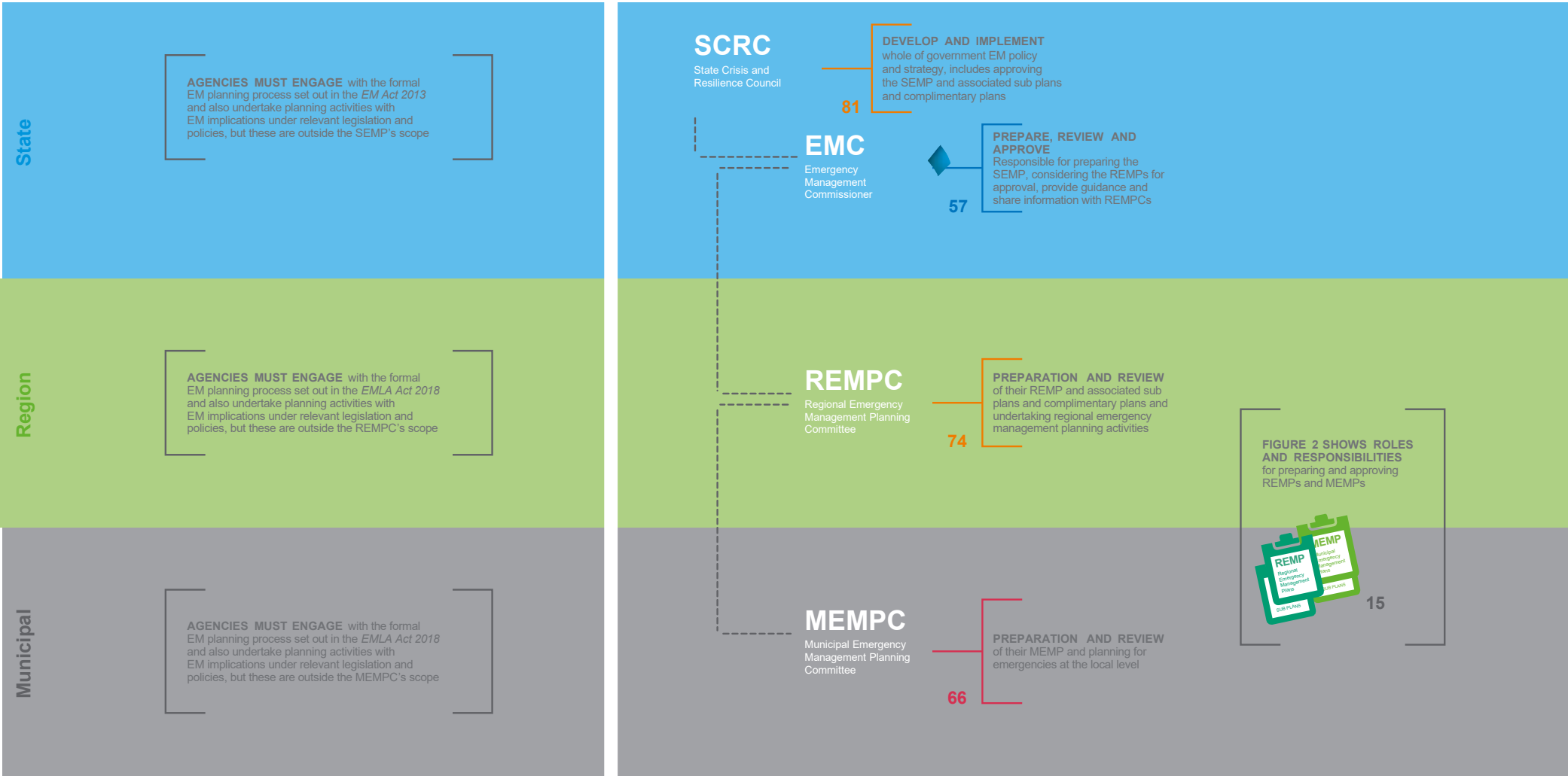
Activities



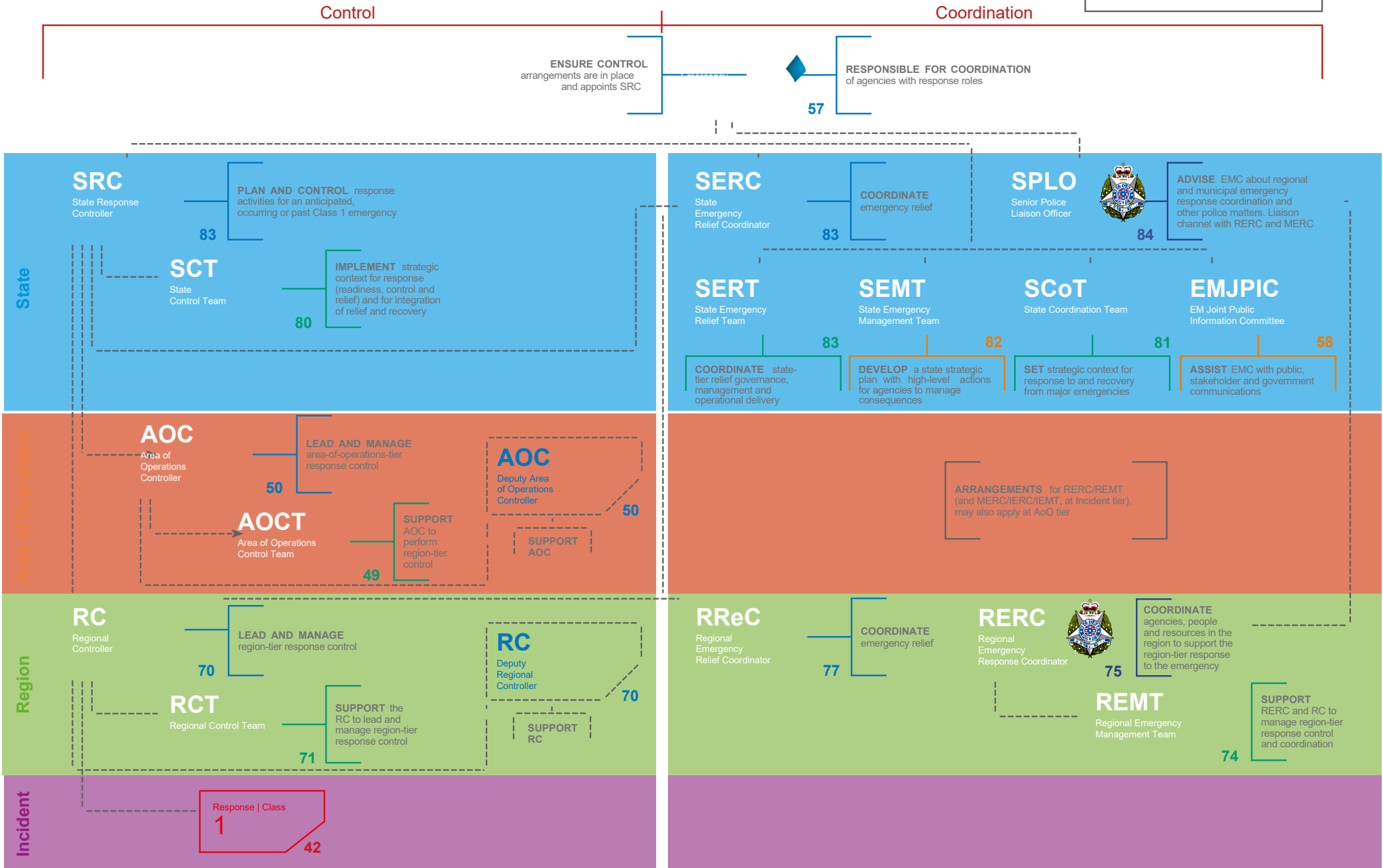
Roles and Responsibilities
Table 20: Planning Core Capability

Activities

Coordination

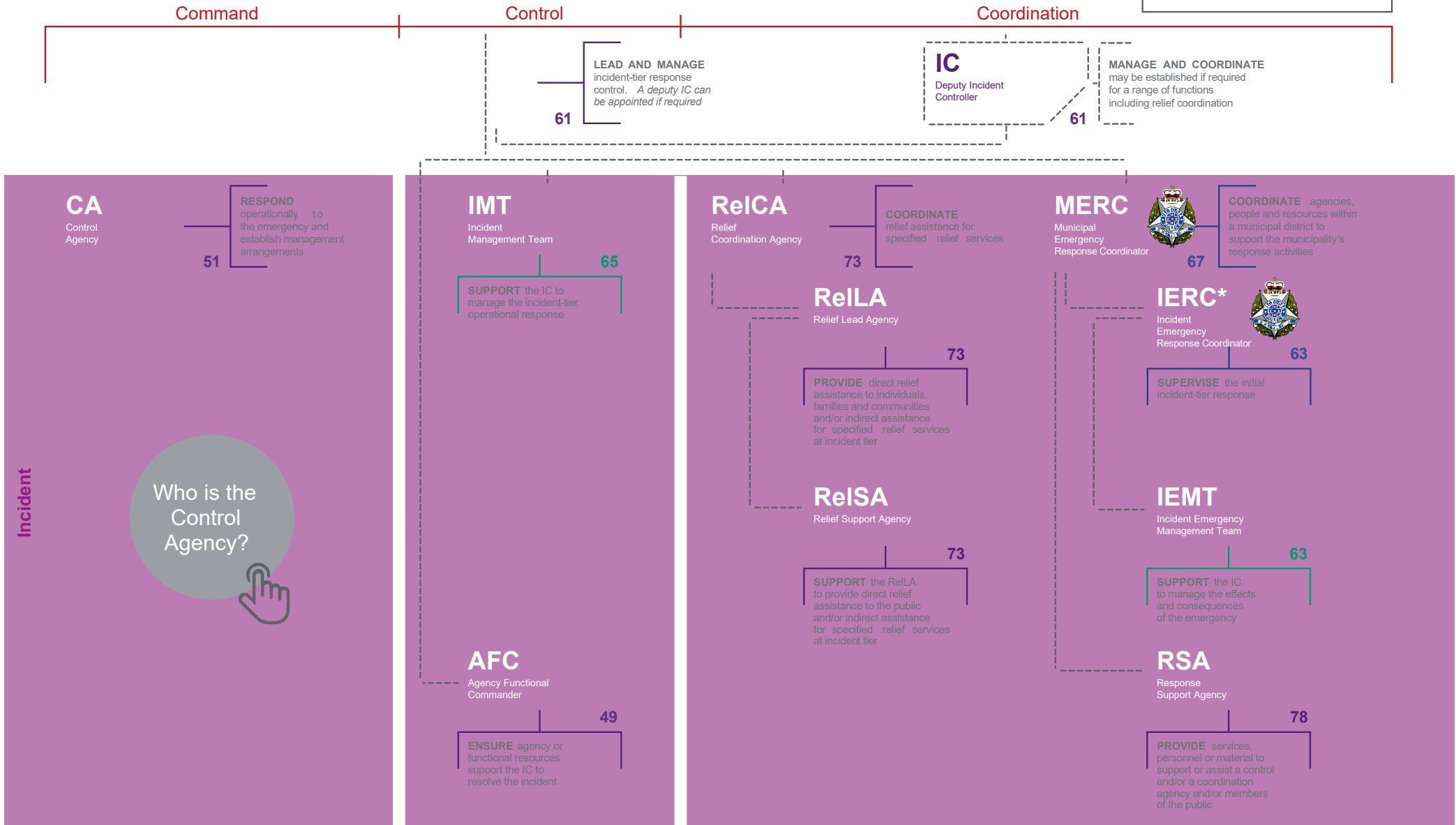


[Roles and Responsibilities](#)
[Table 9 Control Agencies](#)
[Table 10 Response Support Agencies](#)



This structure is general in nature, and describes the roles, governance and relationships used for recent emergencies – please refer to SEMP sub plans for specific variations for each emergency

[Roles and Responsibilities](#)
[Table 10 Response Support Agencies](#)
[Table 11: Relief](#)

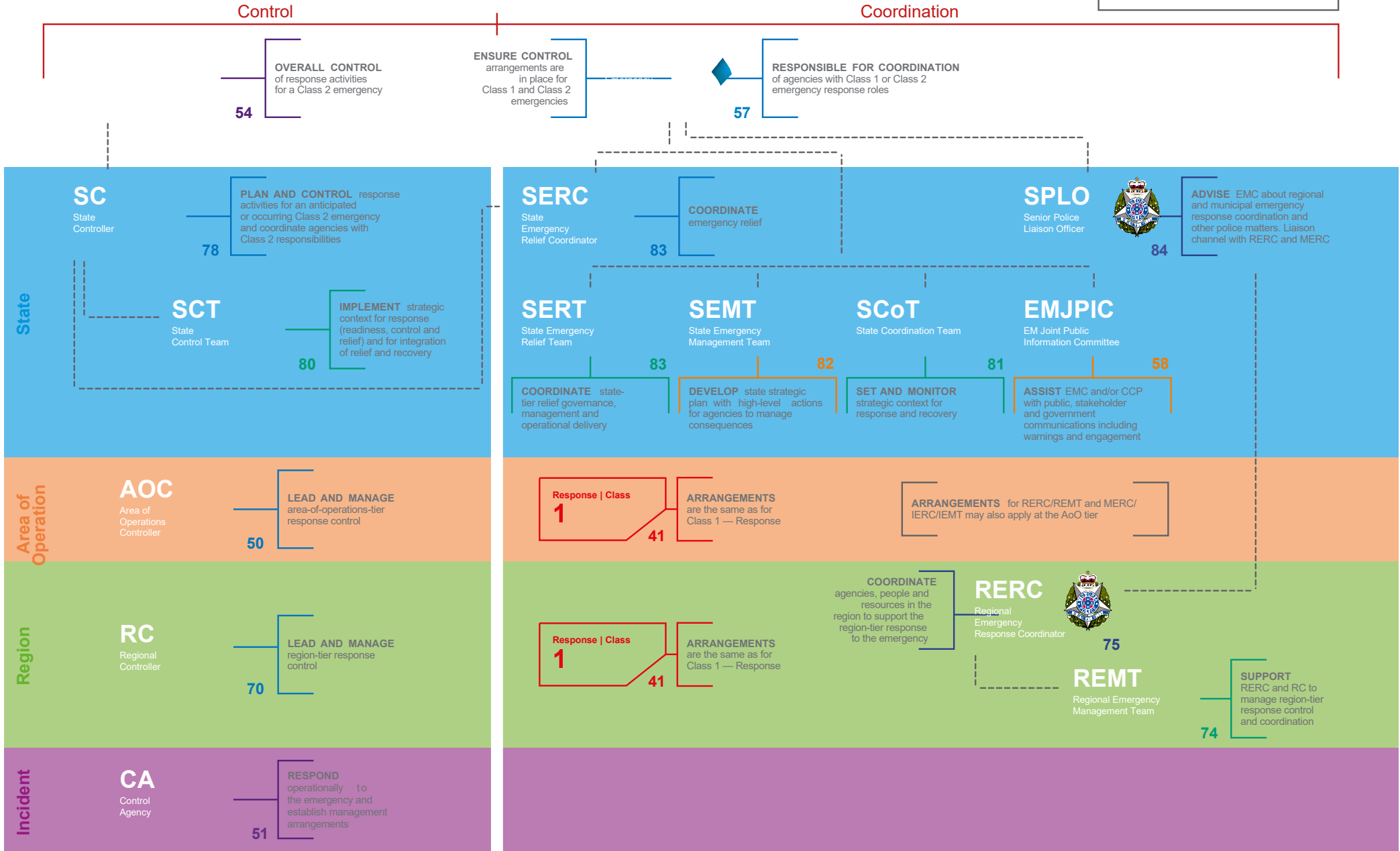


* If the MERC is absent or the emergency is minor, the IERC performs the MERC's role, with the MERC assisting the IERC if needed. State and regional tiers are not activated in a [non-major emergency](#)

This structure is general in nature, and describes the roles, governance and relationships used for recent emergencies – please refer to SEMP sub plans for specific variations for each emergency

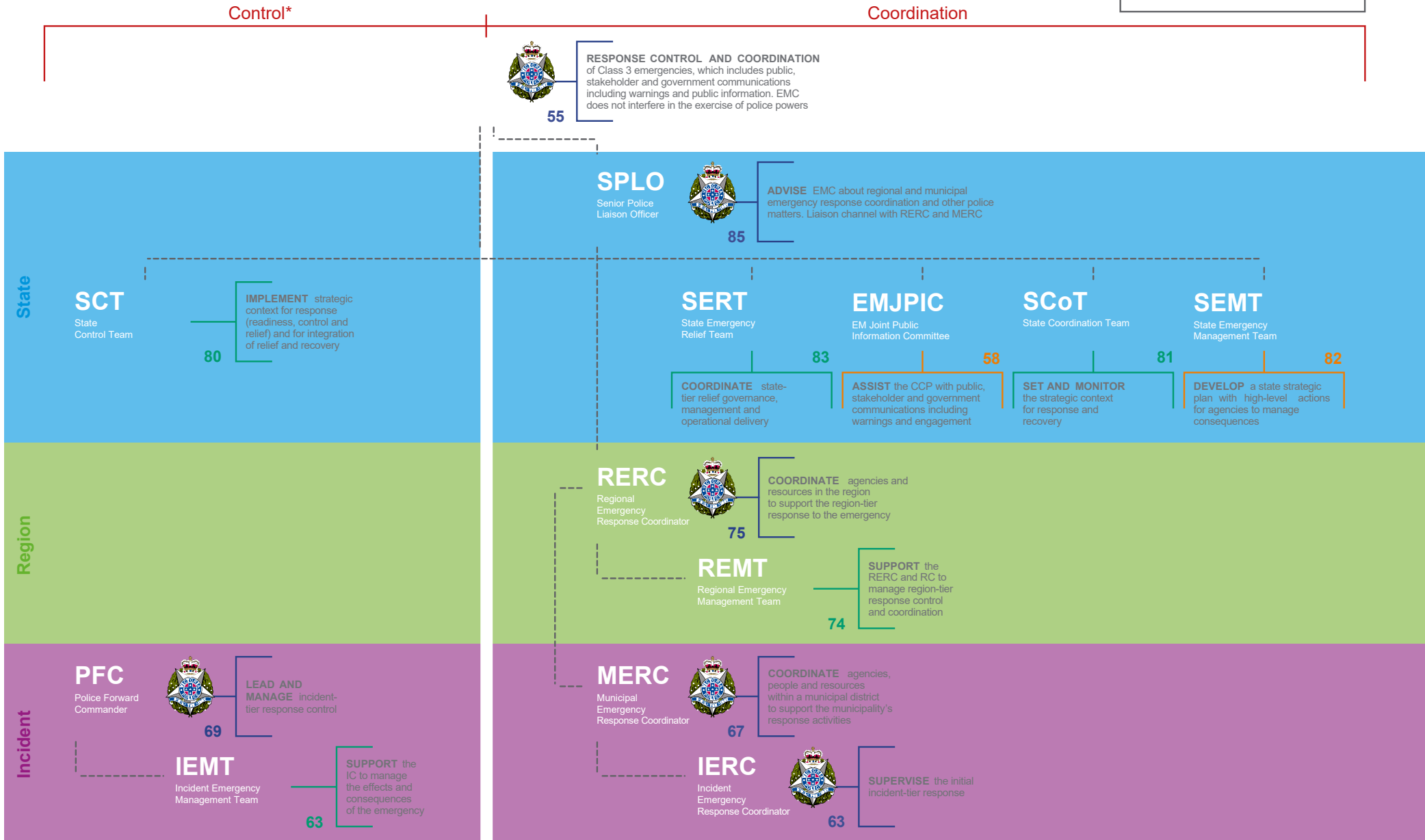
Some of these roles may be applied for [non-major emergencies](#)

[Roles and Responsibilities](#)
[Table 9 Control Agencies](#)
[Table 10 Response Support Agencies](#)



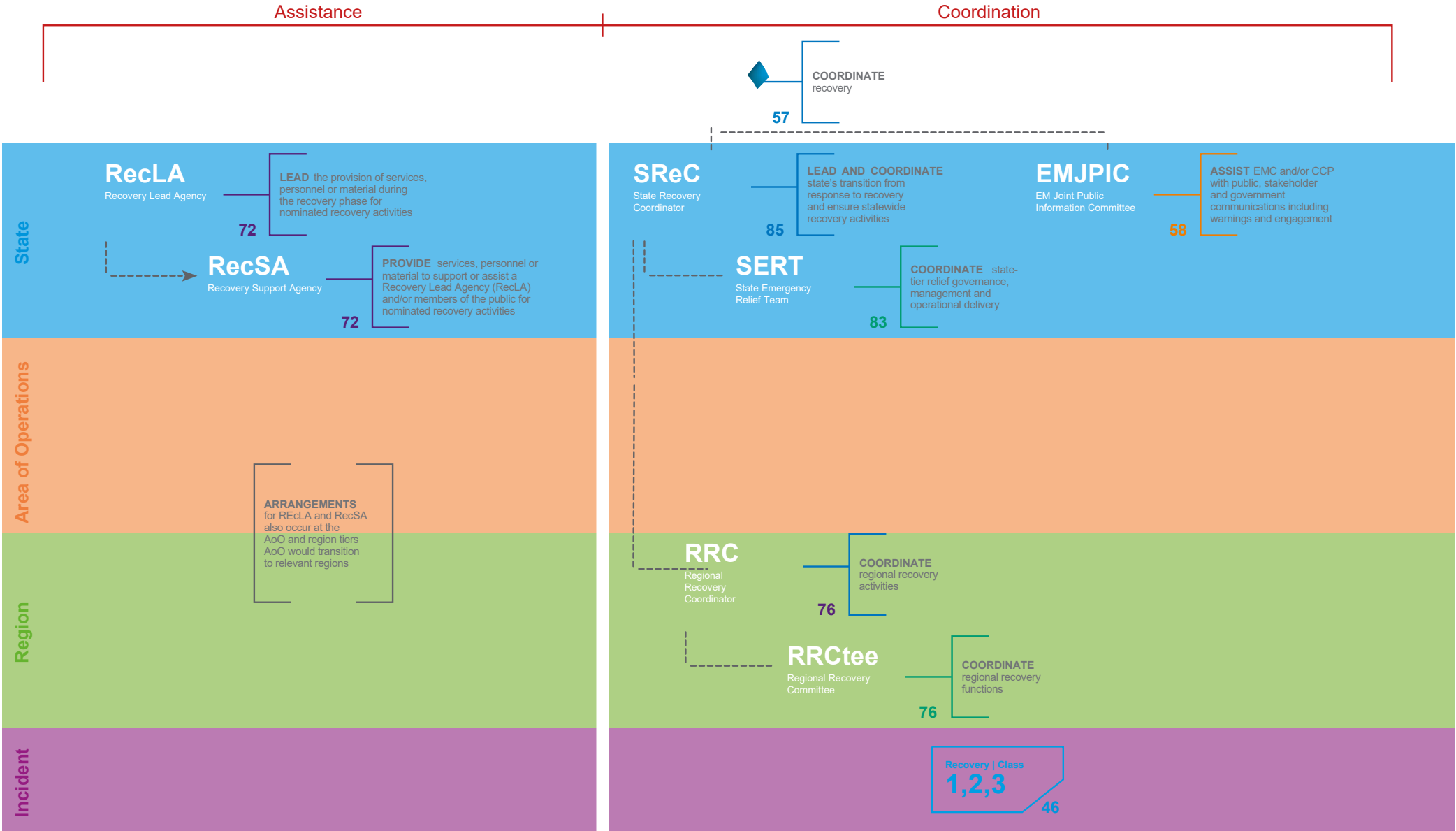
This structure is general in nature, and describes the roles, governance and relationships used for recent emergencies – please refer to SEMP sub plans for specific variations for each emergency

Roles and Responsibilities
Table 9 Control Agencies
Table 10 Response Support Agencies



*For a Class 3 emergency, response control arrangements are determined by Victoria Police, which will control the emergency. Arrangements are set out in State Emergency Response Plan Class 3 Emergencies Sub-plan/edition 1, which has been endorsed by the SCRC as a SEMP sub-plan

This structure is general in nature, and describes the roles, governance and relationships used for recent emergencies – please refer to SEMP sub plans for specific variations for each emergency

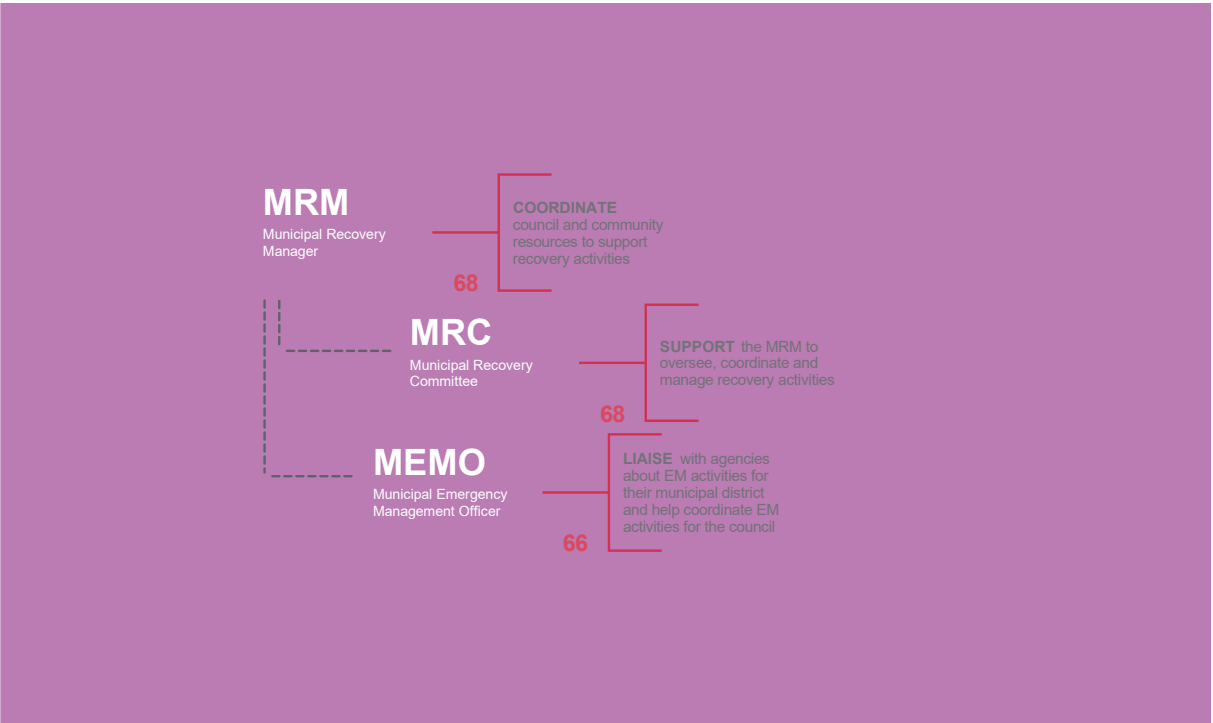
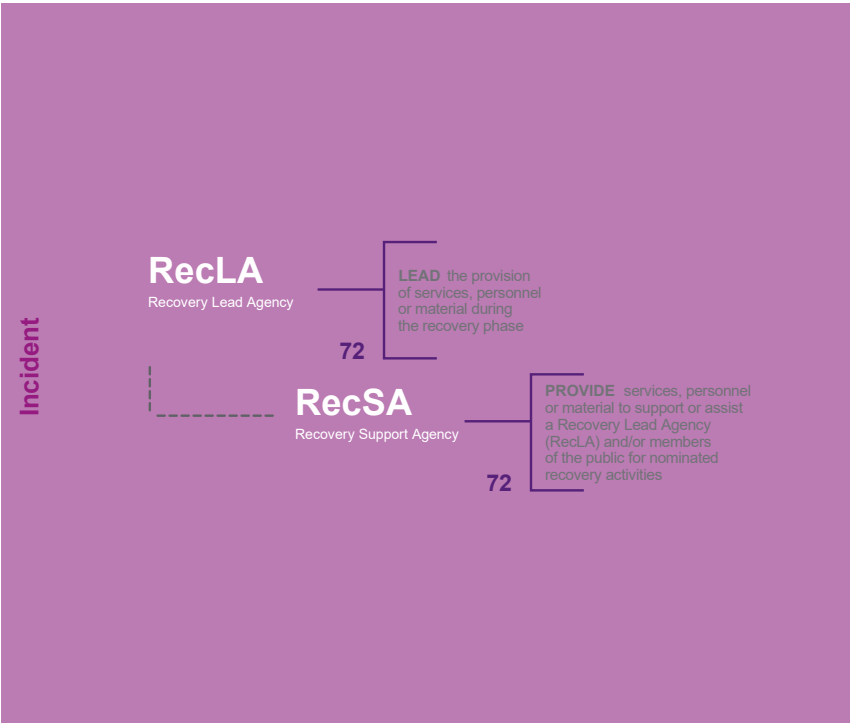


This structure is general in nature, and describes the roles, governance and relationships used for recent emergencies – please refer to SEMP sub plans for specific variations for each emergency

Governance arrangements for medium to longer term recovery will be determined through the relevant Recovery Plan/Framework associated with the event.

Assistance

Coordination



These structures are possible options that can be used but may not be relevant for all [non-major emergencies](#). [Not all roles and committees](#) will be required, this will be determined by the MRM or Council CEO

This structure is general in nature, and describes the roles, governance and relationships used for recent emergencies – please refer to SEMP sub plans for specific variations for each emergency

Some of these roles may be applied for [non-major emergencies](#)

Who's who

These are the officers, committees, teams and others included in arrangements.

AFC	Agency Functional Commander	49
AOCT	Area of Operations Control Team	49
AOC	Area of Operations Controller	50
Business	Small, medium and large businesses	51
CA	Control Agency	51
CAOiC	Control Agency Officer in Charge	54
CCP	Chief Commissioner of Police	55
Community	Community groups and networks	55
Councils	Councils	56
DAOC	Deputy Area of Operations Controller	56
EMC	Emergency Management Commissioner	57
EMJPIC	Emergency Management Joint Public Information Committee	58
EMLO	Emergency Management Liaison Officer	59
EMS	Emergency Management Sector	60
ERC	Emergency Relief Centre	60
IC	Incident Controller	61
I&H	Individuals and households	62
IEMT	Incident Emergency Management Team	63
IERC	Incident Emergency Response Coordinator	63
IGEM	Inspector-General for Emergency Management	64
IMT	Incident Management Team	65
MEMO	Municipal Emergency Management Officer	66
MEMPC	Municipal Emergency Management Planning Committee	66
MERC	Municipal Emergency Response Coordinator	67
MRC	Municipal Recovery Committee	68
MRM	Municipal Recovery Manager	68
PC	Police Commander	69
PFC	Police Forward Commander	69
RC	Regional Controller	70

RCT	Regional Control Team	71
RecCA	Recovery Coordination Agency	72
RecLA	Recovery Lead Agency	72
RecSA	Recovery Support Agency	72
RelCA	Relief Coordination Agency	73
RelLA	Relief Lead Agency	73
RelSA	Relief Support Agency	73
REMPC	Regional Emergency Management Planning Committee	74
REMT	Regional Emergency Management Team	74
RERC	Regional Emergency Response Coordinator	75
RRCtee	Regional Recovery Committee	76
RRC	Regional Recovery Coordinator	76
RReC	Regional Emergency Relief Coordinator	77
RSA	Response Support Agency	78
SC	State Controller	78
SCCo	State Consequence Coordinator	79
SCT	State Control Team	80
SCoT	State Coordination Team	81
SCRC	State Crisis and Resilience Council	81
SEMT	State Emergency Management Team	82
SERC	State Emergency Relief Coordinator	83
SERT	State Emergency Relief Team	83
SRC	State Response Controller	84
SPLO	Senior Police Liaison Officer	85
SReC	State Recovery Coordinator	85
SRT	State Review Team	86

AFC Agency Functional Commander

Appointment

By the agency

Function

Response command

Ensure agency or functional resources support the [IC](#) _____ to resolve the incident; the AFC is also known as the State or Regional Agency Commander

Role

- Support the directions of the controller at their tier
- Establish an agency functional command structure to suit the circumstances
- Participate in and contribute to team meetings at their tier as required
- Ensure the timely flow of information at their tier to the controller, emergency response coordinator and/or recovery coordinator/manager
- Work within the control structure for the emergency

AOCT Area of Operations Control Team

Appointment

By the [EMC](#), supported by the [AOC](#) _____

Function

Response control

Support the [AOC](#) to manage area-of-operations-tier control

AOCT Area of Operations Control Team (continued)

Role

Provide advice and support to the [AOC](#) about:

- readiness levels
- appointments to the line of control
- communication of warnings and information to the community
- operational and strategic risks and consequences including those to life and property and resourcing priorities
- provision of information and situation reports to other agencies and government and the need for state support
- support for the functioning of the RCC
- the functioning and operation of systems and technology to support incident management.

Composition

Chair

- [AOC](#)

Members

- [RC\(s\)](#) if appointed
- [RERC\(s\)](#)
- [RRC](#)
- Commanders of key support agencies

The composition of an AOCT for a smaller area of operations will be more like that of an [IMT](#) and for a larger area of a RCT.

AOC Area of Operations Controller

Appointment

The [SRC](#) or the [SC](#) deploys the AOC from a list prepared by agencies and endorsed by the [EMC](#) of people suitable to be an AOC for a specific form of emergency.

Function

Response control

Lead and manage area-of-operations-tier response control

Deputy State Response Controller

The AOC only assumes control and leadership at a regional tier when that region is declared an Area of Operations. Until and after that declaration is made, the [RC](#) and [IC](#) assumes control as per usual.

Role

- Carry out the directions of the [SRC](#) or [SC](#), if and as appointed
- Take charge and provide region-tier leadership to resolve the Class 1 or Class 2 emergency at the region tier
- In consultation with [SRC](#) and in accordance with [JSOP 3.08 Appointment of Class 1, Regional Controllers and Incident Controllers](#), appoint a Deputy Regional Controller to undertake a particular AOC function (eg relief, evacuation liaison).
- Give directions to the [ICs](#), Deputy AOC as necessary
- Ensure the timely issue of warnings and information to the community if [RCs](#) and [ICs](#) cannot do so in a timely manner
- Establish and chair the [AOCT](#)
- Identify current and emerging risks or threats, and implement proactive response strategies
- Develop an Area of Operations strategic plan for managing the emergency

AOC Area of Operation Controller (continued)

- If no [DAOC](#) is appointed:
 - allocate and prioritise resources to manage the emergency, ensuring [ICs](#) have appropriate resources
 - oversee the operational functioning of the RCC or other facility from where the emergency is being managed, in relation to the specific emergency
- Ensure relief and recovery arrangements have been integrated into the emergency response as necessary
- Ensure the timely flow of information to the [SRC](#) or [SC](#), if and as appointed, [RERC](#), [AOCT](#), [REMT](#), [RRC](#) and stakeholder agencies
- Assess response performance against regional control plans and resolve identified issues
- Monitor and assess the regional structure for effectiveness throughout the emergency
- Apply the [EMC's](#) operational standards and incident management procedures as appropriate

The AOC must keep the [SRC](#) or [SC](#) informed of:

- the effectiveness of the control arrangements for managing the emergencies
- progress on developing and implementing consequence management plans
- the integration of relief and recovery activities with the response activities.

The AOC must consider and apply the [State Emergency Management Priorities](#).

Business Small, medium and large businesses

Description

Small, medium and large businesses operating in Victoria and capable of performing the roles listed below

Function

Mitigation, response and recovery

Undertake diverse activities to mitigate emergency risk to employees and customers, including consideration of people most at-risk in emergencies, support response activities by the EM sector, and meet their own relief and recovery needs where possible

Role

Many of these roles are not required by legislation or government policy, but they are how 'shared responsibility' works in practice

Planning

- Gather information to make decisions about how to prepare for emergencies

Response

- In the event of an emergency, be as self-reliant as possible: in the first instance, agencies will prioritise the most at-risk

Recovery

- Meet their own recovery needs wherever possible

Control Agency

Function

The agency:

- primarily responsible for managing the response to the emergency
- responsible for establishing the management arrangements for an integrated response to the emergency.

Appointment

[Roles and Responsibilities Table 9: Control agencies for response](#) identifies the Control Agency: the primary agency responsible for responding to a specified form of emergency.

In some complex emergencies, where there is shared accountability across several agencies, a single agency needs to be responsible for the collaborative response of all the agencies. For consistency, 'Control Agency' is used to describe this lead agency role.

Where an emergency type is not listed in the [Roles and Responsibilities](#) or where there is uncertainty identifying a Control Agency, the EMC or relevant Emergency Response Coordinator will determine the Control Agency. The Control Agency will generally be the agency with the role or responsibility that is most closely aligned to the emergency.

Exceptions

... if more than one agency could potentially be the Control Agency, the agencies' officers in charge will:

- prioritise their response roles in line with the [State Emergency Management Priorities](#)
- by agreement, nominate the Control Agency as the single line of control
- transfer control to a single controller of that agency; the agencies transferring control continue to perform their support agency response roles.

Control Agency (continued)

...if effective control of the emergency is not established including if:

- it is uncertain which agency is the Control Agency)
- the form of emergency is not listed ...

For a [non-major emergency](#), the [IERC](#), [MERC](#) or [RERC](#) will determine the Control Agency in line with [Roles and Responsibilities Table 9: Control agencies for response](#).

For a Class 1 emergency, the [SRC](#) will determine the Control Agency in line with [Roles and Responsibilities Table 9: Control agencies for response](#).

If the form of emergency is not listed in the table, the relevant coordinator will determine the Control Agency, generally the agency with the role most closely aligned to the emergency.

For a Class 2 emergency or a non-major fire, the [EMC](#) may determine the Control Agency and may advise or if necessary direct the [CAOiC](#) to exercise their powers to:

- appoint one or more controllers or assistant controllers for the emergency, or
- transfer the control of any response activity to one or more other persons.

The Control Agency is determined by the major effect of the emergency, and the Control Agency can change according to any change in the major effect.

Where multiple [Control Agencies](#) are listed, legislative and administrative arrangements determine the Control Agency. The Control Agency role statements under [Roles and Responsibilities](#) provide further information.

Control Agency (continued)

...if there are concurrent Class 2 emergencies

If multiple agencies respond to concurrent (at the same time) Class 2 emergencies, arrangements are as directly above: all agencies prioritise their response roles in line with the [State Emergency Management Priorities](#), agree to a Control Agency and transfer control to it, then support the agency.

...if the emergency involves several fire services

If the emergency is Class 2 – non-major, fire and the response involves several fire service agencies:

- the fire service agencies' officers in charge may by agreement appoint a single officer to take overall control of the response to the fire
- if they can't agree, the [EMC](#) may direct an officer in charge to appoint an officer in charge or another officer to have overall control of response activities. The officer in charge or other officer may appoint one or more controllers for the fire or transfer control of any response activity to one or more other persons. Any person to which control has been transferred may exercise the powers and authorities conferred by the *Country Fire Authority Act 1958* on the Chief Officer of the Country Fire Authority in relation to the control of response activities in relation to the fire for which they have overall control.

Control Agency (continued)

... if there are concurrent Class 1 and 2 emergencies

The Class 1 controller can transfer control of the emergency to the controller of a Class 2 emergency if the latter controller is:

- endorsed as a Class 1 controller
- appointed as the controller of the Class 1 emergency.

However, the [CAOiC](#) can agree to transfer control of that emergency to a Class 1 controller.

Therefore, if multiple agencies respond to an emergency involving hazards relating to both Class 1 and Class 2 emergencies:

- the overall response is led by the controller for the Class 1 emergency
- other agencies' officers in charge transfer their powers to this person by agreement
- the Class 1 emergency [line of control](#) applies to the overall emergency

Agencies transferring control to the Class 1 controller continue to perform their response roles as support agencies to the Control Agency.

... if there is/are concurrent Class 1 and/or 2 emergencies as well as a Class 3 emergency

If a Class 1 and/or a Class 2 emergency occur simultaneously with a Class 3 emergency, Victoria Police controls the Class 3 emergency independently of the control arrangements for the Class 1 or Class 2 emergency.

If a Class 1 or Class 2 emergency develops into a Class 3 emergency, Victoria Police assumes control and leads the response.

Control Agency (continued)

... if there are concurrently a Class 1 or Class 2 emergency and a non-major fire

If a non-major fire occurs concurrently with a Class 1 or Class 2 emergency, control of the non-major fire (including the CFA Officer-in-Charge's powers under the *Country Fire Authority Act 1958* in relation to the control of the fire) can be transferred to the Class 1 or Class 2 controller; the agencies transferring control continue to perform their support agency response roles.

Function

Response control

Respond operationally to the emergency and establish management arrangements

Role

The agency must identify their chain of command and the commanders responsible for supervising their personnel.

- Plan to deliver its responsibilities as set out in the Control Agency role statements in [Roles and Responsibilities](#), in accordance with its legislative and administrative responsibilities and the arrangements in this SEMP. This includes:
 - planning to resource these responsibilities through agency resources, support agency resources or contract or supply arrangements with private industry
 - where the arrangements for managing an emergency vary from the arrangements in the SEMP, preparing a SEMP sub-plan for the emergency in accordance with the SEMP sub-plan guidelines
- Prepare an emergency response plan

Control Agency (continued)

Role
<ul style="list-style-type: none"> Respond to the form of emergency for which the agency is the Control Agency in line with SEMP or SEMP sub-plan arrangements Have systems and processes for ICs to notify the agency of significant events or the potential for an emergency to become a major emergency Organise an operational debrief with participating agencies as soon as practicable after response activities finish and in proportion to the scale of the emergency Notify the EMC of major emergencies or situations that may affect the capability of the agency to perform its role or responsibilities Pay the costs of the emergency response that are the responsibility of the Control Agency as explained in 'Funding', except if there are other specific cost-sharing or cost-recovery arrangements Issue public information and warnings

CAOiC Control Agency Officer in Charge

Appointment
<p>In accordance with the governing legislation or framework of that agency (e.g. s 12 of the <i>Public Administration Act 2014</i> states that the Secretary of a Department (Department Head) is employed by the Premier on behalf of the Crown).</p>
Function
<p>Response control (Class 2 emergency)</p> <p>Be responsible for having overall control of response activities in relation to a Class 2 emergency, and appoint a SC ____</p> <p>Notify the EMC of the appointment of a SC ____</p>
Other
<p>The CAOIC for a Class 2 emergency may, with the consent of the officer in charge of another agency and in accordance with the SEMP, transfer control of any response activity in relation to that emergency to any officer of that other agency.</p> <p>The CAOIC or the officer to which control of any response activity is transferred may appoint one or more controllers in relation to planning for the anticipated or occurring Class 2 emergency and may transfer control of any response activity to one or more other persons. The CAOIC, the officer to which control of any response activity is transferred or the appointed controllers may exercise the powers of the chief operational officer of the agency having overall control of response activities in relation to the emergency.</p>

CCP Chief Commissioner of Police

Appointment

By the Governor in Council under *Victoria Police Act 2013* s 17(1)

Function

Response control and coordination

Be responsible for response control and coordination of Class 3 emergencies

Role

Under the *Victorian Police Act 2013* s 16, be responsible for:

- the management and control of Victoria Police
- implementing the policing policy and priorities of the government
- providing advice and information to the relevant Minister on the operations of Victoria Police and policing matters generally
- the general conduct, performance and operations of Victoria Police

Community Community groups and networks

Description

Community groups and networks throughout Victoria willing and able to perform the roles listed below. This may include a group or network of people with a common purpose, shared values and/or characteristics (such as location or multi-cultural and multi-faith communities, engaging in EM mitigation, response and recovery; including planning and supporting people most at-risk in emergencies.

Function

Mitigation, response and recovery

Undertake diverse activities to mitigate emergency risk, including consideration of people most at-risk in emergencies, support response activities by the EM sector, and support and encourage people to meet their own relief and recovery needs where possible

Role

Most of these roles are not required by legislation or government policy, but they are how 'shared responsibility' works in practice

Planning

- Understand legal and other obligations to mitigate emergency risk (such as with respect to drinking and driving, observing speed limits and following infection control instructions during pandemics)
- Gather information to make decisions about how to prepare for emergencies

Response

- In the event of an emergency, be as self-reliant as possible: in the first instance, agencies will prioritise the people most at-risk.

Recovery

- Meet their own recovery needs wherever possible

Councils

Function

Coordinate relief and recovery at the municipal level

Establish [MEMPCs](#)

Enable community participation in emergency preparedness, including mitigation, response and recovery activities; including consideration of people most at-risk in emergencies

Nominate the chairperson of the [MEMPC](#)

Role

Councils have [Roles and Responsibilities](#) in the activities outlined in [Table 8: Participating agencies for mitigation](#), [Table 11: Specified relief activities and relief coordinating agency \(RelCA\)](#), [Table 12: Relief Coordination and Recovery](#), [Tables 13-18: Recovery Coordination](#) and the following [Victorian Preparedness Framework](#) core capabilities

- Planning
- Community Information & Warnings
- Operational Management
- Public Order and Community Safety
- Critical Transport
- Impact Assessment
- Relief Assistance
- Built Recovery
- Social Recovery

DAOC Deputy Area of Operation Controller

Appointment

By the [AOC](#)

Function

Response control

Role

- Carry out the directions of the [AOC](#)
- Establish and chair the [AOCT](#)
- Ensure the timely flow of information to the [SRC](#), [SC](#) and [AOC](#) if appointed, [RERC](#), [AOCT](#), [REMT](#), [RRC](#) and stakeholder agencies
- Apply the [EMC's](#) operational standards and incident management procedures as appropriate

EMC Emergency Management Commissioner

Appointment

By the Governor in Council under the *EM Act 2013*

Functions summary

Ensure control arrangements are in place for Class 1 and Class 2 emergencies

Be responsible for the coordination of agencies with Class 1 or Class 2 emergency response roles

Be responsible for coordinating recovery

Functions as set out in the *EM Act 2013*

- Be responsible for the coordination of the activities of agencies having roles or responsibilities in relation to the response to Class 1 or Class 2 emergencies
- Ensure control arrangements are in place during a Class 1 or Class 2 emergency
- Appoint a [SRC](#) in relation to a Class 1 emergency
- Manage the SCC on behalf of and in collaboration with all agencies that may use it for emergencies
- Ensure the relevant Minister is provided with timely, up-to-date information in relation to the actual or imminent occurrence of events which may lead to major emergencies and the response to major emergencies
- Be responsible for consequence management for a major emergency in accordance with *EM Act 2013* s 45

EMC Emergency Management Commissioner (continued)

- Be responsible for coordinating recovery under *EM Act 2013* Div 5
- Lead and promote the implementation of the [Victorian Emergency Management Strategic Action Plan](#) to the extent that it relates to the improvement of the operational capability of [responder agencies](#)
- Where relevant, oversee the continuation of the operational reforms provided for in the fire services reform action plan
- Develop and maintain operational standards for the performance of EM functions by [responder agencies](#)
- Develop and maintain [incident management operating procedures](#) for [responder agencies](#)
- Coordinate data collection and impact assessment processes
- Provide advice to the relevant Minister on any matter relating to the functions of the EMC
- Issue guidelines in relation to community EM planning
- Be responsible for the preparation of the SEMP
- Consider any REMP submitted by a [REMP](#) for approval
- Provide guidance to [REMPCs](#) in relation to compliance with the requirements of *EM Act 2013* pts 5 and 6A
- Share information with [REMPCs](#) to assist effective EM planning in accordance with *EM Act 2013* pt 6A
- Ask agencies to identify emerging issues and report on the effect and consequences of the emergency on their area of responsibility
- Provide advice to the Premier and relevant Minister regarding a state of disaster declaration under the *EM Act 1986*
- Perform any other function conferred on the EMC by or under the *EM Act 2013* or any other Act

EMC Emergency Management Commissioner (continued)

Other

Importance of volunteers

In performing their functions, the EMC must have regard to the fundamental importance of the role that volunteers play in EM in Victoria.

Community warnings about fires

The EMC must ensure the community is warned about fires in accordance with *EM Act 2013* pt 4 Div 3.

Liaison with [RERC](#), [MERC](#)

The EMC liaises with the [RERC](#) and [MERC](#) through the [SPLO](#), whose advice the EMC must take into account when coordinating the regional or municipal response.

Interstate, international resource deployments and requests

The EMC also coordinates and authorises inbound and outbound requests and deployments for interstate and international resources and liaises with national and international agencies for resource deployments in accordance with recognised interstate and international deployment arrangements.

List of endorsed regional and incident controllers

Each year, the EMC asks [responder agencies'](#) officers in charge to prepare lists of people suitable to be an [RC](#) and/or [IC](#) for a Class 1 emergency: people with relevant expertise in managing hazards relevant to Class 1 emergencies and who are suitable for the controller role. The EMC maintains the whole list, of people endorsed to be an [IC](#) and/or [RC](#) for a Class 1 emergency, referred to in the SEMP as 'the list'.

EMC Emergency Management Commissioner (continued)

Consultation with [SC](#)

The EMC consults with the [SC](#) about:

- the likelihood, effect and consequences of the emergency
- the effectiveness of control arrangements
- consequence management planning, implementation and outcomes
- the integration of recovery and response arrangements.

EMJPIC Emergency Management Joint Public Information Committee

Appointment

By the [EMC](#)

Function

Communications

Assist the [EMC](#) and/or [CCP](#) with public, stakeholder and government communications including warnings and engagement (Class 2 emergencies)

Assist the [CCP](#) with public, stakeholder and government communications including warnings and engagement (Class 3 emergencies)

Ensure the messages of all agencies are included in public communications for major emergencies

Form and implement strategic media and communication if an emergency requires a multiple-agency response, is the portfolio responsibility of multiple Ministers or is an incident that has the potential for major consequences for communities

Support agencies to strengthen whole of Victorian Government communications and regional and incident communications, including consideration of people most at-risk in emergencies.

EMJPIC Emergency Management Joint Public Information Committee (continued)

Composition

- Chair
- Class 1 and 2 emergencies:
During BAU - Senior Manager, Communications
During activations - State Communications Manager
 - Class 3: Director Communications, Victoria Police

- Members
- Senior communications officers from all agencies

Other

During major disasters, the EMJPIC Executive provides whole of Victorian Government strategic and crisis communication leadership.

EMLO Emergency Management Liaison Officer

Appointment

Support agencies, as they decide or at the request of a controller, appoint an EMLO to the SCC, RCC or ICC.

Function

Response and recovery coordination

Role

- Represent the agency in the relevant control centre
- Represent the agency at the [IEMT](#) or [REMT](#) if the relevant agency commander cannot attend, but not at the [SEMT](#), which a senior agency representative must attend
- Commit or to arrange to commit the resources of the agency to respond to an emergency
- Provide advice about the agency's roles and activities
- Maintain ongoing communications with the agency

Other

Where the EMLO cannot be deployed to a particular control centre, they can perform their role from a remote location (such as by teleconference or video link).

EMS Emergency Management Sector

Description

The sector comprises all government and non-government agencies, bodies, departments and other organisations with a responsibility, function or other role in EM.

Function

Emergency management: planning, mitigation, preparedness, response and recovery

Undertake diverse EM planning, mitigation, preparedness, response and recovery activities, including consideration of people most at-risk in emergencies.

Role

- Represent the agency in the relevant control centre
- Represent the agency at the [IEMT](#) or [REMT](#) if the relevant agency commander cannot attend, but not at the [SEMT](#), which a senior agency representative must attend
- Commit or to arrange to commit the resources of the agency to respond to an emergency
- Provide advice about the agency's roles and activities
- Maintain ongoing communications with the agency

ERC Emergency Relief Centre

Function

Response (relief) assistance

A relief centre is at a place (such as a town hall or community centre) a council establishes to provide immediate and basic services to people affected by an emergency

Role

Provide services including as required shelter, food and water, non-food items (such as bedding and clothing) reconnecting friends and families services and health services including psychological first aid

Other

Sometimes agencies will also deliver relief services through outreach activities (such as to isolated people)

IC Incident Controller

Appointment

ICs are appointed in line with [JSOP 3.08 Appointment of Class 1, Regional Controllers and Incident Controllers](#)

Appointment

Non-major emergency

The [Control Agency](#) appoints the IC: they are usually the most senior agency person at the incident, and they resolve the emergency using local resources.

If the response to a non-major fire involves several fire services agencies, the relevant chief officers agree to appoint an officer of any of the fire services agencies to take overall control of the response to the fire. In the absence of agreement, the [EMC](#) may direct a chief officer to appoint one or more controllers or to transfer the control of the fire.

Class 1 emergency

If the emergency is anticipated or is occurring, the [RC](#) (or the [SRC](#) [for a Class 1 emergency] or the [SC](#) [for a Class 2 emergency] if the [RC](#) is not appointed, which also applies to all the duties of the [RC](#) stated below) will deploy one or more ICs from the list and will locate them in an ICC or elsewhere, ready to manage the emergency. When deciding the number of ICs to be deployed and their location, the [RC](#) will consider the state and regional risk profile and the need for the sustainable deployment of available resources. The [RC](#) will record the deployments in the designated system within 24 hours of the deployment.

If the emergency is occurring and ICs additional to those placed in readiness are required, the [RC](#) will deploy more ICs from the list. The [RC](#) will record the deployments in the designated system within 24 hours of the deployment. If the emergency is occurring and no ICs have been deployed, the [RC](#) (or the [SRC](#) if the [RC](#) is not appointed) will deploy ICs from the list. The [RC](#) or [SRC](#) will record the deployments in the designated system within 24 hours of the deployment.

Class 2 emergency

The [CAOiC](#) appoints [ICs](#) as required.

IC Incident Controller (continued)

Function

Response control

Lead and manage incident-tier response control including:

- controlling the operational elements of the response
- providing operational leadership during the incident at a static location or a dynamic incident, including the tactical resolution

Location

Non-major emergency

In the field, at the incident

Major emergency

In the ICC

Role

- Carry out the directions of the [SRC](#), [SC](#), [RC](#), [AOC](#) and [DAOC](#), if and as appointed
- Take charge and provide incident-tier leadership to resolve the incident including tasking support agency commanders
- Establish a management structure to suit the circumstances, and monitor its performance
- In consultation with [RC](#) and in accordance with [JSOP 3.08 Appointment of Class 1, Regional Controllers and Incident Controllers](#), appoint a Deputy IC to undertake a particular IC function (eg relief, evacuation liaison).
- Lead multi-agency planning to develop and issue an incident action plan including objectives and strategies for managing the incident
- Ensure the timely issue of warnings and information to the community or refer these to the [RC/ZC/AOC](#) if appointed; or if not appointed to the [SRC](#) or [SC](#), if and as appointed

IC Incident Controller (continued)

- Identify current and emerging risks or threats in relation to the incident, and implement proactive response strategies
- Activate relief arrangements through the [MRM](#) _____
- Establish and chair the [IMT](#), if one is required
- Establish and chair the [IEMT](#), if one is required
- Oversee the operational functioning of the ICC, if there is one
- Ensure the timely flow of information to the [SRC](#) or [SC](#), [AOC](#), [DAO](#)C and RC, if and as appointed; to control and support agencies; to the [MERC](#), [IEMT](#), [MRM](#) and [RRC](#); and to other stakeholder agencies
- Continually assess the performance of the emergency response against the incident action plan
- Request appropriate resources for subordinates to achieve tasks, or adapt tasks according to available resources
- Seek [Control Agency](#) and [RSA](#) agency resources directly through the agency commanders
- Seek supplementary resources, other than those of the responding agencies, through the [IERC](#) or [MERC](#) _____
- Seek relief and/or recovery resources through the [MRM](#), ensuring the [IERC](#) or [MERC](#) is aware of the request
- Initiate an initial impact assessment where necessary
- Apply the [EMC's](#) operational standards and incident management procedures, where appropriate
- Take a lead role in facilitating transition to recovery at the local level, working with the MRM.

Other

'Incident Controller' includes:

- a field-based IC: based at the site of the incident, outside an ICC
- an IC based at an ICC

The IC has all the powers of the [CAOIC](#) _____

Individuals and households

Description

Temporary or permanent residents of the State of Victoria capable of performing the functions and roles listed below

Function

Mitigation, response and recovery

Undertake diverse activities to mitigate emergency risk to oneself and others, support response activities by the EM sector, and meet their own relief and recovery needs where possible

Role

Most of these roles are not required by legislation or government policy, but they are how 'shared responsibility' works in practice

Mitigation

- Find out about and stay aware of potential risks in their environment
- Take protective measures including taking out insurance

Planning

- Develop personal/family emergency plans to improve their safety and wellbeing during emergencies
- Keep plans current and ready to implement immediately
- After an emergency, review and improve plans

Response

- In the event of an emergency, be as self-reliant as possible: in the first instance, agencies will prioritise the people most at-risk
- Act on emergency information and warnings and implement their plans as required to protect themselves, their families, neighbours and their local community, in particular protecting people who are most at-risk

Recovery

- Meet their own recovery needs wherever possible

IEMT Incident Emergency Management Team

Appointment

The [IC](#) establishes the IEMT as they require

Function

Response and recovery coordination

Support the [IC](#) to manage the effects and consequences of the emergency

Composition

The Chair and members vary according to the class and form of emergency

Chair

- In the response phase:
- [IC](#) if only one is appointed
- [MERC](#) or [IERC](#), where there are several classes of emergency with several [ICs](#) appointed, or where no [IC](#) is appointed
- [MRM](#), in the recovery phase

Members

- The [IC](#), [MERC](#), [IERC](#) or [MRM](#), as above
- Incident-tier functional representatives of agencies delivering services to the public
- [MRM](#) or [RRC](#)
- A representative of the council(s) affected by the emergency
- Agency, community and/or business representatives appropriate for the emergency, noting that some may not be able to provide a representative at each tier

An IEMT for a major emergency will meet formally and should locate in an incident control centre. Some representatives may need to attend by teleconference. Some agencies will not be able to provide a representative for incident-tier teams.

IERC Incident Emergency Response Coordinator

Appointment

The IERC is usually the most senior Victoria Police member at the scene of the emergency or where control is being exercised at the incident level. Members of greater or lesser seniority may be the IERC as the emergency escalates or deescalates.

Function

Response coordination

Supervise the initial incident-tier response

Role

- Ensure [effective control](#) is established and maintained
- Maintain a presence at the place where control is being exercised
- Ensure the appropriate control and support agencies are in attendance or have been notified by the controller and are responding to an emergency
- If more than one agency could potentially be the [Control Agency](#) or if [effective control](#) of the emergency is not established, determine in line with [Roles and Responsibilities Table 9: Control agencies for response](#) which agency is to be the [Control Agency](#)
- Represent the [MERC](#) in their absence
- Ensure the [IC](#) has formed and chairs an [IEMT](#) and is ensuring effective information-sharing
- Arrange for the provision and allocation of resources requested by control and support agencies, and escalate unfulfilled requests to the [MERC](#) or [RERC](#)
- Ensure the [Control Agency](#) provides timely warnings and information to the community and support agencies

IERC Incident Emergency Response Coordinator (continued)

- Ensure the [IC](#) has developed and issued an incident action plan including objectives and strategies for managing the incident
 - Consider the need to declare an emergency area
 - Provide the [MERC](#) or [RERC](#) with information and advice about issues relating to control, command and coordination of the response including issues relating to consequence management, the provision of relief and the transition to recovery
-

IGEM Inspector-General for Emergency Management

Appointment

By the Governor in Council, under *EM Act 2013* pt 7

Function

- Develop and maintain an assurance framework for EM, including outcome measures, against which the capacity, capability and performance of the EM sector is to be monitored and assessed
 - Undertake system-wide reviews, including reviewing the EM functions of [responder agencies](#) and departments in relation to the assurance framework
 - Monitor and report to the relevant Minister on the implementation of recommendations arising from reviews referred to in the point above
 - At the request of the relevant Minister, provide advice to, or prepare a report for, the relevant Minister on any matter relating to the functions of the IGEM
 - At the request of the relevant Minister, monitor and report to the Minister on the implementation of recommendations arising from reports referred to in the point above and from reports in relation to the EM sector in whole or in part
-

IGEM Inspector-General for Emergency Management (continued)

- Evaluate statewide training and exercising arrangements to maintain and strengthen EM capability
- Monitor and report to the relevant Minister on the implementation of the Strategic Action Plan by [responder agencies](#), departments, the Emergency Services Telecommunications Authority and EMV
- Monitor and investigate the performance (in matters that are not financial matters) of the Emergency Services Telecommunications Authority in relation to the provision of services by the Emergency Services Telecommunications Authority to emergency services and other related services organisations
- Make recommendations to the relevant Minister about matters arising from any monitoring or investigation of the Emergency Services Telecommunications Authority
- Monitor, review and assess critical infrastructure resilience at a system level
- Monitor, review and assess EM planning at a system level undertaken in accordance with *EM Act 2013* pt 6A
- Perform any other functions conferred on the IGEM by or under the *EM Act 2013* or any other Act

IMT Incident Management Team

Appointment

The IMT is established as required, usually as the incident grows in size and/or complexity:

- by the [IC](#) for a [non-major emergency](#)
- by the [SRC](#) for a Class 1 emergency
- by the [SC](#) for a Class 2 emergency.

Function

Response control

Support the [IC](#) to manage the incident-tier operational response to the emergency including with the planning, intelligence, public information, operations, investigation, logistics and finance functions

Composition

The Chair and members vary according to the class and form of emergency.

Chair

- In the response phase:
 - [IC](#), if only one is appointed
 - [MERC](#) or [IERC](#), where there are several classes of emergency with several [ICs](#) appointed, or where no [IC](#) is appointed
- In the recovery phase, the [MRM](#)

Members

- Leaders of the functional sections of public information, planning, intelligence, operations, investigation, logistics and finance

Some agencies will not be able to provide a representative for incident-tier teams.

IMT Incident Management Team (continued)

Other

The IMT is usually part of the agency's incident management system for the specific class of emergency

Where possible, the IMT will be joint-agency, pre-planned and include personnel with relevant local knowledge.

SOP J02.03 Incident Management Team (IMT) Readiness Arrangements

outlines the process to establish the minimum predetermined level of readiness for IMTs, based on the forecast of severe weather conditions and consideration of potential risk.

MEMO Municipal Emergency Management Officer

Appointment

Council

Function

Response and recovery coordination

Liaise with agencies about EM activities for their municipal district and help coordinate EM activities for the council

Role

- Maintain effective liaison with control and support agencies within or servicing the municipal district
- Liaise with the [MRM](#) about the best use of resources of the council and the community for the purposes of recovery.
- Organise a response debrief if the [MERC](#) asks
- Ensure there are procedures and systems to monitor and record council expenditures in relation to emergencies

MEMPC Municipal Emergency Management Planning Committee

Appointment

Council

Function

Mitigation and Planning

- Be responsible for the preparation and review of their MEMP
- Consider community EM plans if they have been developed
- Ensure the MEMP is consistent with the SEMP, including consideration of shared responsibility for people most at-risk in emergencies, and with the relevant REMP
- Provide reports and recommendations to the region's [REMPC](#) in relation to any matter that affects or may affect EM planning in their municipal district
- Share information with the region's [REMPC](#) and with other MEMPCs to assist effective EM planning in accordance with Parts 6 and 6A of the *EM Act 2013*
- Collaborate with any other MEMPC that the MEMPC considers appropriate in relation to EM planning including preparing MEMPs

Composition

Chair

- The Chief Executive Officer of the council, a member of the council staff, or an employee of the Alpine Resort Victoria

Members

- Representatives of council, the [CCP](#), Fire Rescue Victoria (if applicable), Country Fire Authority (if applicable) Ambulance Victoria, Victoria State Emergency Service, the Australian Red Cross Society and the Department of Families, Fairness and Housing and one or more community representatives by invitation of the chairperson on behalf of the MEMPC.

MERC Municipal Emergency Response Coordinator

Appointment

At the [EMC's](#) request, the [CCP](#) appoints members of the police force as the MERC for each municipal district

Function

Response coordination

Coordinate agencies and resources within a municipal district to support the municipality's response activities

Communication

The MERC communicates with the [EMC](#) through the [RERC](#) and subsequently the [SPLO](#)

Role

- If more than one agency could potentially be the [Control Agency](#) or if [effective control](#) of the emergency is not established, determine in line with [Roles and Responsibilities Table 9: Control agencies for response](#) which agency will perform the role
- Ensure the appropriate control and support agencies are in attendance or the controller has notified them and they are responding to the emergency
- Ensure the [IC](#) has formed and is chairing an [IEMT](#), or if the [IC](#) is unable to attend or there are several disparate emergencies within the municipality, form and chair an [IEMT](#)
- Ensure the [Control Agency](#) provides timely warnings and information to the community and support agencies
- Arrange for the provision of response resources requested by control and support agencies and escalate unfulfilled requests to the [RERC](#)
- Ensure the [IC](#) has developed and issued an incident action plan including objectives and strategies for managing the incident

MERC Municipal Emergency Response Coordinator (continued)

- Ensure the [IC](#) has notified the [MRM](#) of the emergency, to ensure relief and recovery measures are in place
- Consider the provision of relief to affected communities where necessary and advise the [MRM](#) of requirements
- Consider registering people affected by the emergency
- Ensure the [MEMO](#) is advised of the emergency, is available to provide access to council owned or controlled resources if required and is receiving information as appropriate
- Consider the need to declare an emergency area
- Provide the [RERC](#) with information or advice about issues relating the control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery
- Ensure the [Control Agency](#) organises an operational debrief with support agencies as soon as practicable after response activities finish

MRC Municipal Recovery Committee

Appointment

The [MRM](#) in consultation with the CEO of the affected council determines the need for and establishes the MRC

Function

Recovery coordination

Support the [MRM](#) to oversee, coordinate and manage recovery activities including:

- coordinate the municipal recovery coordination functions
- implement a local level recovery strategy that meets community needs and ensures the coordination of recovery activities

Composition

The Chair and members vary according to the class and form of emergency

Chair

- [MRM](#)

Members

- Representative of agencies responsible for the management and coordination of recovery functional areas

Some agencies will not be able to provide a representative for incident-tier teams

MRM Municipal Recovery Manager

Appointment

Councils

Function

Recovery coordination

The [MEMO](#) advises the MRM about the potential need for recovery services. They consider the community's recovery needs together and in consultation with [Control Agencies](#) and RSAs.

Role

- Coordinate, in consultation with agencies, the resources of the municipal council and the community for the purposes of recovery.
- Help collate and evaluate information gathered in the post-impact assessment
- Establish priorities for restoring community services
- Liaise with the [MEMO](#) about the best use of council resources
- Establish an information and coordination centre at the municipal offices or at a location more appropriate to the affected area
- Liaise, consult and negotiate with recovery agencies and the council on behalf of the affected area and community recovery committees
- Liaise with the [RRC](#) and relevant Victorian Government agencies, asking for support on recovery coordination, if required
- Engage with the IC in the transition from response to recovery

PC Police Commander

Appointment

By the [CCP](#)

Function

Response command and control

Lead and manage incident, region, or State-tier response control including:

- controlling the strategic and operational elements of the police response
- providing operational command functions unless a dedicated Police Forward Commander is appointed by the PC
- providing direction, oversight and support to an appointed Police Forward Commander
- establishing and engaging with the IEMT

Role

The PC is the police member with overall responsibility for the police response to the emergency, and where Victoria Police is the [Control Agency](#) will perform a control function carrying out the same responsibilities as that of an [IC](#) (Class 1 emergency).

PFC Police Forward Commander

Appointment

By the PC (Police Commander)

Function

Response control

Lead and manage incident-tier response command and control including:

- controlling the operational elements of the response
- providing operational leadership during the incident at a static location or a dynamic incident, including the tactical resolution
- establishing and engaging with the [IEMT](#)

Role

The PFC is the police member appointed by a Police Commander to have operational command functions at the scene of an emergency, and where Victoria Police is the [Control Agency](#) will perform a control function carrying out the same responsibilities as that of an [IC](#) (Class 1 emergency).

RC Regional Controller

Appointment

RCs are appointed in line with [JSOP 3.08 Appointment of Class 1, Regional Controllers and Incident Controllers](#)

Class 1 emergency

The [SRC](#) deploys the RC from the list of people suitable to be an RC.

During extended periods when Class 1 emergencies are likely, the [SRC](#) will direct [responder agencies'](#) regional commanders to prepare a roster for the [SRC's](#) approval of people from the list. By approving this roster in writing, the [SRC](#):

- appoints each person as RC for their rostered period
- directs each appointed RC to appoint and deploy [ICs](#).

If a Class 1 emergency is anticipated or is occurring and there is no roster of RCs for the region, the [SRC](#) will:

- deploy an RC from the list
- direct the RC to appoint and deploy [ICs](#) from the list
- record the deployment of the RC and the direction to appoint and deploy [ICs](#) the designated system within 24 hours of the deployment.

Class 2 emergency

The [SC](#) appoints RCs as required.

Function

Response control

Lead and manage region-tier response control

RC Regional Controller (continued)

Role

- Carry out the directions of the [SRC](#) or [SC](#), if and as appointed
- Take charge and provide region-tier leadership to resolve the Class 1 or 2 emergency at the region tier
- Give directions to the [ICs](#) as necessary
- In consultation with the [SRC](#) and in accordance with [JSOP 3.08 Appointment of Class 1, Regional Controllers and Incident Controllers](#), appoint a Deputy Regional Controller to undertake a particular [RC](#) function (eg relief, evacuation liaison)
- Ensure the timely issue of warnings and information to the community if [ICs](#) cannot do so in a timely manner
- Lead the [RCT](#), or work collaboratively with RCs for other emergencies where appointed
- Establish and chair the REMT
- Work collaboratively with the [AOC](#), if appointed
- Identify current and emerging risks or threats, and implement proactive response strategies
- Develop a regional operations plan for managing the emergency
- Allocate and prioritise resources to manage the emergency, ensuring [ICs](#) have appropriate resources
- Oversee the operational functioning of the RCC or other facility from where the emergency is being managed
- Ensure relief and recovery arrangements have been integrated into the emergency response as necessary
- Ensure the timely flow of information to the [SRC](#) or [SC](#) if and as appointed, [RERC](#), [RCT](#), [REMT](#), [RRC](#), [RReC](#) and stakeholder agencies

RC Regional Controller (continued)

- Assess response performance against regional control plans and resolve identified issues
- Monitor and assess the regional structure for effectiveness throughout the emergency
- Apply the [EMC's](#) operational standards and incident management procedures as appropriate
- Take a lead role in facilitating transition to recovery at the regional level, working with the RRC and providing support to [ICs](#) at the [local](#) level

The [RC](#) must keep the [SRC](#) or the state informed of:

- the effectiveness of the control arrangements for managing the emergencies
- progress on developing and implementing consequence management plans
- the integration of relief and recovery activities with the response activities

The [RC](#) must consider and apply the [State Emergency Management Priorities](#).

Other

The [RC](#) has all the powers of the [CAOiC](#)

RCT Regional Control Team

Appointment

By the [RC](#)

Function

Response control

Support the [RC](#) to lead and manage region-tier response control

Role

To advise the [RC](#) about:

- readiness levels
- appointments to the line of control
- communication of warnings and information to the community
- operational and strategic risks and consequences including those to life and property and resourcing priorities
- provision of information and situation reports to other agencies and government and the need for state support
- support for the functioning of the RCC
- the functioning and operation of systems and technology to support incident management

Other

Chair

- [RC](#), where just one is appointed
- [RC](#) or [RERC](#), where more than one [RC](#) is appointed

Members

- [RC\(s\)](#)
- [RERC](#)
- [RRC](#)
- Commanders of key support agencies

RecCA Recovery Coordination Agency

Appointment

As in Roles and Responsibilities:

- [Table 15: recovery agencies social environment](#)
- [Table 16: recovery agencies economic environment](#)
- [Table 17: recovery agencies built environment](#)
- [Table 18: recovery agencies natural environment](#)

Function

Recovery coordination

Oversee the delivery of recovery services by RecLAs and RecSAs including:

- monitor and report risks, consequences, progress and capacity issues to
- ensure timely service delivery to affected communities
- determine and implement communication and information-sharing mechanisms with relevant agencies and stakeholders to facilitate the above
- report progress and issues to the SReC

RecLA Recovery Lead Agency

Appointment

As in [Roles and Responsibilities](#):

- [Table 15: recovery agencies social environment](#)
- [Table 16: recovery agencies economic environment](#)
- [Table 17: recovery agencies built environment](#)
- [Table 18: recovery agencies natural environment](#)

Function

Recovery assistance

Lead the provision of services, personnel or material during the recovery phase for nominated recovery activities

RecSA Recovery Support Agency

Appointment

As in [Roles and Responsibilities](#):

- [Table 15: recovery agencies social environment](#)
- [Table 16: recovery agencies economic environment](#)
- [Table 17: recovery agencies built environment](#)
- [Table 18: recovery agencies natural environment](#)

Function

Recovery assistance

Provide services, personnel or material to support or assist a Recovery Lead Agency ([RecLA](#)) and/or members of the public for nominated recovery activities

ReICA Relief Coordination Agency

Appointment
As per Roles and Responsibilities Table 12: Relief Coordination
Function
Relief coordination
Coordinate relief assistance for specified relief services
Role
<ul style="list-style-type: none"> Coordinate strategic information-sharing to facilitate activities in Roles and Responsibilities Table 12: Relief Coordination Monitor relief, risks, progress and capacity issues Determine and implement communication and information-sharing mechanisms with relevant agencies and stakeholders to facilitate the above Report progress and issues to the RRC at the next tier up.

ReLA Relief Lead Agency

Appointment
As per Roles and Responsibilities Table 12: Relief Coordination and Recovery
Function
Relief assistance
Provide direct relief assistance to individuals, families and communities and/or indirect assistance for specified relief services at incident tier. This may be done from an ERC or another location.

ReISA Relief Support Agency

Appointment
As per Roles and Responsibilities Table 12: Relief Coordination and Recovery
Function
Relief assistance
Support the ReLA to provide direct relief assistance to the public and/or indirect assistance for specified relief services at incident tier. This may be done from a ERC or another location.

REMP Regional Emergency Management Planning Committee

Appointment

Established by the *EM Act 2013*

Function

Mitigation and Planning

- Be responsible for the preparation and review of their REMP
- Ensure the MEMP is consistent with the SEMP, including consideration of shared responsibility for people most at-risk in emergencies
- Provide reports and recommendations to the [EMC](#) in relation to any matter that affects or may affect EM planning in their region
- Share information with the [EMC](#) and with other REMPCs to assist effective EM planning in accordance with Part 6A
- Consult other REMPCs to assist EM planning in accordance with Part 6A

Composition

Chair

- Elected by the committee under *EM Act 2013* s55

Members

- Representatives of heads of all departments (except the Department of Premier and Cabinet and the Department of Treasury of Finance), the [CCP](#), [Fire Rescue Victoria](#), [Country Fire Authority](#) (if applicable), [Ambulance Victoria](#), the [Australian Red Cross Society](#), each council in the region, [Victoria State Emergency Service](#) and [EMV](#)

REMT Regional Emergency Management Team

Appointment

By the [RC](#)

Function

Response and recovery coordination

Support the [RERC](#) and [RC](#) to manage region-tier response control and coordination including to:

- facilitate discussions to enable agencies to develop a consistent situational awareness about emergencies affecting the region
- identify regional risks and consequences and plan the actions of agencies to manage these risks and consequences
- support the [RC](#) to develop a plan for the management of the emergency, outlining the regional tier actions of all agencies

Composition

Chair

- [RERC](#) where no regional controller is appointed
- [RC](#), where just one is appointed
- [RC](#) or [RERC](#) where more than one regional controller is appointed

REMT Regional Emergency Management Team (continued)

Members

- Those at the region tier responsible for performing control, coordination, consequence management, recovery and communication functions anticipated or occurring
- Region-tier functional representatives of agencies delivering services to the public
- Representatives of the council(s) affected by the emergency
- Individual agencies or representatives of business/industry/community groups, as appropriate, for specific emergencies

Some agencies/communities/businesses may be not able to provide a representative at each tier.

RERC Regional Emergency Response Coordinator

Appointment

At the [EMC's](#) request, the [CCP](#) appoints members of the police force as the RERC for each region. The RERC may appoint deputies.

Function

Response coordination

Coordinate agencies and resources in the region to support the region-tier response to the emergency

Communication

The RERC communicates with the [EMC](#) through the [SPLO](#) _____

Role

- If more than one agency could potentially be the [Control Agency](#) or if [effective control](#) of the emergency is not established, determine in line with [Roles and Responsibilities Table 9: Control agencies for response](#) which agency will perform the role
- Coordinate resources or services within the emergency response region, having regard to the provisions of *EM Act 2013* s 40A (2)
- Monitor control arrangements for emergencies across the region to ensure they are effective
- Where necessary, ensure the [RC](#) has formed and is chairing the REMT; or if there are multiple emergencies in the region, form and chair the REMT
- Monitor the provision of information and warnings to affected communities

RERC Regional Emergency Response Coordinator (continued)

- Source resources and services the [MERC](#) asks for, and escalate requests that can't be fulfilled by the region to the [EMC](#) through the [SPLO](#)
- Ensure the [RC\(s\)](#) develop a regional operations plan to manage emergencies
- Ensure the RCC has been notified of the emergency to ensure relief and recovery measures are in place
- Monitor the provision of relief across the region collaboratively with the [RRC](#)
- Consider the registration of people affected by the emergency
- Monitor the need to declare an emergency area
- Provide the [SPLO](#) with information or advice about issues relating to the control, command and coordination of the emergency response including issues relating to consequence management, the provision of relief and the transition to recovery
- Ensure the [RCT](#) and [REMT](#) conduct an operational debrief, where necessary, after a period of activation
- Ensure the [RRC](#) has been notified of the emergency and is supporting the establishment of the [RRCtee](#)
- Ensure the [RRC](#) is overseeing the rapid transition to relief and recovery and the implementation of recovery measures

RRCtee Regional Recovery Committee

Appointment

By the Regional Recovery Coordination Agency

Function

Recovery coordination

- Coordinate regional recovery functions
- Implement a regional recovery strategy that meets the needs of the community and ensures the coordinated delivery of recovery activities

Composition

Chair

- Regional Recovery Coordinator

Members

- Representatives of agencies involved in recovery activities

RRC Regional Recovery Coordinator

Appointment

By the Regional Recovery Coordination Agency

Function

Recovery coordination

Manage regional recovery activities

Role

- Lead regional recovery efforts
- Manage the allocation of resources, budgets, business and project planning and reporting, and staff development
- Lead the implementation of community engagement plans, programs, projects and initiatives including working in partnership with councils
- Support the RC in the transition from response to recovery
- Co-chair the MRC in partnership with local government, where appropriate

RRC Regional Recovery Coordinator (continued)

- Plan and deliver rebuilding and recovery projects in the region
- Foster collaborative and mutually supportive relationships with delivery partners and senior stakeholders
- Facilitate the sharing of intelligence and information at a regional level to support local and regional recovery activities
- Liaise with the [SReC](#) and provide regular updates on regional recovery efforts, asking for support on recovery coordination, if required

RReC Regional Emergency Relief Coordinator

Appointment

By the Regional Relief Coordination Agency

Function

Relief coordination
Coordinate regional relief activities

Role

- Coordinate regional relief efforts across all relief activities, informed by assessing the regional situation, impacts and consequences, risks, progress and resources
- Work with the RCT, the REMT and Area of Operations Control Teams (where activated) to facilitate planning and actions in relation to regional relief activities
- Coordinate regional level community information about relief activities
- Support the RC and RRC in the transition from regional response to recovery
- Foster collaborative and mutually supportive relationships with councils, relief delivery partners and stakeholders to enable appropriate coordination of relief efforts
- Facilitate the sharing of intelligence and information at a regional level to support local and regional relief activities
- Liaise with the SERC and provide regular updates on regional relief efforts, including requests for state level support on relief coordination, if required

RSA Response Support Agency

Appointment

Identified in the SEMP

Function

Response control

Provide services, personnel or material to support or assist a control and/or a coordination agency and/or members of the public

Role

The agency must identify their chain of command and the commanders responsible for supervising their personnel

- Plan to act in line with the agency's legislative and administrative responsibilities and SEMP arrangements
- Respond to emergencies in accordance with SEMP arrangements
- Ensure the continuity of its normal services during a major emergency
- Participate in relevant operational debriefs
- Notify the [EMC](#) of situations that may affect the capability of the agency to perform its role
- Pay the costs of the emergency response that are the responsibility of the support agency as explained under 'Funding', except if there are other specific cost-sharing or cost-recovery arrangements

Other

- [Roles and Responsibilities Table 10: Support agencies for response](#) lists response support agencies by functional support area. However, all agencies might be support agencies during a major emergency: to perform a specific response, relief or recovery function, or to ensure the continuity of its normal services during a major emergency as part of consequence management.

SC State Controller

Appointment

The [CAOiC](#) ensures there is a SC identified at all times and provides the [EMC](#) with their details

The [CAOiC](#) or the officer in charge of another agency to which response control is transferred appoints the SC under the *EM Act 2013* s 39

Function

Response control (Class 2 emergency)

Be responsible for planning and control of response activities for an anticipated or occurring Class 2 emergency

A SC has a strong understanding of the Victorian EM arrangements, and they are potentially a subject-matter expert. They work with the EM sector more broadly to manage risk and consequence and to coordinate intelligence and messaging. The appointment is at the state tier

Role

- Lead and manage the operational response to a Class 2 emergency
- Establish a management structure for the emergency as appropriate, and monitor it to ensure it suits the circumstances
- Issue warnings and information to the community in relation to the emergency, if [RCs](#) or [ICs](#) can't do so promptly, in consultation with the [EMC](#)

SC State Controller (continued)

- Support the [EMC](#) to identify current and emerging risks, or threats in regard to the emergency, and implement proactive response strategies
- Support the [EMC](#) in the development of a state strategic plan for managing the emergency
- Give directions to [RCs](#) and/or [ICs](#) as necessary
- Work with the [EMC](#) to lead the [SCT](#), or work with the other state-tier controllers if appointed
- Participate in the [SEMT](#)
- With the support of the SCC Room Manager, oversee for the emergency the operational functioning of the SCC
- Ensure the timely flow of relevant information to the [EMC](#), [SCoT](#), [SCT](#), [SEMT](#) and other support teams and stakeholder agencies
- Apply the [EMC's](#) operational standards and incident management procedures as appropriate
- Facilitate transition to recovery at the state tiers, supported by the SERC and SReC, and provide support to [RCs](#) and [ICs](#) at regional and local levels

The SC must keep the [EMC](#) informed about:

- the effectiveness of the control arrangements for the Class 2 emergency
- consequence management planning, implementation and outcomes in consultation with the [SCCo](#)
- the integration of recovery with the response arrangements, in consultation with the [SReC](#).

The SC must consider and apply the [State Emergency Management Priorities](#).

SCCo State Consequence Coordinator

Appointment

EMC

Function

Support the EMC to meet their legislated consequence management responsibilities

Role

- Ensure the smooth operation of the State Consequence function
- Ensure consequence assessments are current
- Provide coordination of strategic and management advice about actual, emergent and cascading consequences before, during and after a major emergency
- Advise the [EMC](#), [SReC](#), [SRC](#), [SC](#), [SCT](#) and [SEMT](#)

Other

The SCCo facilitates information-sharing between the state and regional tiers

SCT State Control Team

Established by

[EMC](#), supported by the [SRC](#), [SC](#) or [CCP](#)

Function

Response and recovery control

Implement the strategic context for response (readiness, control and relief) and for the integration of relief and recovery including:

- support control functions and responsibilities on behalf of the [EMC](#) for a [Class 1 and 2 emergency](#) and/or the [CCP](#) for a [Class 3 emergency](#)
- implement the strategic context of operational readiness for, response to and where appropriate the integration of relief and recovery for a major emergency

Role

Provide advice and support to the [SRC](#) about:

- readiness levels
- appointments to the line of control
- communication of warnings and information to the community
- operational and strategic risks and consequences including those to life and property and resourcing priorities
- provision of information and situation reports to other agencies and government and the need for state support
- the functioning of the SCC
- the functioning and operation of systems and technology to support incident management

Composition

Chair

- [SRC](#) (Class 1 emergencies)
- [SC](#) (Class 2 emergencies)
- [CCP](#) (Class 3 emergencies).

Members, Class 1 emergency

- State-tier managers responsible for control functions
- Commanders of key support agencies
- Others as determined by the [EMC](#) and the chair

SCoT State Coordination Team

Appointment

By the [EMC](#) (Class 1 and 2 emergencies) or [CCP](#) (Class 3 emergencies)

Function

Mitigation, response and recovery coordination

Set and monitor the strategic context for readiness, response, relief and recovery

Role

- Monitor the strategic context for response and recovery coordination and advise the [EMC](#) or [CCP](#) about issues and responses
- Endorse state-tier, multiagency lessons and promote lessons management

Composition

Chair

- [EMC](#), for Class 1 and 2 emergencies
- the [CCP](#), for Class 3 emergencies

Members

- State-tier managers responsible for coordination
- Others as determined by the [EMC](#) and the chair

SCRC State Crisis and Resilience Council

Appointment

By the relevant Cabinet committee

Role

Be responsible for developing and implementing whole of government EM policy and strategy including for approving the SEMP

The *EM Act 2013* states the council's role is:

- to act as the peak crisis and EM advisory body in Victoria responsible for providing advice to the relevant Minister in relation to the whole of government policy and strategy for EM in Victoria; and the implementation of that policy and strategy; and
- to consider the SEMP submitted by the [EMC](#) to the SCRC for approval; and
- when consulted, to provide advice on any guidelines to be issued by the relevant Minister under *EM Act 2013* s77.

Function

The SCRC must develop a rolling three-year strategic action plan to be submitted to the relevant Minister for approval. The SCRC must monitor the implementation of the strategic action plan and report to the relevant Minister at regular intervals on the progress of implementation of the plan and work programs.

SCRC State Crisis and Resilience Council (continued)

Composition

Chair

- Secretary of the Department of Premier and Cabinet
- Deputy Chair
- Secretary, Department of Justice and Community Safety

Members

- Secretary of each government department
- [CCP](#)
- EMV Chief Executive
- [EMC](#)
- Emergency Recovery Victoria (as an observer)
- IGEM (as an observer)
- Municipal Association of Victoria Chief Executive Officer (as a representative of local government)

Other

The Chief Executive, Emergency Management Victoria and the [EMC](#) are responsible for advising the council in relation to any matter it is considering, on behalf of Fire Rescue Victoria, the Country Fire Authority, the Victoria State Emergency Service Authority and the Emergency Services Telecommunications Authority.

SEMT State Emergency Management Team

Appointment

By the [EMC](#) (Class 1 and 2 emergencies), [CCP](#) (Class 3 emergencies)

Function

Consequence management

Develop a state strategic plan with high-level actions for agencies to manage consequences including to identify the potential consequences of emergencies and develop mitigation and response strategies to reduce impacts on Victorians; including a focus on people most at-risk in emergencies.

Composition

Chair

- [EMC](#) (Class 1 and 2 emergencies)
- [CCP](#) (Class 3 emergencies)

Members

- Class 1 emergencies: [SRC](#)
- Class 2 emergencies: [SC](#)
- [SCCo](#)
- [SReC](#)
- [SPLO](#)
- EMC Executive Officer
- State-tier functional representatives of agencies delivering services to the public
- Individual agencies or representatives of business/industry/community groups, as appropriate, for specific emergencies

Some agencies/communities/businesses may be not able to provide a representative at each tier

SERC State Emergency Relief Coordinator

Appointment

By the [EMC](#), as required

Function

Relief coordination

Lead state-strategic priorities for relief in partnership with key stakeholders

Role

- Develop and implement the state relief plan in line with the intent of the [EMC](#)
- Develop and manage state relief governance arrangements
- Work closely with the [SCCo](#) to identify emerging relief needs and issues
- Based on the risks and issues identified, determine the relief needs and priorities that need to occur through the relief system or alternatives, in consultation with [EMC](#)
- Provide advice and assurance to the [EMC](#) and represent the relief function at key meetings (such as of the [SCT](#))
- Work across key stakeholders to ensure that the relief function works collaboratively with existing government arrangements and responsibilities
- Ensure state relief public communications and messaging is accurate and contemporary
- Be the key escalation point for all relief and supply issues
- For locally or regionally coordinated events, the SERC facilitates the sharing of information and coordination of resources at a state level to support local and regional activities.

SERT State Emergency Relief Team

Appointment

By the [SERC](#) and/or the ERV CEO as they require, usually as the incident grows in size and/or complexity

Function

Relief coordination

Coordinate state-tier relief governance, management and operational delivery

Role

- Implement a state relief strategy that meets the needs of the community and ensures the coordinated delivery of relief and recovery coordination
- Provide relief expert advice and coordination for the delivery of relief operations
- Monitor and contribute to emergency relief situational awareness and operations, for the preservation of life and provision of essential needs
- Ensure an integrated approach to relief and early recovery, supporting State Recovery Coordination Committee (SRCC) to ensure longer term recovery outcomes are achieved

Composition

Chair

- [SERC](#)

Members

State representative of agencies responsible for the management and coordination of relief activities:

- Regional Emergency Relief Coordinators as appointed by the SERC

SRC State Response Controller

Appointment

By the [EMC](#) under *EM Act 2013* s 37. The [EMC](#) can appoint more than one SRCs if more than one Class 1 emergency is anticipated or occurring at the same time, to ensure both emergencies are effectively managed. The [EMC](#) can also appoint Deputy SRCs.

Function

Planning and control of response activities for an anticipated, occurring or past Class 1 emergency

If the [EMC](#) considers [effective control](#) is not being exercised, they can under the *EM Act 2013* direct the SRC about specific control activities or override or conduct specific control activities

Role

- Lead and manage the operational response to a Class 1 emergency
- In situations where the [SERC](#) is not appointed, lead the state-strategic priorities for relief and early recovery in partnership with key stakeholders
- Oversee the operational functioning of the SCC for the emergency
- Deploy one or more controllers for a Class 1 emergency who has or have relevant expertise in managing hazards relevant to the Class 1 emergency
- Establish a management structure for the emergency as appropriate and monitor it to ensure it suits the circumstances
- If a fire is a major fire, issue warnings and provide information to the community in relation to the major fire, to protect life and property
- For other emergencies, issue timely warnings and information to the community about the emergency, if [RCs](#) or [ICs](#) can't do so promptly

- Support the [EMC](#) to identify current and emerging risks or threats in regard to the emergency, and implement proactive response strategies
- Support the [EMC](#) to develop a state strategic plan for managing the emergency
- Give directions to [RCs](#), [ZCs](#) and/or [ICs](#) as necessary
- Work with the [EMC](#) to lead the [SCT](#), or work with the other state-tier controllers, if appointed
- Participate in the SEMT
- Oversee for the emergency the operational functioning of the SCC
- Ensure the timely flow of relevant information to the [EMC](#), [SCoT](#), [SCT](#), SEMT and other support teams and stakeholder agencies
- Apply the [EMC](#) operational standards and incident management procedures, as appropriate
- Facilitate transition to recovery at the state tiers, supported by the [SERC](#) and [SReC](#), and provide support to [RCs](#) and [ICs](#) at regional and local levels

The SRC must keep the [EMC](#) informed about:

- the effectiveness of the control arrangements for the Class 1 emergency
- consequence management planning, implementation and outcomes in consultation with the [SCCo](#)
- the integration of recovery with the response arrangements.

The SRC must consider and apply the [State Emergency Management Priorities](#).

The SRC or an appointed or deployed controller has in relation to the Class 1 emergency all the powers and authorities that the chief officer of the relevant [Control Agency](#) under the SEMP has conferred on that chief officer by the relevant Act under which the relevant [Control Agency](#) is established.

Other

The SRC has all the powers of the [CAOiC](#)

SPLO Senior Police Liaison Officer

Appointment

The [CCP](#) must appoint a police officer as SPLO, *EM Act 2013* s40B(1)

Function

Coordination

Advise the [EMC](#) about regional and municipal emergency response coordination and other police matters, and be the liaison channel with the [RERC](#) and [MERC](#).

Role

- Provide advice to the [EMC](#) about but not exclusively:
 - regional and municipal emergency response coordination
 - the likelihood of situations escalating into major emergencies
 - the effectiveness of control structures
 - the provision of community information and warnings
 - the management of significant risks and consequences
 - the provision of relief services to the affected community
 - the cooperation of agencies
 - the supply of resources
 - the operation of the [REMT](#) and [IEMT](#)
 - the declaration of emergency areas
 - other police matters
- Deal with requests to or from [RERCs](#) and [MERCs](#)

Other

The [EMC](#) must take the SPLO's advice into account for coordination functions relating to regional or municipal response

SReC State Recovery Coordinator

Appointment

By the [EMC](#)

Function

Recovery coordination

Support the [SRC](#) in the state's transition from response to recovery and ensure statewide recovery activities are coordinated

Lead state-operational priorities for early recovery for major emergencies in partnership with key stakeholders, including the State Recovery Coordination Committee (SRCC).

Role

- Operational representative for SRCC at State Emergency Relief Team (SERT) and other key operational meetings as required
- Facilitate state-tier information-sharing and resource coordination to support incident- and region-tier activities
- Identify emerging operational early recovery risks and capacity issues
- Support the coordination of state-tier resources and activities to support incident- and region-tier recovery coordination
- Support the coordination of state-tier recovery public information and messaging
- Liaise with stakeholders on state information on loss and damage and the resulting consequences
- Support the coordination of recovery intelligence for use by the Victorian Government

SRT State Review Team

Appointment

Agency nominated representatives

Function

To provide strategic oversight of assurance and learning activities and support the implementation of lessons management to promote consistent, coordinated and effective continuous improvement before, during and after emergencies across Victoria’s emergency management sector.

Role

- Support the implementation of a sector-wide learning culture
- Promote sharing of lessons within their individual agencies as identified through assurance and learning activities
- Maintain a consolidated overview of assurance and learning activities across the sector
- Regularly collate, analyse and communicate state level/multi-agency insights and lessons
- Act as a conduit for collating information and requests for information relating to lessons management, assurance and learning activities
- Prepare and approve state level/multi-agency learning products to share trends and lessons; and
- Collate, analyse and share observations, insights and lessons from state level/multi-agency assurance and learning activities.

Composition

Membership

Comprised of agency representatives across the EM Sector

Chair

- The new chair is nominated every 6 months from a member agency

Definitions and acronyms

Term	Definitions and explanations
Activation	Initiation or escalation of activities or functions required in response to, or in readiness for, an emergency.
Agency	Means a government or non-government agency <i>EM Act 1986 s 4</i> For the purposes of this SEMP, agencies include government and non-government organisations, government departments, local government and volunteer organisations with a role in EM as listed under Roles and Responsibilities
CALD	Culturally and linguistically diverse – used to refer to the broad range of Victorian communities
Capability	The collective ability to reduce the likelihood and consequences of an emergency before, during and after
Capacity	The extent to which the core elements (people, resources, governance, systems and processes) of capability can be sustained before, during and after an emergency
Chain of command	An agency's organisational hierarchy that defines the accountability of people or positions and identifies the link between them and their supervisor

Term	Definitions and explanations
Chief officer	The Officers-in-Charge of: <ul style="list-style-type: none"> • Fire Rescue Victoria • the Country Fire Authority • the Department of Energy, Environment and Climate Action • Victoria State Emergency Service. <p>Also, any person nominated by an officer in charge above to exercise their powers under the <i>EM Act 2013 s 38</i></p>

Term	Definitions and explanations
Class 1 emergency	<p>Class 1 emergency means:</p> <ul style="list-style-type: none"> a. A major fire b. any other major emergency for which Fire Rescue Victoria, the Country Fire Authority or the Victoria State Emergency Service Authority is the Control Agency under the SEMP. <p><i>EM Act 2013 s 3</i></p> <p>Major fire</p> <p>A major fire is a large or complex fire (however caused) which:</p> <ul style="list-style-type: none"> a. has the potential to cause or is causing loss of life and extensive damage to property, infrastructure or the environment; or b. has the potential to have or is having significant adverse consequences for the Victorian community or a part of the Victorian community; or c. requires the involvement of 2 or more fire services agencies to suppress the fire; or d. will, if not suppressed, burn for more than one day. <p><i>EM Act 2013 s 3</i></p>

Term	Definitions and explanations
Class 2 emergency	<p>Class 2 emergency means a major emergency which is not –</p> <ul style="list-style-type: none"> a. A Class 1 emergency; or b. A warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; or c. A hi-jack, siege or riot. <p><i>EM Act 2013 s 3</i></p>
Class 3 emergency	<p>For the purpose of this plan, a Class 3 emergency means a warlike act or terrorist act, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth, or a hijack, siege or riot. Class 3 emergencies may also be referred to as security emergencies</p> <p><i>Class 3 Emergencies sub-plan</i></p> <p>The definition of a Class 3 emergency has been included in the SEMP for the sole purpose of simplifying the way it can identify and/or refer to the emergencies specified under the definition. This definition is derived from the Victoria Police Class 3 Emergencies sub-plan and is not defined in the <i>EM Act 2013</i></p>

Term	Definitions and explanations
Commander	The person an agency responding to an emergency identifies as responsible for supervising its personnel and chain of command. Where there is an agreed inter-agency arrangement, a functional commander may supervise personnel and resources from more than one agency
Consequence management	<p>The coordination of agencies to minimise the adverse effects of emergencies on people, communities, infrastructure and the environment while ensuring:</p> <ul style="list-style-type: none"> • safety considerations are paramount • if the emergency is due to a hi-jack, siege, riot, warlike act or act of terrorism, the exercise of police powers is not interfered with. <p><i>EM Act 2013 s 45</i></p> <p>Consequence management informs strategic decision-making before, during and after emergencies and is important for longer-term decision-making after a major emergency. It also supports community recovery</p>
Effective control	<p>Effective control is when:</p> <ul style="list-style-type: none"> • a control structure appropriate to the emergency is in place • controllers are working to their relevant role statement • all response decisions are consistent with the State Emergency Management Priorities.
<i>EM Act 1986</i>	<i>Emergency Management Act 1986</i>
<i>EM Act 2013</i>	<i>Emergency Management Act 2013</i>

Term	Definitions and explanations
Emergency	<p>The actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria or endangers or threatens to endanger the environment or an element of the environment in Victoria including, without limiting the generality of the foregoing:</p> <ul style="list-style-type: none"> a. an earthquake, flood, wind-storm or other natural event; and b. a fire; and c. an explosion; and d. a road accident or any other accident; and e. a plague or an epidemic or contamination; and f. a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; and g. a hi-jack, siege or riot; and h. a disruption to an essential service. <p><i>EM Act 2013 pt 1 s 3</i></p>
<i>EMLA Act 2018</i>	<i>Emergency Management Legislation Amendment Act 2018</i>
EMMV	Emergency Management Manual Victoria

Term	Definitions and explanations
Fire services agency	<p>Any of:</p> <ul style="list-style-type: none"> • Fire Rescue Victoria • the Country Fire Authority • the Department of Energy, Environment and Climate Action <p><i>EM Act 2013 s 3</i></p>
Hazardous	<p>Any contaminants or materials that are harmful to human health (including substances that are dangerous goods as defined by <i>Dangerous Goods Act 1985</i>). Where there is any doubt, contaminants or materials are to be deemed hazardous until such time as the control agency or support agency confirm they are non-hazardous.</p>
Incident	<p>An event, occurrence or set of circumstances that:</p> <ul style="list-style-type: none"> • has a clear start and end: a defined duration • calls for human intervention • has a set of concluding conditions that can be defined • is or will be under the control of an individual with authority to make decisions about the means to bring it to a resolution. <p>An incident does not activate SEMP arrangements: it is out of the scope of the SEMP and included here only for completeness. Response control is in the incident area only and is the Control Agency's day-to-day business. Duration is less than or a single shift. Response coordination is not activated: there is a single or limited multi-agency response and resources are sourced from one local government area. Recovery coordination is also not activated: there is little or no impact on the community and infrastructure</p>

Term	Definitions and explanations
Incident area	<p>The immediate area where an EM activity will occur, is occurring or has occurred</p>
Line of control	<p>The line of accountability and responsibility for controllers at the incident, regional and state tiers. For example, in a Class 1 emergency the line of control from the state to incident tiers is EMC > SRC > RC ____ (where appointed) > IC. Issues are escalated and direction provided through the line of control</p>
Major emergency	<p>A large or complex emergency that:</p> <ul style="list-style-type: none"> • has the potential to cause loss of life and extensive damage to property, infrastructure or the environment or • has the potential for adverse consequences for all or part of the Victorian community or • requires a multi-agency response. <p>A major emergency can also have indirect consequences on the wellbeing of the wider community and response personnel, the economy, the delivery of services and the health and beauty of the natural environment</p> <p>A major emergency is either a Class 1, 2 or 3 emergency</p>
MEMP	<p>Municipal Emergency Management Plan</p>
Minister for Emergency Services	<p>the responsible Minister for emergency management in Victoria in accordance with the <i>Emergency Management Act 1986</i> and the <i>Emergency Management Act 2013</i></p>

Term	Definitions and explanations
Non-major emergency	<p>Any emergency that is not a major emergency</p> <p>A small emergency incident managed by the public or through the business-as-usual arrangements of agencies or private enterprises in a small area, promptly and without call on further resources</p> <p>Significant consequences for the community are not anticipated and major emergency arrangements are not proposed</p>
Non-hazardous	Any contaminants or materials (not identified as 'hazardous') that are not harmful to human health (noting these may be harmful to the environment and/or biodiversity (including plants and animals))
People	All personnel involved in undertaking emergency management activities from community, government, agencies and business. Includes people with appropriate knowledge and skills with a focus on leadership skills, technical skills and a culture of working as one
Participating agency	An agency involved in any aspect of a mitigation, response (including relief), or recovery activity
REM	Risk Evaluation Meeting
REMP	Regional Emergency Management Plan

Term	Definitions and explanations
Resources	The physical equipment and assets needed to undertake emergency management activities. For example infrastructure, fleet, IT equipment, radios, communications equipment, consumables, plant and machinery resources and personal protective clothing and equipment
Responder agency	<p>Control Agencies for Class 1 emergencies: Fire Rescue Victoria, the Country Fire Authority, the Victoria State Emergency Service Authority, the Secretary to the Department of Energy, Environment and Climate Action and any other agency prescribed to be a responder agency</p> <p><i>EM Act 2013 s 3</i></p>
Security emergency	See Class 3 emergency definition
Shared Responsibility	<p>Shared responsibility recognises that no single actor can be responsible for emergency mitigation, preparedness, response or recovery, and that shared responsibility in emergency management is everyone's business. Everyone has some role to play in planning for, responding to and recovering from emergencies.</p> <p>Within the emergency management context shared responsibility needs to be person-centric and strengths-based to enable inclusive, community influenced local arrangements, building social connectedness and identifying and supporting people most at-risk in all phases of an emergency.</p>

Term	Definitions and explanations
Shared Responsibility for people most at-risk	<p>Shared responsibility for people most at-risk also involves collaboration between government agencies, non-governmental organisations, community groups, and individuals to provide support and assistance during and after an emergency. It recognises that certain people may be at greater risk during emergency situations. This approach involves a collective effort so that those most at-risk are protected and supported before, during, and after emergencies, to reduce disproportionate impacts on them.</p> <p>Shared responsibility for people most at-risk in emergencies requires a coordinated and collaborative effort so that everyone is included and supported in emergency planning and response efforts, regardless of their age, ability, income, or other factors that may put them at greater risk before, during and after an emergency. It also requires clear and consistent identification of the needs and vulnerabilities of at-risk groups, including that they are involved in their own emergency planning.</p>
State of disaster	An emergency the Premier of Victoria is satisfied constitutes or is likely to constitute a significant and widespread danger to life or property in Victoria under <i>EM Act 1986</i> pt 5

Term	Definitions and explanations
Zone Controller	<p>At the discretion of the EMC, multiple regions may be combined to form pre-determined Zones and Zone Control. These arrangements will be in place until determined otherwise by the EMC or the SRC.</p> <p>Appointment:</p> <ul style="list-style-type: none"> The Zone Control arrangements apply to Class 1 emergencies The SRC deploys the RC (or ZC) from the list of people suitable to be an RC. Control arrangements for Class 2 emergencies will be determined by the SC.