



Tasmanian Municipal Emergency Management Guidelines



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Support



ACKNOWLEDGEMENT

Following the 2013 Tasmanian bushfires the State Government instigated a review of existing Tasmanian emergency response and recovery arrangements. The review, completed by the Department of Justice in 2015, resulted in 52 recommendations, leading to whole-of-government reforms under the oversight of the State Emergency Management Committee. To ensure currency, there was a requirement to update these Guidelines.

A voluntary steering committee and working group was formed in early 2019 to oversee the review and to ensure the revision met the needs of Municipal Emergency Management Committee members.

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

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1. Overview

The Local Government Association of Tasmania, in partnership with the Department of Premier and Cabinet and the State Emergency Service, has developed Version 2 of the Tasmanian Municipal Emergency Management Guidelines (the Guidelines).

A Municipal Emergency Management Committee has an important role in overseeing and coordinating emergency management activities locally. The purpose of the Guidelines is to provide consistent, clear and practical advice to Municipal Emergency Management Committee members. It helps members to understand their roles and responsibilities in order to prevent, prepare for, respond to and recover from emergencies, whether natural or caused by human activity.

The Guidelines will assist Municipal Emergency Management Committee members to:

- better understand how the components of emergency management work together under a single comprehensive framework
- better understand their role and the role of the committee
- undertake a risk assessment
- prepare a Municipal Emergency Management Plan
- prepare a Municipal Emergency Management Recovery Plan
- coordinate activities during and after an emergency

The Guidelines contain links to key publications, including emergency management plans, interviews with Tasmanian emergency management stakeholders sharing their experiences and templates that have all been designed to support Municipal Emergency Management Committee members to better understand and fulfil their role and support common approaches around the State. The adoption of common approaches will improve interoperability between municipal areas.

2. How to use the Guidelines

The Guidelines are presented in five sections:

Section 1

Introduction:

This section provides the context for the Guidelines

Section 2

Tasmanian Emergency Management Arrangements:

This section provides an overview of emergency management arrangement in Tasmania

Section 3

Roles and Responsibilities:

This section focuses on the roles and responsibilities of a Municipal Emergency Management Committee

Section 4

The four phases of emergency management - PPRR:

Tasmania has adopted a comprehensive approach to emergency management through the adoption of four phases: prevention (and mitigation), preparedness, response and recovery (PPRR). This section of the Guidelines provides Municipal Emergency Management Committee members practical advice and support to undertake their responsibilities across the PPRR spectrum

Section 5

Resources and Tools:

This section includes supporting material and templates

The Appendices of the [Tasmanian Emergency Management Arrangements](#) provides a Glossary of emergency management terms and acronyms for consideration when using these Guidelines.

1. Overview

This section of the Guidelines provides an overview of emergency management arrangements in Tasmania.

2. Legislation and State Policy

Emergency management arrangements in Tasmania are established by the [Emergency Management Act 2006](#). The *Emergency Management Act 2006* provides for the protection of life, property and the environment, and establishes emergency management arrangements and emergency powers. In addition, legislation also exists to establish arrangements relating to specific emergencies such as International violence which includes terrorism, biosecurity, oil spills and dam failures; refer to [Chapter 3.6 of the Tasmanian Emergency Management Arrangements \(Table 10\)](#).

In accordance with [Section 32 of the Emergency Management Act 2006](#), the Tasmanian Emergency Management Arrangements are issued by the Minister for Police, Fire and Emergency Management. The Tasmanian Emergency Management Arrangements integrate the requirements of the *Emergency Management Act 2006* and other legislation to provide a framework for scalable and flexible emergency management arrangements that are underpinned by partnerships at every level.

Tasmania's approach to emergency management is guided by the following nationally agreed principles:

- Primacy of Life
- Comprehensive
- Collaborative
- Coordinated
- Flexible
- Risk based
- Shared responsibly
- Resilience
- Communication
- Integrated
- Continual improvement

[Chapter 2.1 of the Tasmanian Emergency Management Arrangements \(Table 1\)](#) provides an explanation for each of the Principles.

[Tasmania's Disaster Resilience Strategy 2020-2025](#) underpins Tasmania's approach to emergency management and details four goals that support the State's vision:

- Understanding disaster risk
- Working Together
- Reducing disaster risk
- Being prepared for disasters

[Chapter 2.1.4 of the Tasmanian Emergency Management Arrangements](#) provides specific information in relation to how *Tasmania's Disaster Resilience Strategy 2020-2025* informs emergency management in Tasmania.

The *Emergency Management Act 2006* and the Tasmanian Emergency Management Arrangements provide the main source of guidance for municipal emergency management.

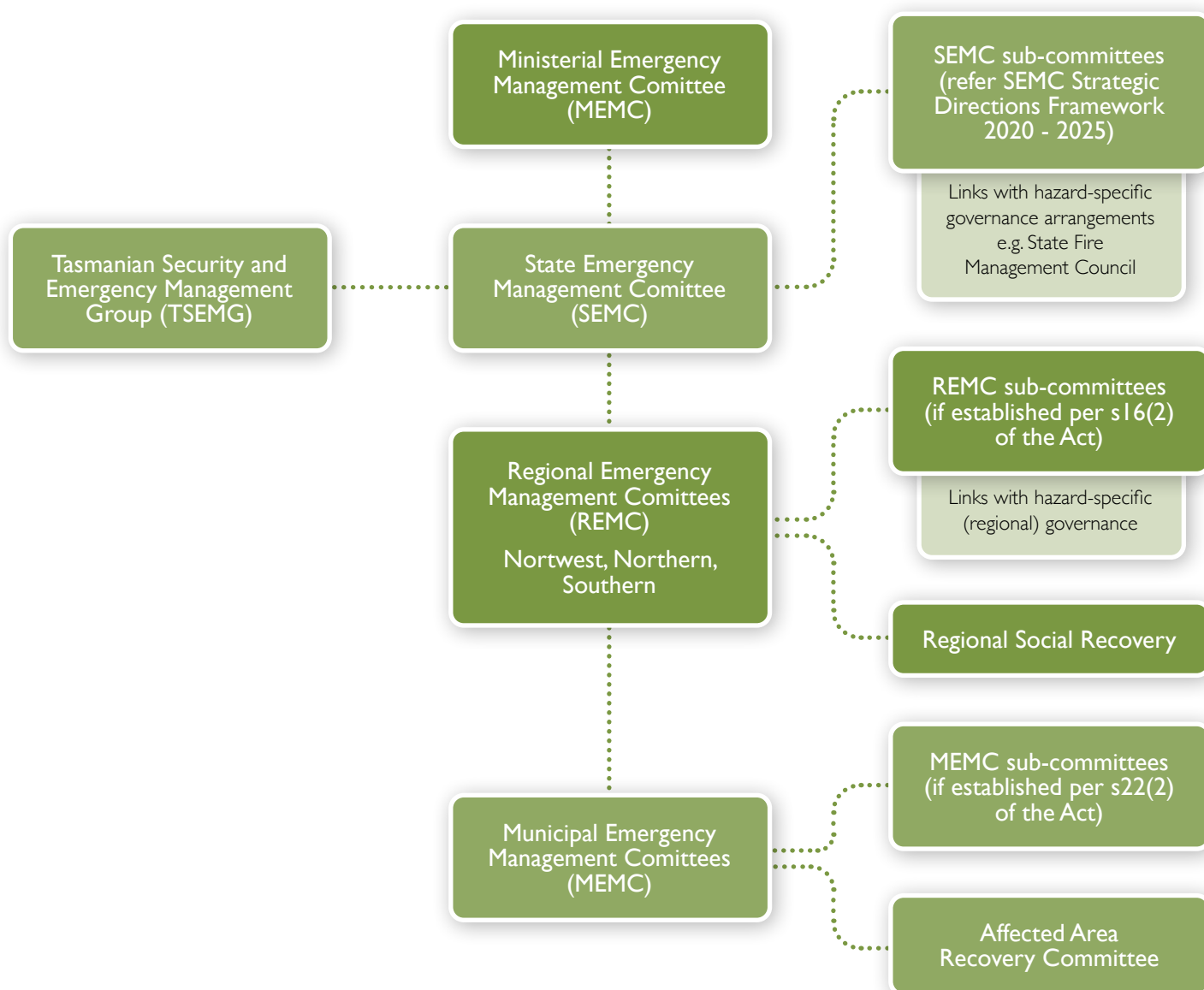
3. Defined Responsibilities

Emergency management related activities are managed by State, Regional and Municipal Emergency Management Committees and sub-committees. In addition, a Ministerial Committee has been established to provide ministerial-level strategic policy oversight of measures to prevent, prepare for, respond to and recover from emergencies. [Chapter 2.1.3 of the Tasmanian Emergency Management Arrangements \(Table 2\)](#) provides a summary of emergency management roles as defined by the [Emergency Management Act 2006](#).

The diagram below, taken from [Chapter 2.2 of the Tasmanian Emergency Management Arrangements \(Figure 2\)](#), illustrates the governance structures for emergency management in Tasmania. This structure enables a progressive escalation of support and assistance. [Chapters 2.2.1 - 2.2.8 of the Tasmanian Emergency Management Arrangements](#) details the functions, powers and membership of each committee.

Membership of each committee enables the development of strong partnership between the State Government, Municipal Councils, non-government organisations, business, industry and communities to ensure the delivery of comprehensive emergency management responses for the Tasmanian community.

In addition, working, reference and advisory groups are often established by other legislative or administrative arrangements to support emergency management activities at national, state, regional and municipal levels. [Chapter 2.2.9 of the Tasmanian Emergency Management Arrangements](#) provides an overview of the role of each of these groups.



4. Other Roles and Responsibilities

In addition to emergency management committees, the Tasmanian Emergency Management Arrangements assigns three general management roles to agencies/organisations so that Tasmanian emergency management needs are met. For Prevention and Mitigation, Preparedness and Response these are:

- a) State Emergency Management Committee
Hazard Advisory Agencies
- b) Management Authorities
- c) Supporting Agencies

[Chapter 3 of the Tasmanian Emergency Management Arrangements \(Tables 9, 10 and 11\)](#) identifies the SEMC Hazard Advisory Agencies, Management Authorities for Hazards or Emergency Events and Support Agencies by functional and consequence responsibilities. Generally, these responsibilities rest with State Government Agencies however other stakeholders including Municipal Emergency Management Committee members are critical in providing support and collaboration.

Recovery responsibilities are assigned to organisations according to social, economic, infrastructure, environmental and cross domain aspects; [Chapter 7.12 of the Tasmanian Emergency Management Arrangements \(Table 26\)](#) details these responsibilities.

[This Tasmanian Emergency Management Training video](#) provides an overview of the emergency management arrangements in Tasmania.

3.1 Overview

This section of the Guidelines focuses on the roles and responsibilities of a Municipal Emergency Management Committee. For detail in relation to the roles and responsibilities for other emergency management committees refer to [Chapter 3 of the Tasmanian Emergency Management Arrangements](#).

[Division 3 of the Emergency Management Act 2006](#) outlines the requirement for the administration of emergency management at the municipal level. Tasmania is divided into 29 municipal areas and the *Emergency Management Act 2006* requires each municipal area to establish a Municipal Emergency Management Committee. The *Emergency Management Act 2006* also enables two or more municipal areas in the same region to seek approval from the Minister of Police, Fire and Emergency Management to form a Municipal Emergency Management Committee for the combined areas.

[Section 5.1](#) of these Guidelines provides an overview of the process for combining municipal emergency management committees.

3.2 Functions of a Municipal Emergency Management Committee

In accordance with the *Emergency Management Act 2006* a Municipal Emergency Management Committee has the following functions:

- **Coordination** - establish and coordinate, or support the institution and coordination of, emergency management in their area or, in the combined areas
- **Planning** - prepare and review the Municipal Emergency Management Plan and Special Emergency Management Plans that relate to emergency management in that municipal area, for example the Launceston City Municipal Council Flood Plan
- **Policy** - determine and review emergency management policy for the municipal area or municipal areas
- **Review** - review the management of emergencies that have occurred in their area, or combined areas, and identify and promote opportunities for improvement in emergency management

- **Reporting** - report to the Regional Emergency Management Controller on any municipal matters that relate to the functions and powers of the Regional Emergency Management Controller or the Regional Emergency Management Committee
- **Support Roles** - assist the Municipal Emergency Management Committee Chairperson, Municipal Emergency Management Coordinator or a Municipal Council to perform and exercise functions and powers under the *Emergency Management Act 2006*
 - provide support, as requested by, the Regional Emergency Management Committee or Regional Emergency Management Controller
 - other functions imposed by a Municipal Emergency Management Plan or a Special Emergency Plan that relates to emergency management in the area, or the combined areas

3.3 Powers

In accordance with the [Emergency Management Act 2006](#), a Municipal Emergency Management Committee has the following powers:

- establish sub-committees for broad functional areas or non-hazard specific arrangements that require ongoing strategic direction and input from a Municipal Emergency Management Committee
- prescribed powers
- to do all other things necessary or convenient to be done in connection with the performance and exercise of its functions and powers

[Chapter 2.2.6 of the Tasmanian Emergency Management Arrangements](#) outlines the specific powers and functions of a Municipal Emergency Management Committee.

3.4 Membership

Membership of a Municipal Emergency Management Committee is constituted as follows:

- Municipal Councils are required to nominate a:
 - Chairperson for the Municipal Committee
 - Deputy Chairperson
 - Municipal Emergency Management Coordinator and Deputy Municipal Emergency Management Coordinator for the municipal area
- A General Manager of a Municipal Council may appoint and nominate a Municipal Recovery Coordinator
- Persons holding a position or office determined by the Municipal Chairperson e.g. senior representatives Tasmania Police, Tasmania Fire Service, State Emergency Service, Department of Education, TasWater and community organisations such as nursing homes, tourism organisations, business.
- Any other persons as the Chairperson or a Municipal Emergency Management Coordinator considers appropriate e.g.: representatives of any business or organisation in the local area, non-government organisation or community representatives

3.5 Reporting

As statutory bodies under the *Emergency Management Act 2006*, a Municipal Emergency Management Committee reports directly to the Regional Emergency Management Committee. The Regional Emergency Management Committee is chaired by the Regional Emergency Management Controller; the Tasmania Police District Commander responsible for the region. Whilst a Municipal Emergency Management Committee Chair is responsible for managing the operation and administration of the committee, the Regional Emergency Management Controller has overall responsibility for activities undertaken by all municipal emergency management committees in that region.

It is standard practice that a Municipal Committee is represented on a Regional Emergency Management Committee by the Municipal Emergency Management Coordinator. This optimises information flow and advice between a municipal committee and their region, especially when the Regional Emergency Management Controller allocates tasks to a municipal committee.

State Emergency Service regional staff play an important role in supporting a Municipal Committee. It is therefore recommended that the Municipal Emergency Management Committee, Executive Officer (the Municipal Emergency Management Coordinator) keeps the State Emergency Service regional staff updated on meeting dates and priorities. State Emergency Service regional staff also assist with risk management, maintaining the plan, exercise planning/management, debriefs, supporting relationships and sharing lessons identified from relevant emergencies.

[This Tasmanian Emergency Management Training video](#) provides an overview of the relationship between a Regional Emergency Management Committee and a Municipal Emergency Management Committee in Tasmania.

3.6 Meetings

The *Emergency Management Act 2006* provides specific requirements for a Municipal Emergency Management Committee. [Section 5.2](#) of these Guidelines provides a checklist to assist a Municipal Emergency Management Committee to assess their progress and performance in accordance with the *Emergency Management Act 2006* and good practice.

3.7 Specific Roles

Municipal Emergency Management Coordinators, Deputy Municipal Emergency Management Coordinators and Municipal Recovery Coordinators

A Municipal Emergency Management Committee is supported by Municipal, Deputy Municipal and Municipal Recovery Coordinators. Municipal and Deputy Municipal Emergency Management Coordinators are nominated by a Municipal Council and appointed by the Minister for Police, Fire and Emergency Management under [Section 23 of the *Emergency Management Act 2006*](#). The positions are held by a person nominated by the Municipal Council, usually a staff member. A Municipal Recovery Coordinator is appointed by the Municipal Council's General Manager.

[Section 5.3](#) of these Guidelines details:

- the requirements and process for the appointment of a Municipal Emergency Management Coordinator, Deputies and Municipal Recovery Coordinators
- the functions and powers of a Municipal Emergency Management Coordinator and a Municipal Recovery Coordinator
- when a Deputy Municipal Emergency Management Coordinator may act in the office of Municipal Emergency Management Coordinator

3.8 Supporting documents for a Municipal Emergency Management Committee

To support a Municipal Emergency Management Committee a number of templates, such as Contact Lists, Work Plan and a draft Statement of Duties for members have been developed, refer to [Section 5.4](#) of these Guidelines. A Municipal Emergency Management Committee can adapt and adjust any of the templates for their own purpose.

4.1 Overview

Tasmania has adopted a comprehensive approach to emergency management through the adoption of four phases: **Prevention** (and mitigation), **Preparedness**, **Response** and **Recovery** (PPRR). This section of the Guidelines provides Municipal Emergency Management Committee members with practical advice and support to better understand and undertake their responsibilities across these four phases of emergency management.

4.2 Prevention and Mitigation

Overview

[Chapter 4.1 of the Tasmanian Emergency Management Arrangements](#) provides the following explanation of the terms prevention and mitigation.

- **Prevention** measures seek to eliminate the impact of hazards and/or reduce susceptibility to them.
- **Mitigation** measures accept that the event will occur and seek to reduce the inevitable impact by both:
 - physical means (eg: flood levee), and
 - increasing the resilience of the community that may be impacted by those hazards through education and awareness.

The Tasmanian Emergency Management Arrangements assign hazard specific responsibilities for prevention and mitigation activities to a Management Authority. A Municipal Emergency Management Committee should actively seek out and invite representatives from Management Authorities relevant to their area or areas on to the committee. [Chapters 3.6.1 - 3.6.3 of the Tasmanian Emergency Management Arrangements \(Tables 10\)](#) outlines the prevention and mitigation Management Authorities in Tasmania for hazards and events.

Role of a Municipal Emergency Management Committee in prevention and mitigation

A Municipal Emergency Management Committee must identify, review, promote and, in collaboration with its emergency management partners at the regional and State level, oversee opportunities to reduce the impacts of emergencies in their municipal area. It is important that a Municipal Emergency Management Committee maintain:

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

The following themes will assist a Municipal Emergency Management Committee to consider and develop prevention and mitigation strategies.

Research

The Tasmanian Emergency Management Arrangements nominates a Management Authority to assume responsibility for understanding and providing guidance for a hazard at the State level. Research undertaken by a Management Authority will inform regional and municipal risk assessments and risk reduction activities.

It is important that a Municipal Emergency Management Committee maintains awareness of research for hazards relevant to the municipal area and the findings are shared or communicated with stakeholders, including the community. The following organisations are a valuable resource for current research activities:

- [Australian Institute for Disaster Resilience \(AIDR\) Knowledge Hub](#)
- [Australian Journal of Emergency Management](#)
- [Bushfire and Natural Hazards CRC](#)
- [Geoscience Australia](#)

In addition, a Municipal Emergency Management Committee could maintain awareness through the hazard agencies represented on their committee, and risk assessments undertaken as part of the Fire Management Area Committees and the Flood Policy Unit within the State Emergency Service.

[Chapter 4.4 of the Tasmanian Emergency Management Arrangements](#) provides a summary of current research themes in Tasmania.

Risk assessment and risk reduction activities

Prevention and mitigation strategies should be evidenced-based through the conduct of an emergency risk assessment. An emergency risk assessment assists to identify and assess levels of risk within a municipal area and are an important precursor to effective emergency management planning.

[The 2016 Tasmanian State Natural Disaster Risk Assessment](#) examines the State level risks associated with bushfires, storms, severe weather events, earthquakes, landslips, coastal inundation, heatwaves and human influenza pandemic. The 2016 Tasmanian State Disaster Risk Assessment provides a basis for decision-making across the Tasmanian emergency management sector, particularly in relation to risk reduction and mitigation activity priorities.

Management Authorities for prevention and mitigation are responsible for having processes in place to provide specialist advice to support risk assessments at the regional and local levels. For example:

- a Municipal Emergency Management Committee member from the State Emergency Service, through the [State's Flood Management Unit](#), can provide expert advice in relation to the risk of flood within the municipal area
- the Municipal Emergency Management Committee member from the Tasmania Fire Service, through links to [Fire Management Area Committees](#), can provide bushfire risk management advice. Fire Management Area Committees prepare Bushfire Risk Management Plans which will assist Municipal Emergency Management Committees to identify and assess bushfire risks and to prioritise treatment in response to those risks
- at the municipal level, emergency risk management processes help Municipal Committees to understand and maintain awareness of local hazards, the risk they pose to the community and to prioritise risk treatment strategies. To support a Municipal Emergency Management Committee to conduct a risk assessment, the State Emergency Service developed the [Tasmanian Emergency Risk Assessment Guidelines](#). The Guidelines provide a process to follow to create consistent and reliable risk assessments for emergency management. A Municipal Emergency Management Committee is encouraged to use the Guidelines

[The Tasmanian Emergency Risk Assessment Guidelines Toolbox](#) is available to support Municipal Committees to implement the Guidelines. The Toolbox includes resources to assist a Municipal Emergency Management Committee to undertake an emergency management risk assessment.

[This Tasmanian Emergency Management Training video](#), Introduction to Emergency Risk Management, includes an overview of the Tasmanian Emergency Risk Assessment Guidelines.

In addition, the Australian Institute of Disaster Resilience provides an online training course, [NERAG Online Training](#), to assist emergency management stakeholders to better understand the National Emergency Risk Assessment Guidelines (NERAG) process.

Any disaster mitigation works, measures or related activities identified through this process could be eligible for grant funding through the National Partnership Agreement on Disaster Risk Reduction. Information about current funding programs, including application forms and guidelines can be found on the [State Emergency Service website](#).

[Chapter 4.4 of the Tasmanian Emergency Management Arrangements](#) provides a summary of current risk treatment themes in Tasmania.

Mitigation works and activities

It is important that a Municipal Emergency Management Committee is aware of, and where appropriate, support mitigation activities undertaken in the community by other entities such as Management Authorities or a Municipal Council. This can be achieved through Municipal Emergency Management Committee members providing regular updates from their agency or organisation.

Examples of mitigation considerations and activities include:

- engineered solutions including physical structures which are constructed or improved to modify or reduce impacts, such as a flood levee, drainage works and improved road infrastructure
- the protection of critical infrastructure. Communities rely upon the continuity of essential services provided by critical infrastructure such as safe drinking water, food, public health services, communication networks, heritage sites, cultural assets and bridges ensuring the delivery of these services is a key component to emergency management planning
- consider the impact of climate change. [Climate change projections](#) should be included when planning for mitigation to natural hazards

Land use planning

The [National Strategy for Disaster Resilience](#) identified land use planning as one of the most effective prevention and mitigation strategy that State and local planning authorities can undertake to reduce the likelihood and consequences of emergencies, particularly in relation to natural hazards.

In the Tasmanian context, land use planning as a prevention and mitigation strategy has been taken to mean the coordination of regional planning, zoning of land, planning codes, settlement or adaption plans, and building regulation to achieve a tolerable residual risk. The Tasmanian Government works with emergency management stakeholders to:

- develop strategic policy on managing disaster vulnerabilities through collaboration between emergency management experts, planners and others
- include disaster risk and vulnerability considerations in land use plans, policies, strategies and use and development controls as they are developed or reviewed
- include disaster risk and vulnerability considerations in natural resource management plans as they are developed or reviewed

The Resource Management and Planning System (RMPS) includes an integrated system of laws, policies and procedures to ensure decisions about the use and development of land and natural resources in Tasmania help achieve sustainable use and development of natural and physical resources in accordance with the RMPS objectives.

Land use planning responsibilities have undergone significant change over the past ten years with the Tasmanian Government introducing a standard state-wide planning scheme ([Tasmanian Planning Scheme](#)) that requires all Municipal Councils to incorporate areas exposed to bushfire, landslide, coastal inundation, coastal erosion, and riverine flooding into local planning provisions. The Tasmanian Planning Scheme also seeks to bring greater consistency with the *Building Act 2016*, with many hazard controls activated in building systems through the presence of a map in the planning system. The Tasmanian Government has developed the Framework for the Mitigation of Natural Hazards to provide the evidence base and polices to define the tolerable risk from each of the hazards. Further information in relation to the Framework is available at the [Department of Premier and Cabinet website](#).

Ongoing implementation of the Tasmanian Planning Scheme is key to improving Tasmania's overall disaster resilience, in accordance with the [Tasmanian Disaster Resilience Strategy 2020-2025](#). [Section 5.5](#) of these Guidelines provides details of other initiatives that inform the land use planning system and provides links to disaster resilience and land use national guidelines and plans.

Summary

Prevention and mitigation activities will help save lives, property and the environment and are critical in municipal emergency management. Strategic prevention and mitigation activities can guide a Municipal Emergency Management Committee's efforts and outcomes, limiting the costs and damage caused by the hazards when they occur.

A Municipal Emergency Management Committee is encouraged to undertake any of the activities outlined in this section in partnership with another Municipal Emergency Management Committee, the State Government or other authorities and organisations to prevent or at least mitigate the risks in their community.

4.3 Preparedness

Overview

The [Chapter 5.1 of the Tasmanian Emergency Management Arrangements](#) states preparedness involves actions that ensure that, as the risk increases or as an emergency happens, communities, resources and services are available and capable of taking appropriate actions for response and recovery.

Most of the focus of a Municipal Emergency Management Committee is spent in the 'preparedness' phase ensuring the capacity and capability to respond to and recover from an emergency is maintained. Preparedness activities apply to all stages of prevention, response and recovery and should be based on a continuous risk management cycle involving planning, coordinating, exercising, evaluating and taking corrective action.

[Chapter 3.6.2 \(Table 10\) of the Tasmanian Emergency Management Arrangements](#) assigns hazard specific responsibilities for preparedness activities to a Management Authority, which has responsibilities for maintaining processes and arrangements. A Municipal Emergency Management Committee should seek out and invite representation from Management Authorities, responsible for hazards affecting their area or areas, on the committee.

Role of a Municipal Emergency Management Committee in preparedness

[Chapter 5 of the Tasmanian Emergency Management Arrangements](#) details elements of preparedness which a Municipal Emergency Management Committee needs to consider. These elements are a combination of legislative requirements and good practice from lessons identified. The focus should be on having in place arrangements, processes, supplies and equipment, in order that response and recovery operations can be activated as required.

When considering the elements of preparedness, it is important to recognise are not separate. Preparedness activities often overlap and are undertaken concurrently. They can be developed and delivered in partnership with other organisations.

Resilience

Resilience is about building local communities and individuals that are able to draw on their own strengths and resources, working in partnership with other organisations, to prepare for, respond and recover from an emergency. It is a long-term approach that requires engaging people in a meaningful way so that they understand hazards and how to act in an emergency.

The [National Strategy for Disaster Resilience](#) (NSDR) was adopted by Tasmania in 2011. The NSDR focuses on the common characteristics of 'disaster resilient' communities, individuals and organisations, what a disaster resilient community looks like and what action can be taken to improve disaster resilience. The [Tasmanian Strategy for Disaster Resilience 2020 - 2025](#), ensures that disaster risk reduction and preparedness for Tasmania is contemporary and consistent with national best practice, covering the responsibilities of all parties, including individuals, households, businesses, governments at all levels, and other relevant non-government organisations.

Disaster resilience is relevant to all decision-making, not just emergency management. Municipal Emergency Management Committee members should consider disaster resilience as broadly as possible. All planning and projects should promote and support disaster resilience and align with the NSDR and the Tasmanian Disaster Resilience Strategy 2020 - 2015.

Risk communication

As part of the risk management process a Municipal Emergency Management Committee is encouraged to identify community education and awareness strategies as treatments for mitigating risks and increasing resilience. A Municipal Emergency Management Committee can promote resilience through the education and awareness of emergency risks, impacts, personal responsibility and preparedness measures to stakeholders, including the community.

Community engagement

A Municipal Emergency Management Committee represents and advocates for their communities in the emergency management sector and contribute valuable local knowledge to response and recovery efforts. As such, it is important that a Municipal Emergency Management Committee assists the community to be as prepared as possible, engages with community groups and maintains an awareness of the demographics, interest groups and sub-communities within their area.

This may occur through formal community engagement activities or informal networks and connections between Municipal Emergency Management Committees representatives and interest groups/sub-communities. Developing and maintaining an understanding of their community's profile, needs and preferences within the Municipal Emergency Management Committee enables the committee to advise regional and state level response and recovery activities and deliver better outcomes for the community.

The priorities and key messages in [Tasmania's Disaster Resilience Strategy 2020-2025](#) should underpin any community engagement activities.

Community engagement activities can be hazard specific or take an all-hazards approach. To encourage behaviour change, activities should be tailored to local risks, consider the diversity of a community and support individuals to actively participate in identifying risks and responses to those risks.

[Chapter 5.7 of the Tasmanian Emergency Management Arrangements](#) provides a summary of considerations for the development of a community education and awareness campaign.

Capacity and capability

[Chapter 5.5 of the Tasmanian Emergency Management Arrangements](#) describes:

- **capability** as the collective ability and power to deliver and sustain an effect within a specific context and timeframe, and
- **capacity** as the key determinant of how long capability can be sustained for a particular level of ability.

[Chapter 5.5 of the Tasmanian Emergency Management Arrangements](#) goes on to detail the level of capability is determined by the combination of ability and capacity across the following core elements:

- People
- Resources
- Governance
- Systems
- Processes

State Government agencies and government owned businesses maintain their own capacity and capability arrangements. A Municipal Emergency Management Committee needs to consider, prepare and maintain arrangements to meet their capability and capacity requirements.

The emergency management capability and capacity requirements of a municipal area need to be based on the identified needs and risk profile of the municipal area. Municipal Emergency Management Committee members should consider these needs broadly for their organisation based on the elements detailed in the Tasmanian Emergency Management Arrangements (listed above):

- **People** - succession planning, recruitment and retention and training. The *Work, Health and Safety Act 2012* establishes requirements to prepare workers for their role in the workplace, including their role in emergency management. [Chapter 5.4.5 of the Tasmanian Emergency Management Arrangements](#) provides advice in relation to managing volunteers including spontaneous volunteers in an emergency.
- **Resources** or ensuring arrangements to access fit for purpose resources quickly, such as specific equipment, supplies, contact lists, essential public assets, maps, facilities for an emergency operation centre or an evacuation centre, templates for operations, public communications and arrangements for managing relief and recovery functions (refer to the [Recovery Section of these Guidelines](#)).

- **Governance** - there may be a requirement to nominate specific members of a Municipal Emergency Management Committee to deal with particular issues or to be a point of contact
- **Systems** - administrative systems such as information management, financial management and evaluation
- **Processes** - such as education, training and awareness programs for emergency management works and the community

Municipal Council representatives on a Municipal Emergency Management Committee should be aware of the specific provisions in the *Emergency Management Act 2006* in respect to preparedness responsibilities for Municipal Councils. [Section 5.6](#) of these Guidelines provides a summary of these requirements.

When developing arrangements for the provision of resources or services, for example Memorandum of Understandings (MOUs) with non-government organisations, a Municipal Emergency Management Committee and Municipal Councils should consider the need to establish appropriate cost recovery or fee-for-service arrangements. The Office of Security and Emergency Management, Department of Premier and Cabinet should be able to provide committees and councils with guidance to ensure arrangements align with the broader [relief and recovery funding arrangements](#).

Emergency management education, training and awareness programs

An emergency management education pathway has been developed for Tasmania, the [Tasmanian Emergency Management Training - TasEMT](#). The delivery of this training is through a blended learning environment and includes:

- face-to-face workshops
- online training modules
- a combination of both

Tertiary level emergency management education is offered by the University of Tasmania - Police Studies and Emergency Management. Information relating to tertiary level emergency management education can be found on the [University of Tasmania website](#).

These education pathways ensure an appropriate and consistent level of skill and knowledge can be acquired and maintained across the Tasmanian emergency management sector.

In addition, the [Australian Institute for Disaster Resilience](#) hosts a Knowledge Hub. The Knowledge Hub is a resource for emergency service stakeholders and includes an extensive library including emergency management handbooks and manuals.

Emergency Management Plans

[The Planning Framework detailed in Chapter 2.4 of the Tasmanian Emergency Management Arrangements](#) advises:

All parties use a risk-based approach to emergency management planning to:

- reduce the number of emergency events
- contain the scale and extent of emergency event impacts
- minimise the consequence of emergency events

To support this approach, the State Emergency Management Committee has adopted the Tasmanian Emergency Risk Assessment Guidelines.

[Chapter 2.6 of the Tasmanian Emergency Management Arrangements](#) states a Municipal Emergency Management Committee has two planning objectives:

- the collation of the emergency management arrangements, including governance and coordination for the activities they are directly responsible for
- to institute and coordinate policy, arrangements and strategies for emergency management within their jurisdiction

This section of the [Tasmanian Emergency Management Arrangements \(Table 8\)](#) provides a table detailing these planning objectives.

The State Emergency Service maintains a management system for emergency management plans, including Municipal Emergency Management Plans. [Chapter 2.6 of the Tasmanian Emergency Management Arrangements](#) outlines the emergency management planning framework for Tasmania.

The basic planning requirements outlined in the [Emergency Management Act 2006](#) for a Municipal Emergency Management Committee are to:

- prepare a plan for emergency management for the municipal area or areas for which the committee has the responsibility
- ensure the plan details the arrangements, governance and coordination of emergency management within the Municipal Emergency Management Committee area
- ensure the plan is reviewed by the Regional Emergency Management Controller
- seek approval for the plan from the State Emergency Management Controller
- ensure the plan is reviewed every two years

In addition to a Municipal Emergency Management Plan, the [Emergency Management Act 2006](#) provides for the development of Special Emergency Management Plans. The Municipal Emergency Management Committee or Municipal Council may also prepare additional non-statutory recovery and/or evacuation plans. It is recommended that any additional plans are discussed and prepared in consultation with the State Emergency Service Regional Planning Officer.

[Section 5.7](#) of these Guidelines provides advice for developing and reviewing a Municipal Emergency Management Plan.

Special considerations

Some individuals and groups require special consideration when planning for an emergency. To support planning for these groups, [The People at Increased Risk in an Emergency: a guide for Tasmanian Government and non-government community service providers](#) (the Guide) has been developed. The Guide recognises that everyone is at risk in an emergency, but some people are at increased risk because they are experiencing factors that undermine their safety and security, health and wellbeing and/or social connection.

The Guide promotes a shared approach and outlines the 'susceptibility factors' and 'protective factors' that, if compromised, increases a person's risk. The Guide will assist Municipal Emergency Management Committees in their planning.

In addition to people at increased risk during an emergency [Chapter 5.4.4 of the Tasmanian Emergency Management Arrangements](#), provides advice in relation to planning for the welfare of wildlife, livestock and companion animals in emergencies.

Exercises

[Chapter 5.10 of the Tasmanian Emergency Management Arrangements](#) describe an exercise as:

a controlled, objective-driven activity that is used to test or practice the plans, procedures or processes that are in place - or not - to manage an emergency or the capability of an organisation (or multiple organisations) to deal with a particular emergency situation.

Exercises are an important component of emergency preparedness. [Chapter 5.10 of the Tasmanian Emergency Management Arrangements](#) provides information in relation to how exercises can improve the various aspects of managing an emergency.

Incident management system

While a Municipal Emergency Management Committee is not required to implement an incident management system, committee members assigned with the responsibility for leading response or recovery must be able to implement an effective incident management system during an emergency. The Interoperability Arrangements for Sharing Skilled Resources in Tasmania describes the fundamentals of interoperability in Tasmania, including a common incident management system (this document can be accessed via WebEOC for access email WebEOCadmin@police.tas.gov.au).

Community warnings and public information

The delivery of timely, relevant and unambiguous information for the public is essential during an emergency. It is important Municipal Emergency Management Committee members have an understanding of roles and responsibilities for requesting or coordinating warnings and other communications with the public.

The Tasmanian Emergency Management Arrangements provides an overview of these arrangements.

[Chapter 6.12 of the Tasmanian Emergency Management Arrangements](#) provides details of the delivery of warnings and public information to affected communities, including information in relation to:

- Australia's Emergency Warning Arrangements
- Weather Warnings
- Emergency Alert
- Standard Emergency Warning Signal (SEWS)
- National Terrorism Threat and Advisory System
- Call Centres

A Municipal Emergency Management Committee may use local warning systems and communication channels to issue information and provide advice to help prepare and protect people and property. For example, a flood siren has been installed to warn the residents of Invermay of a major flood.

[Appendix 3 of the Tasmanian Emergency Management Arrangements](#) provides a summary of warnings used in Tasmania.

Administration systems

[Chapter 5.6 of the Tasmanian Emergency Management Arrangements](#) states organisations should maintain processes for collecting and maintaining administrative and financial records during and after emergencies.

Developing and maintaining processes so information is shared during operations in an appropriate and timely way is important. This includes processes for operational logs and situation reports.

WebEOC is Tasmania's online Emergency Operations Centre. It is an all-inclusive, multi-agency, all-hazard information sharing system providing a single access point for communication and resource sharing. Within WebEOC organisations can gain situational awareness, co-ordinate response and record decisions made during an emergency response.

The WebEOC File Library enables a Municipal Emergency Management Committee to store and distribute plans and other emergency management documents. WebEOC allows a Municipal Emergency Management Committee to host on-line meetings through the use of calendar-based software linking all Municipal Emergency Management Committee members who have a WebEOC account. Municipal Emergency Management Committee members will be able to create and access meeting agendas, discussion areas and populate minutes of meetings. Through State Emergency Service Regional Planning Officers, Municipal Emergency Management Committee members can gain access to and training for this system.

[This Tasmanian Emergency Management Training video](#) provides an overview of WebEOC.

Financial administration

Municipal Emergency Management Committee members, particularly Municipal Councils, need to consider the following financial administration arrangements:

- The inclusion of arrangements in the Municipal Plan for any cost-sharing agreements for specific emergency management activities. For example, during an emergency a Municipal Council may seek assistance from another Municipal Council to provide personnel, machinery or other resources. Where possible these arrangements should be pre-planned and detailed in the Municipal Emergency Management Plan.

The LGAT has developed a [Resource Sharing Agreement Protocol](#) for emergency response and recovery for Tasmanian Municipal Councils. The Protocol assists Councils to have an agreed position regarding the provision of Municipal Council resources to assist other Municipal Councils with response and recovery tasks during emergencies.

- A process and identified positions for cost capture such as the separation of financial records, costs or budget centres along with job codes.

Municipal Councils and Tasmanian Government agencies are responsible for authorising, paying and capturing costs related their response, relief and short-term recovery functions, roles and responsibilities.

The Tasmanian Government may partially reimburse Municipal Councils for eligible relief costs - including payments to non-government organisations - under the Tasmanian Relief and Recovery Arrangements.

[Chapters 6.14.8 and 6.14.9 of the Tasmanian Emergency Management Arrangements](#) provides information in relation to funding for relief and recovery arrangements. The Tasmanian Government provides funding to Municipal Councils for eligible recovery activities under the Tasmanian Relief and Recovery Arrangements: Natural Disaster Relief to Local Government Policy. The [Department of Premier and Cabinet website](#) provides details in relation to the Tasmanian Relief and Recovery Arrangements - Natural Disaster Relief to Local Government.

[Section 5.8](#) of these Guidelines provides more information on Tasmanian Government reporting requirements for essential public assets asset reconstruction funding.

The Australian Government provide funding through the State Government through the Disaster Recovery Arrangements (DRFA).

Lessons management

[Chapter 5.12 of The Tasmanian Emergency Management Arrangements](#) advocates the Tasmanian emergency management sector supports a culture of continuous improvement through processes for lessons management and includes information in relation to the cultural characteristics of the lessons management process.

A Municipal Emergency Management Committee is encouraged to check that their systems and processes, including reviewing lessons identified from validations when developing or amending emergency management strategies.

Summary

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

4.4 Response

Overview

[Chapter 6.1 of the Tasmanian Emergency Management Arrangements](#) describes the response phase of emergency management as primarily about protecting life, critical infrastructure, property and the environment. Specifically, response is described as

actions taken in anticipation of, during, and immediately after an emergency to minimise its effects and so people affected have immediate relief and support.

Broad responsibilities for hazards or functions are established in legislation, however the emergency management planning process in Tasmania also establishes arrangements that draw on these responsibilities in a practical, flexible and scalable way.

When an emergency occurs, initial response actions are carried out by those organisations that have the responsibility and authority to take control of the situation through the protection of life, property or the environment. The Tasmanian Emergency Management Arrangements identify these organisations as Response Management Authorities. If further assistance is required, the Response Management Authority may make requests for support to emergency management authorities, such as the State or Regional Emergency Management Controllers or a Municipal Emergency Management Coordinator.

[Chapter 6.2 of the Tasmanian Emergency Management Arrangements](#) provides for two phases of response:

- Operational - the command and control of resources to resolve the incident
- Emergency management - coordination of multi-agency resources to manage the consequences of the incident and the transition from response (including relief) to recovery

Operational - command, control and coordination arrangements

The nature of emergencies means that decisive action is required in a structured and coordinated way to limit further harm or loss. [Chapter 6.3 of the Tasmanian Emergency Management Arrangements](#) provides an overview of these arrangements including:

- The incident classification model
- Operational response
- Incident management, including key operational roles, incident control centre, notification and situational awareness, WebEOC, initial actions - operational response and security of the emergency situation and preservation of evidence

Emergency management response

Where an incident has the potential to or is creating community-wide consequences, the Municipal, Regional or State Controller, can be requested to assume responsibility for consequence management. [Chapter 6.8 of the Tasmanian Emergency Management Arrangements](#) outlines the considerations and activities when broader consequence management is required.

Chapter 6.8.1 of the Tasmanian Emergency Management Arrangements explains the role of an Emergency Coordination Centre. A Municipal Emergency Coordination Centre is established by the relevant Municipal Emergency Management Coordinator, assisted by the Municipal Emergency Management Committee, within a municipal area, under the following conditions:

- at the request of a Management Authority, and/or
- the Municipal Emergency Management Coordinator.

The Guidelines for Municipal Emergency Management Coordination Centres provide specific details relating to the activation/deactivation of a Municipal Emergency Coordination Centre (a copy can be found in WebEOC).

The detailed arrangements for the activation, management and deactivation of a Municipal Emergency Coordination Centre are also described in each Municipal Emergency Management Plan.

Role of a Municipal Emergency Management Committee in response

Generally, a Municipal Emergency Management Committee is not required to be significantly involved in response operations. However, committee members are often involved in the provision of services to assist the community or to provide advice or assistance. For example, Municipal

Emergency Management Committee members can be required by the Response Management Authority to assist with the procurement or coordination of resources or the dissemination of information about the emergency.

[Chapter 6.9 of the Tasmanian Emergency Management Arrangements](#) details a Municipal level response including:

- Considerations and typical response actions
- Managing Municipal Council support resources
- Interoperability arrangements
- Role of the Municipal Emergency Management Coordinator during a level 1 response
- Role of a Municipal Emergency Management Committee during level 1 incidents
- Public information and media

[This Tasmanian Emergency Management Training video](#) provides an overview of innovative ways to connect with the community during an emergency

- Evacuation
- Briefing the Regional Emergency Management Controller
- Escalation of a level 1 incident

[Chapters 6.10 and 6.11 of the Tasmanian Emergency Management Arrangements](#) provide details of the Regional and State level emergency management response and includes information relating to:

Regional

- Regional activation protocols and typical actions
- Role of the Regional Emergency Management Controller
- Role of a Regional Emergency Management Committee during level 2 emergencies
- Coordination of Regional Emergency Management Arrangements
- Role and functions of a Regional Emergency Coordination Centre
- Public Information and Media at regional level
- Briefing the State Emergency Management Controller
- Escalation of a level 2 emergency

State

- Role of the State Emergency Management Controller
- State Emergency Management Controller's Approval Authority of Emergency Powers under the Act
- Role of the State Emergency Management Committee during a level 3 incident
- Coordination of State emergency management arrangements
- Role and functions of the State Emergency Coordination Centre
- Public information and media at State level

Evacuation

[Chapter 6.14.4 of the Tasmanian Emergency Management Arrangements](#) defines evacuation as the movement of people threatened by a hazard to a safer location and typically, their eventual safe and timely return.

This section describes:

- the three types of evacuation
- the four evacuation strategies
- the evacuation process
- evacuation roles and responsibilities, including planning responsibilities
- registration of affected people including the role of Municipal Councils and the Australian Red Cross

The responsibility for evacuation risk assessment and the decision that an evacuation is required rests with the Response Management Authority.

Evacuation planning is completed by Tasmania Police and evacuation plans and activities will be uploaded to WebEOC.

A Municipal Emergency Management Committee, as a committee, will not be required to make decisions in relation to the evacuation of people. However, a Municipal Emergency Management Committee is responsible for supporting the Municipal Emergency Management Coordinator or Municipal Recovery Coordinator to assist them to meet their statutory obligations under [Section 24](#) and [24H](#) of the *Emergency Management Act 2006* to ensure appropriate arrangements are in place for the activation and management of evacuation centres.

The Tasmanian Emergency Evacuation Framework (2018), available on WebEOC, provides high-level guidance for evacuation planning and to help create evacuation plans that are consulted, documented, clearly described and communicated to all stakeholders. The Framework is intended to provide broad guidance for evacuation planning that can be scalable, flexible, and tailored to stakeholder agency requirements.

Relief and short-term recovery

[Chapter 6.14.7 of the Tasmanian Emergency Management Arrangements](#) describes relief as:

the provision of assistance necessary to enable affected people to meet their basic need for: shelter; water and food; clothing and personal care and hygiene.

Relief is an early part of the recovery process focussing on immediate needs and coordinated through emergency management arrangements. Examples of relief activities include: emergency shelter/accommodation; health care; psychological first aid; emergency financial assistance and animal welfare.

The State Recovery Plan, available on WebEOC, provides details of specific relief functions and services including transitioning from response to recovery.

Offers of assistance

[Chapter 6.14.10 of the Tasmanian Emergency Management Arrangements](#) recommends, unless other arrangements are in place, offers for assistance at the local level are managed through the Municipal Emergency Management Committee.

Impact and damage assessments

[Chapter 6.14.3 of the Tasmanian Emergency Management Arrangements](#) provides specific information in relation to the collection of information to assist with rapid impact and damage assessments. Municipal Emergency Management Committee members may become involved in this process.

The State Special Emergency Management Plan for Impact and Damage Assessment identifies Response Management Authorities that are required to prepare and maintain arrangements for rapid impact assessments, and Support Agencies who are required to develop and maintain Data Collection Plans for Secondary Impact Assessments. Municipal Councils are required to undertake damage assessments of assets for Tasmanian Government funding purposes.

Debrief

A Debrief provides an opportunity to review decisions and actions made during the response phase. Key lessons are shared with stakeholders with a focus on a need for change to arrangements and learning from experiences. [Section 5.7](#) of these Guidelines provides a checklist for the conduct of a debrief. In addition to a municipal level debrief, Municipal Emergency Management Committee members may be involved with regional and State debriefs.

WebEOC has a lessons management function and all WebEOC users are encouraged to use WebEOC as a lessons sharing platform.

Finance

During an emergency the normal administrative and financial arrangements of a Municipal Emergency Management Committee member organisation should be applied. Any post-emergency financial support under National or State arrangements will require accurate records of all expenditure relating to the emergency. [Section 4.3](#) on Preparedness provides details in relation to the requirements of capturing this expenditure.

Summary

This section considered the important components of municipal response operations for Municipal Emergency Management Committee members and Municipal Councils, that is, mainly coordinating access to resources, and supporting response information about the emergency.

This is so that loss, damage and disruption to the community is limited. This is achieved in partnership with the response Management Authorities, Support Agencies and the Regional Committee, as required.

4.5 Recovery

Overview

[Chapter 7.1 of the Tasmanian Emergency Management Arrangements](#) describe recovery as:

the process of dealing with the impacts of an emergency and returning social, economic, infrastructure and natural environments to an effective level of functioning.

The assistance provided includes support for the emotional and physical wellbeing of community members, the reconstruction of physical infrastructure, responses to impacts to the local economy and restoration of the environment.

Successful recovery is community-led, supported by municipal, regional and state level emergency management committees depending on the complexity of the event. [Chapters 7.2 and 7.3 of the Tasmanian Emergency Management Arrangements](#) details the overarching principles and objectives for Tasmania's approach to recovery.

[Chapters 7.4 - 7.9 of the Tasmanian Emergency Management Arrangements](#) details:

- Coordination arrangements
- Domains of recovery - social, infrastructure, economic and environmental
- Early recovery planning
- Medium to long term recovery planning
- Recovery partners
- Recovery information and communication
- Financial management
- Recovery lessons

[This Tasmanian Emergency Management Training video](#) provides an introduction to Relief and Recovery arrangements in Tasmania.

4.5.2 Phases of Recovery

Recovery activities start at the same time as the emergency response, beginning with the provision of immediate relief, and progressively transitioning into longer-term efforts that empower people and communities to participate in activities that restore community wellbeing and economic activity. Recovery activities are undertaken across the following phases:

- **Relief and short-term recovery** - aims to provide assistance to enable affected people to meet their basic needs, and to minimise the consequences and secondary impacts of an emergency, restore critical services and infrastructure, and assess impacts and recovery needs.
- **Early recovery planning** - early recovery planning activities are undertaken during and/or immediately after an emergency event. Activities include:
 - understanding and evaluating the impacts, damage and recovery needs
 - consideration and design of governance structures and arrangements
 - the development of an initial action plan for medium to long term recovery

The State Recovery Advisor, Department of Premier and Cabinet works in consultation with Regional Emergency Management Controllers, Response Management Authorities, Recovery Coordinating Agencies, and Municipal Emergency Management Coordinators (or Municipal Recovery Coordinators) to assess recovery needs, support the immediate recovery, and plan the medium to long term recovery approach, including the need for State Government support and Affected Area Recovery Committees.

- **Medium to long-term recovery** - involves the implementation programs to help communities restore, rebuild and return to an effective level of functioning. Assistance may be delivered through government or non-government organisations, guided by the relevant plans and arrangements, and the suitability and availability of local support services. Long term recovery activities include:
 - community engagement
 - ongoing impact and needs assessment
 - restoration, rebuilding and renewal programs
 - administration of financial assistance

Recovery after significant emergencies requires coordinated management across governments and other recovery partners to meet community needs, minimise duplication and over-servicing, and provide consistency across public communication. Governance structures for long term recovery integrate program management and community development approaches, rather than command and control structures.

The State Recovery Plan includes a Needs Assessment Framework that outlines considerations for assessing the scale of needs and suitable approach.

The State Recovery Plan also describes the following three approaches for long-term recovery coordination:

- **Level 1 - Locally Coordinated.** Low impact and low complexity. The Municipal Emergency Management Coordinator / Municipal Recovery Coordinator directs Municipal Council resources and community groups to deliver long-term recovery activities and projects coordinated through the Municipal Recovery Committee.
- **Level 2 - State Supported.** Medium impact and medium complexity. An Affected Area Recovery Committee directs recovery activities, supported by responsible lead agencies
- **Level 3 - State Coordinated.** High impact and high complexity. A State Recovery Coordinator directs state-level recovery activities and works with the Affected Area Recovery Committee. The role of an Affected Area Recovery Committee is to coordinate recovery activities at the regional and local level. An Affected Area Recovery Committee may be established locally (for one local government area) or regionally (for multiple local government areas), depending on the geography and nature of impacts. The State Recovery Plan provides more information in relation to the establishment and membership of committee.

A Recovery Taskforce may also be established by the State Government. If a Recovery Taskforce is established the Recovery Taskforce will provide the Affected Area Recovery Committee with executive and secretariat support. If a Recovery Taskforce is not established (level 2 arrangements) the Affected Area Recovery Committee will be supported by local government and/or a Recovery Unit or officers from the Department of Premier and Cabinet.

4.5.3 Role of a Municipal Emergency Management Committee in Recovery

The [Emergency Management Act 2006](#) provides for the establishment of Municipal Emergency Management Committee sub-committees to assist a committee in the performance and exercise of its functions. A Municipal Emergency Management Committee may wish to establish a Recovery Sub-Committee to coordinate short- and long-term local recovery arrangements.

A Municipal Recovery Sub-Committee provides a conduit between people affected by the emergency and State Government agencies for recovery support, usually in collaboration with a Regional Emergency Management Committee and sub-committees.

[Chapter 7.12 of the Tasmanian Emergency Management Arrangements \(Table 26\)](#) provides a table detailing the functional responsibilities for recovery.

[This Tasmanian Emergency Management Training video](#) provides an example of community led recovery following the 2019 bushfires in the Huon Valley.

Affected Area Recovery Committee

An Affected Area Recovery Committee may be established following a significant emergency under section 24E of the [Emergency Management Act 2006](#) to coordinate recovery activities at the regional and local level. An Affected Area Recovery Committee may be established locally (for one local government area) or regionally (for multiple local government areas), depending on the geography and nature of impacts.

Affected Area Recovery Committees are established by State Government in partnership with Municipal Councils and affected communities. Affected Area Recovery Committees may be chaired by the relevant Mayor/s, Municipal Coordinator/s, a Tasmanian Government representative or another regional/local representative as agreed by the relevant local government/s and Regional Emergency Management Controller or State Recovery Advisor. Members of Affected Area Recovery Committees includes representatives from the affected communities, local government (Municipal Emergency Management Coordinator and/or Municipal Recovery Coordinator), Tasmanian government agencies and other organisations with a significant recovery role.

Municipal Recovery Coordinator

The *Emergency Management Act 2006* provides for the General Manager of a Municipal Council to appoint a Municipal Recovery Coordinator for the municipal area. If no Municipal Recovery Coordinator is appointed under the *Emergency Management Act 2006*, the Municipal Emergency Management Coordinator for the municipal area is to perform the functions and exercise the powers of a Municipal Recovery Coordinator.

Recovery efforts are led by the Municipal Recovery Coordinator, in close collaboration with the Municipal Emergency Management Coordinator, enacting arrangements detailed in the Municipal Plan. The Municipal Recovery Coordinator should be a member of the Municipal Emergency Management Committee to support the close working relationships between Municipal Council business units and other committee members. The functions and powers of a Municipal Recovery Coordinator and a statement of duties for the position is provided at [Section 5.4](#) of these Guidelines.

[Chapter 7.6 of the Tasmanian Emergency Management Arrangements](#) states, in respect to early recovery planning, either the Municipal Recovery Coordinator or the Municipal Emergency Management Coordinator are responsible for identifying impacts and recovery needs within their municipal area. If assistance is required, this should be requested through the Regional Emergency Management Controller or the Regional Emergency Management Committee who will work with them to prepare or collate early impact assessments.

The Municipal Emergency Management Coordinator/Municipal Recovery Coordinator liaises with Municipal Emergency Management Committee members to deliver services to meet community needs, assess ongoing requirements and plan the longterm recovery approach. If recovery needs exceed the capacity of a Municipal Council or extend across multiple municipal areas, the Municipal Emergency Management Coordinator/Municipal Recovery Coordinator may seek assistance through the recovery management structures. This may include the provision of resources and support for specific tasks which includes:

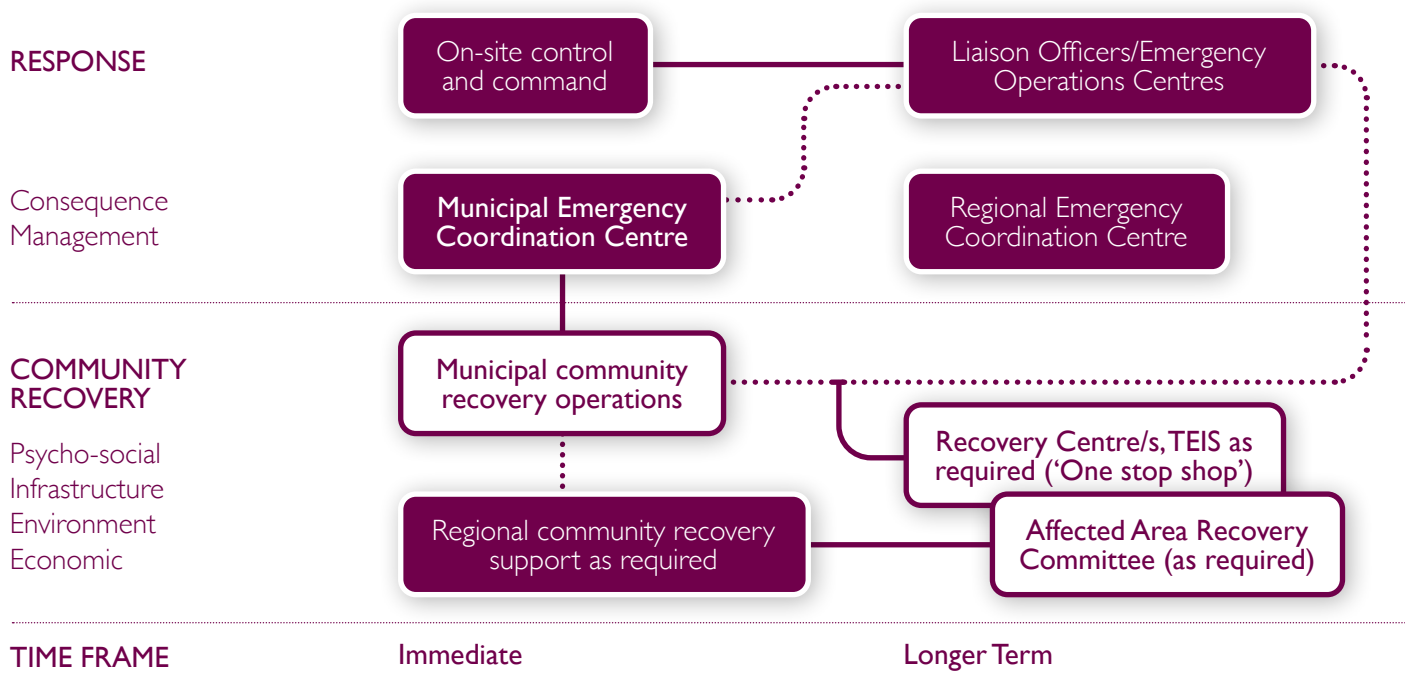
- the Regional Emergency Management Controller - Municipal Emergency Management Coordinators or a Municipal Emergency Management Committee can seek assistance from a Regional Social Recovery Coordinator who will then liaise with the Regional Emergency Management Controller
- the Regional State Emergency Service Manager
- the relevant Government Agency responsible for the element of recovery:
 - Social
 - Infrastructure
 - Economic
 - Environmental
 - Cross domain

The Municipal Recovery Coordinator should ensure that planning for recovery and operational arrangements are appropriate and maintained. These arrangements are detailed in a Recovery Plan for the municipal area or areas.

A Recovery Plan describes governance and coordination arrangements, and roles and responsibilities for recovery in a municipal area.

The diagram below, from the Huon Valley Community Recovery Plan, illustrates Municipal Community Recovery Operations.

Municipal recovery plan



Financial management

[Chapter 7.10 of the Tasmanian Emergency Management Arrangements](#) provides specific details in respect to expenditure relating to recovery functions, including reporting and claiming under the [Tasmanian Relief and Recovery Arrangements](#) and [Disaster Recovery Funding Arrangements](#).

Summary

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

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

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

5.1 Combining Municipal Emergency Management Committees

Section 19 of the *Emergency Management Act 2006*

allows for Municipal Councils to combine their emergency management committees if the following conditions are met:

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

The process for combining Municipal Committees is as follows:

Description	Lead
<p>Once participating Municipal Councils agree on the following matters and these have been discussed with the State Emergency Service Regional Planning Officer, a written application is sent to the Director State Emergency Service with a recommendation to combine the nominated Municipal Councils.</p> <p>The recommendation should be supported by:</p> <ul style="list-style-type: none"> • verification that the combination meets the conditions set out in the <i>Emergency Management Act 2006</i> • statements of which Municipal Council will chair the combined committee • a draft Terms of Reference for the combined committee, including a work program that reflects the shared needs of the municipal areas • clarification of: <ul style="list-style-type: none"> - the intentions for municipal plans (i.e. participating municipal areas will retain independent plans or have one combined plan) - implications for Municipal Emergency Management Coordinator nominations (may include a position responsible for coordinating any relevant changes) - a nominated timeframe for reviewing the effectiveness of the combined committee. 	Proposed Chairperson for Combined Committee
Director State Emergency Service discusses the application with relevant stakeholders. This may include requesting Assistant Directors to seek feedback on the application from the relevant State Emergency Service Regional Planning Officer.	Director, State Emergency Service

Description	Lead
<p>Where 'in-principle' support for the recommendation is granted, correspondence is prepared for the State Controller to recommend the combination to the Minister. The correspondence should include:</p> <ul style="list-style-type: none"> • covering letter from the State Controller to the Minister • letters for the Minister's signature stating that the General Manager/Mayor accepts the recommendation to have a combined emergency management committee and noting the associated conditions related to: <ul style="list-style-type: none"> - the relevant municipal areas - Chairperson - plans - Municipal Emergency Management Coordinators - timeframes/process for Terms of Reference and Work Program to be finalised - due date for report on effectiveness/value (usually 12–18 months after combining) - any specific conditions relevant to the combination (e.g. the review period, pending issue of combined plan) 	Executive Assistant to State Emergency Service Director
State Controller finalises the recommendation by signing the letter and forwarding it to the Minister.	State Controller (Commissioner of Tasmania Police)
Minister considers the recommendation. If accepting the recommendation, the Minister signs and dates the relevant correspondence and returns it to the State Controller/ State Emergency Service Director.	Minister of Police, Fire and Emergency Management
<p>The Minister's determination is registered by State Emergency Service and the relevant correspondence is sent to the Mayors/General Managers. Copies of the letter are forwarded to:</p> <ul style="list-style-type: none"> • Municipal Emergency Management Coordinators of affected Municipal Councils • State Emergency Service Regional Planning Officer 	Executive Assistant to State Emergency Service Director
Closing administration is completed at State Emergency Service, including noting dates/ timeframes from the Minister's letters.	Executive Assistant to State Emergency Service Director
The first meeting of the combined committee is held as soon as possible.	Chairperson for Combined Committee

Principles for separating a combined committee

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

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

5.2 Municipal Emergency Management Committee Requirements

The *Emergency Management Act 2006* provides specific requirements for a Municipal Emergency Management Committee. The checklist provided in this section has been developed to assist a Municipal Emergency Management Committee to assess their progress and performance. Activities have been categorised in accordance with Governance, Prevention, Preparedness, Response and Recovery and have been categorised as compliance with the *Emergency Management Act 2006* or good practice.

Activity	Category	Status
Governance and management		
Current terms of reference that has been accepted by the Regional Emergency Management Controller	Compliance	
Membership includes:	Compliance	
<ul style="list-style-type: none"> Chairperson - the Chairperson is to preside at all meetings of the Committee at which he or she is present. If the Chairperson is not present at a meeting of that Committee, the nominee of the Municipal Chairperson is to preside Municipal Emergency Management Coordinator (s) Any person holding a position or office determined by the Chairperson Any person the Chairperson or Municipal Emergency Management Coordinator (s) considers appropriate The Municipal Council for the municipal area or, in the case of a combined area, the Municipal Council specified in the application as being responsible for providing the Municipal Chairperson The Chairperson is to appoint a member of the Committee as the executive officer and determine the function of the role If the Municipal Chairperson or a Municipal Emergency Management Coordinator considers that it would be helpful for the Municipal Committee to have the advice of any person in respect of any matter under the Committee's consideration, the Municipal Chairperson or Municipal Emergency Management Coordinator may invite, allow or require that person to attend a meeting of the Committee to give advice and opinions on that matter 		
<p>Quorum - a quorum is constituted by that number of members determined by the members present at the meeting but must not be less than 3 members consisting of the chairperson, the executive officer of the Committee and one other member. A meeting of a Committee at which a quorum is present is competent to transact any business of the Committee.</p> <p>Proxies - where a member is absent from Tasmania or duty or unable to perform the functions of a member, the <i>Emergency Management Act 2006</i> allows for members to nominate a proxy to attend a meeting and act in the office of a member.</p>		

Activity	Category	Status
The Municipal and Deputy Coordinators are appointed in accordance with the <i>Emergency Management Act 2006</i> .	Compliance	
Note - the State Emergency Service facilitates the appointment of these positions		
A Committee is to meet as often as is necessary for the performance of its functions. The chairperson, after giving each member reasonable notice of a meeting:	Compliance	
<ul style="list-style-type: none"> may convene a meeting at any time; and must convene a meeting when requested to do so by 2 or more other members 		
Conduct of meetings and proceedings	Compliance	
<ul style="list-style-type: none"> A Committee may regulate the calling of, and the conduct of business at, its meetings and all its proceedings as it considers appropriate. Unless a Committee determines otherwise, a member may participate in, and be present at, a particular meeting or all meetings by – <ul style="list-style-type: none"> being personally present telephone video conference any other means of communication. 		
Resolutions without meetings	Compliance	
If the same number of members as constitute a quorum sign a document containing a statement that they are in favour of a resolution in the terms set out in the document, a resolution in those terms is taken to have been passed at a meeting of the Committee held on the day on which the document is signed or, if those members do not sign it on the same day, on the day on which the last of those members signs the document.		
If two or more separate documents contain a statement in identical terms, each of which is signed by one or more members, is taken to constitute one document.		
Validation of proceedings	Compliance	
An act or proceeding of a Committee or of a person acting under any direction of a Committee is not invalidated by reason only that at the time when the act or proceeding was done, taken or commenced there was a vacancy in the office of a member.		
All acts and proceedings of a Committee, or of a person acting under a direction of a Committee, are, despite the subsequent discovery of a defect in the appointment of a prescribed member or that any other person was disqualified from acting as, or was incapable of being, a member, as valid as if the member had been duly appointed or was qualified to act as, or capable of being, a member, and as if the Committee had been fully constituted.		
The committee has adequate administrative support and active representation to do its work.	Good Practice	

Activity	Category	Status
The Regional Emergency Management Controller or the State Emergency Service Regional Planning Officer attend at least one committee meeting each year	Good Practice	
The Municipal Council Annual Plan includes a section on the municipal emergency management priorities and progress	Good Practice	
The Municipal Emergency Management Committee reviews its progress and performance every 12 - 18 months and uses its findings to inform and report to the Regional Emergency Management Controller	Good Practice	
The Municipal Emergency Management Committee reviews whether municipal arrangements would be more effective if it combined its efforts with another municipal committee	Good Practice	
The Statements of Duty for the people with municipal emergency management functions reflect their emergency management duties	Good Practice	
The performance of the Municipal Emergency Management Coordinator, Municipal Recovery Coordinator and Deputies are reviewed on a scheduled basis by the General Manager	Good Practice	
Prevention and Mitigation		
Emergency risk management processes are aligned with Australian Standards, described in the Municipal Plan and the custodian of the risk register is clearly identified	Compliance	
Note - the State Emergency Service has developed the Tasmanian Emergency Risk Assessment Guidelines and Toolkit to support the conduct of compliant risk assessments		
The committee evaluates emergency risk treatments and assesses their effectiveness	Compliance	
The committee includes risk management activities in the annual work program and consideration is always given to aligning this where possible with regional risk priorities	Compliance	
The committee supports Municipal Councils in its application of the planning scheme so land management decisions support risk reduction and mitigation of consequences from emergencies	Compliance	
The committee takes advantage of external funding opportunities to enhance resilience	Good Practice	
Preparedness		
The municipal plan is current and describes Prevention, Preparedness, Response and Recovery arrangements for the area (not just Municipal Council)	Compliance	
The municipal State Emergency Service Unit is adequately and appropriately resourced and supported	Compliance	
Member organisations provide a reasonable allocation for emergency management costs including risk assessments, training/education and debriefs	Compliance	
The nominated response and recovery centres are maintained in a state of readiness (including alternative locations)	Good practice	

The committee has processes in place to conduct debriefs/reviews of emergencies	Compliance	
Activity	Category	Status
<p>The committee routinely reviews its warnings and public information capability from two perspectives:</p> <ul style="list-style-type: none"> • What public awareness activities/programs are relevant to the community • How Municipal Council can support public enquiries and media management during emergencies (especially following issue of a warning) 	Good Practice	
Municipal Council has efficient processes in place to assist the response Management Authority/Support Agencies at all times	Good Practice	
The committee maintains an emergency management training/education register for its members	Good Practice	
All Municipal Council staff are aware that they may have a role in emergency management, including response and recovery	Good Practice	
Committee members' business continuity arrangements take externally occurring emergencies into account	Good Practice	
Response and Recovery		
The Municipal Emergency Management Coordinator, Municipal Recovery Coordinator and Deputies have the authority to coordinate emergency management requests and activities during response and recovery	Compliance	
Committee members have processes in place so resources can be deployed in emergencies	Compliance	
Committee members have processes in place to request additional support for response and recovery (eg: Regional Emergency Management Controller/State Emergency Service Regional Planning Officer/Relevant Recovery Coordinator)	Compliance	
Recovery arrangements cover all four elements of recovery	Good Practice	
During emergencies costs can be easily captured and reconciled/acquitted in step with the Tasmanian Relief and Recovery Arrangements as appropriate	Good Practice	

5.3 Appointment Process, Functions and Powers for a Municipal Emergency Management Coordinator and Deputies and Recovery Coordinators

Appointment process for a Municipal Emergency Management Coordinator and Deputies

Section 23 of the Emergency Management Act 2006

requires Municipal Councils to nominate a Municipal Emergency Management Coordinator and a Deputy Emergency Management Coordinator for each municipal area for a specified period.

The State Emergency Service administers appointments for the State Controller and the Minister and recommends the following process:

1. General Manager(s) considers or reviews the Municipal Emergency Management Coordinator appointment. This may be as a response to a State Emergency Service reminder or to meet Municipal Council needs.
2. General Managers prepare Municipal Councils' nominations (the model Statement of Duties should be considered at this point). Other matters that maybe considered include:
 - a. current and emerging needs of the municipal area and council
 - b. current workers in the roles - a Municipal Council may only nominate a person for the position if the person would have the authority and ability to make decisions relating to the coordination of emergency management in the municipal area during an emergency without first seeking the approval of the Municipal Council
 - c. the need or otherwise for a more formal recruitment and selection process
 - d. if municipal areas are combined, other General Managers may need to be consulted.
3. General Managers send written response to Director, State Emergency Service with nomination/confirmation and include:
 - a. details of workers nominated for coordinator role
 - b. the term for their recommended appointment – this period is at Municipal Council's discretion noting that the State Emergency Service recommends two-year appointment periods
 - c. any relevant notes related to the model Statement of Duties/a copy of the contextualised Statement of Duties
4. Director, State Emergency Service discusses nomination with relevant stakeholders. Where 'in-principle' support for the nomination exists, correspondence is prepared for the State Controller to recommend the nominations to the Minister. This usually includes:
 - a. covering letter from the State Controller to the Minister
 - b. documents for the Minister's signature including:
 - letter to the General Manager confirming the appointment/s
 - 'welcome'/'thank you for continuing' letter to the nominated coordinator/s
 - Instruments & Certificates of Appointment
 - notice for the Gazette
5. State Controller finalises the recommendation by signing the letter and forwarding it to the Minister
6. Minister considers the nomination/s and upon acceptance, signs and dates the relevant correspondence and returns it to the State Emergency Management Controller/ Director, State Emergency Service
7. The Minister's appointments are registered by the State Emergency Service and the relevant correspondence is sent to the General Managers. Copies are forwarded to the State Emergency Service Regional Planning Officer
8. Appropriate authorities, such as the Mayor, General Manager or Regional Emergency Management Controller, may arrange to present the Instrument of Appointment at a suitable occasion
9. Closing administration is completed by the State Emergency Service, including updating contact lists, communication of the appointment to relevant stakeholders as required, noting dates/timeframes from the Minister's letters for future nomination renewals, Gazette etc
10. Municipal Emergency Management Coordinators take-up (ideally this will include a hand-over when personnel are changing).

Functions and powers of Municipal Emergency Management Coordinators

In accordance with [Section 24 of the Emergency Management Act 2006](#) a Municipal Emergency Management Coordinator has the following **functions** in respect of emergency management matters for the municipal area for which he or she is the Municipal Emergency Management Coordinator:

- to assist and advise the relevant Municipal Council
- to assist and advise the Municipal Chairperson
- to assist and advise the Regional Emergency Management Controller
- coordinate resources of the relevant Municipal Council are coordinated and used as required by [Section 46 of the Emergency Management Act 2006](#) or as required for the establishment and coordination of evacuation centres and recovery centres in the municipal area
- make sure instructions and decisions of his/her own, and those of the Municipal Committee, Chairperson, and Regional Emergency Management Controller are transmitted and carried out
- consider whether powers or declarations under the *Emergency Management Act 2006* are relevant and provide advice accordingly
- request resources from another municipal area if necessary to make 'better provision for emergency management in the municipal area'
- assist the Unit Managers of the municipal SES volunteer units with supply, coordination and maintenance of equipment and facilities provided by council
- advise council on facilities required for the effective operation of the municipal volunteer SES units
- act as an authorised officer when required
- other functions in respect of emergency management imposed by the Regional Committee or the Regional Emergency Management Controller; this or any other Act or by a Municipal Emergency Management Plan

In accordance with [Section 24H of the Emergency Management Act 2006](#) a Municipal Emergency Management Coordinator has the following powers in respect of emergency management matters for the municipal area for which he or she is the Municipal Emergency Management Coordinator:

- utilise the resources of the municipal volunteer SES units in support of statutory services for emergency purposes within the municipal area

- advise the Municipal Council and Municipal Councillors in the municipal area in respect of the facilities required for effective operation of the municipal volunteer SES units
- powers determined by the Regional Emergency Management Controller by notice provided to the Municipal Emergency Management Coordinator
- prescribed powers
- the power to do all other things necessary or convenient to perform his or her functions

Deputy Municipal Emergency Management Coordinator

[Section 23 of the Emergency Management Act 2006](#) establishes the Deputy Municipal Emergency Management Coordinator as a ministerial appointment in each municipal area who can act for the Municipal Emergency Management Coordinator when he or she is:

- absent from duty or not in Tasmania
- unable to perform the Municipal Emergency Management Coordinator duties OR is temporarily not appointed, e.g. has resigned

While the Deputy Municipal Emergency Management Coordinator is acting in the office of Municipal Emergency Management Coordinator, he or she is taken to be the Municipal Emergency Management Coordinator.

Municipal Recovery Coordinators

The recommended process for confirming appointment for a Municipal Recovery Coordinator is by the General Manager of the Municipal Council.

In accordance with [Section 24H of the Emergency Management Act 2006](#) a Municipal Recovery Coordinator has the following **functions**:

- prior to, during or subsequent to the occurrence of an emergency within the municipal area, to ensure that:
 - arrangements are in place to implement recovery processes, including the establishment and coordination of evacuation centres and recovery centres; and
 - his or her instructions and decisions and the instructions and decisions of the Municipal Committee, Municipal Chairperson and Regional Emergency Management Controller are transmitted to, and adequately carried out by, persons to whom they are directed or relate

- to advise the Regional Emergency Management Controller of any powers or declarations under the *Emergency Management Act 2006* that are to be used, or made, for the purposes of recovery within the municipal area
- to request resources of another municipal area if the Municipal Recovery Coordinator considers that those resources are necessary to implement recovery processes within the municipal area
- to assist a recovery committee within the municipal area or a combined area
- to assist and advise the Municipal Chairperson, the Municipal Committee or the relevant Municipal Council on all matters with respect to recovery within the municipal area or a combined area
- other functions in respect of recovery imposed on the Municipal Recovery Coordinator by the Municipal Committee or the Municipal Emergency Management Coordinator
- other functions imposed on the Municipal Recovery Coordinator by the *Emergency Management Act 2006* or any other Act
- their functions imposed on the Municipal Recovery Coordinator by a Municipal Emergency Management Plan

In accordance with [Section 24H of the *Emergency Management Act 2006*](#) a Municipal Recovery Coordinator has the **power** to do all things necessary or convenient to perform his or her functions. If a Municipal Recovery Coordinator of a municipal area performs a function under the *Emergency Management Act 2006*, he or she is to notify the Municipal Emergency Management Coordinator for the municipal area of the performance of that function as soon as possible after he or she performs the function.

5.4 Templates

To support a Municipal Emergency Management Committee the following templates have been made available:

- [Work Plan](#)
- [Contact List](#)
- [Interim Contact List](#)
- [Statement of Duties for a Municipal Emergency Management Committee Chairperson](#)
- [Statement of Duty for the role of a Municipal Emergency Management Coordinators and a Deputy a Municipal Emergency Management Coordinators](#)
- [Statement of Duty for the role of a Municipal Recovery Coordinators and a Deputy a Municipal Recovery Coordinator](#)

A Municipal Emergency Management Committee can adapt and adjust any of the templates for their own purposes.

5.5 Land Use Planning

The section provides additional information about Land Use Planning as an emergency management prevention and mitigation strategy for Tasmanian communities.

The following initiatives inform the land use planning system in Tasmania:

- Framework for the mitigation of risks from natural hazards through land use planning and building controls (DPAC 2013)
- Mitigating Natural Hazards through Land Use Planning and Building Control: Coastal Hazards in Tasmania: Summary Report of Coastal Technical Hazards (DPAC 2016)
- The Tasmanian Coastal Policy (DPAC 1996)
- Planning Directive 5.1 Bushfire Prone Areas Code
- State Planning Provisions (SPPs) made on 2 March 2017

The following references provide links to disaster resilience, land use national guidelines and plans and Tasmanian Building Standards:

- [AIDR's Handbook on Land Use Planning for Natural Hazards Handbook](#)
- [AIDR's online Disaster Risk Reduction Collection](#)
- Planning Institute of Australia/ Australian Government Attorney General's Department [National Land Use Planning Guidelines for Disaster Resilient Communities](#) (2015)
- [ANZEMC Land Use Planning and Building Codes Taskforce Roadmap for Enhancing Disaster Resilience in the Built Environment](#) (2012)
- [Crime Prevention Through Environmental Design \(CPTED\) guidelines](#)
- The (draft) AFAC Flood and Severe Weather Community Safety Position outlines measures for reducing risks associated with land use planning and building regulatory frameworks and recommends EM sector involvement in land use planning and policy.
- [Tasmanian Building Standards and Regulations](#) include guidelines for building in hazardous areas in line with the [Building Regulations 2016](#). These are backed up by hazard specific guidelines, such as the Tasmania Fire Service [building for bushfire guidelines](#)
- [Tasmania's Building Act 2016](#) and [Building Regulations 2016](#) cover requirements for [building in hazardous areas](#). This legislation prohibits certain works in hazardous areas (landslip, bushfire, flooding, coastal erosion and coastal inundation) unless done in accordance with the specific standards relevant to those hazards. These provisions will commence when the Tasmanian Planning Scheme comes into effect in each municipality, as hazardous areas are shown on planning scheme maps. When this occurs, the Director of Building Control will issue hazardous area determinations which will contain further restrictions and technical requirements for building in hazardous areas.
- Until the Tasmanian Planning Scheme commences, the building requirements for hazardous areas are covered by the [Building Act 2000](#) and the [Building Regulations 2014](#).
- The [Tasmania Fire Service website](#) provides resources relevant to construction and development in bushfire prone areas.
- The [Department of Primary Industries, Parks, Water and the Environment website](#) provides guidelines for the construction of earth-filled dams
- The Department of Primary Industries, Parks, Water and the Environment oversees Natural Resource Management. The following natural resource management plans cover disaster risk management:
 - [The Natural Heritage Strategy](#)
 - [The Tasmanian World Heritage Management Plan](#)

5.6 Municipal Council Emergency Management Responsibilities

The *Emergency Management Act 2006* provides for the following emergency management responsibilities for Tasmanian Municipal Councils:

- The council for the municipal area or, in the case of a combined area, the council specified in the application made under [Section 21\(2\) of the *Emergency Management Act 2006*](#) as being responsible for providing the Municipal Chairperson, must determine who is to be the Chairperson of the Municipal Committee
- [Nominate suitable people](#) for Municipal Emergency Management Coordinator and Deputy Municipal Emergency Management Coordinator positions
- [Use Municipal Council resources](#) and the resources made available to it for managing emergencies in accordance with the municipal plan, as well as directions from the Chairperson, Regional Control or Municipal Emergency Management Coordinator (in a state of emergency)
- [Establish/provide resources](#) to manage emergencies in the municipal area in accordance with the plan
- [Establish and maintain municipal volunteer State Emergency Service unit/s](#) in consultation with the Director State Emergency Service
- [Be responsible for the effective operation of municipal Volunteer State Emergency Service Unit/s](#) (includes storage, maintenance of unit equipment, provision of other facilities and resources necessary for the units to perform their functions)

5.7 Planning, Validation and Lessons Management

This section provides the following tools to assist with the development, review and validation of a Municipal Emergency Management Plan:

1. Municipal Emergency Management Committee Requirements
2. Recommended Structure for a Municipal Emergency Management Plan
3. Roles and Responsibilities for developing a Municipal Emergency Management Plan
4. Administration Process
5. Checklist for Reviewing a Municipal Plan
6. Support for Other Emergency Management Planning in the Municipal Area
7. Validations including a Checklist for Conducting an Exercise
8. Lessons Management
9. Frequently Asked Questions

MUNICIPAL EMERGENCY MANAGEMENT COMMITTEE REQUIREMENTS

A Municipal Emergency Management Committee is required to maintain a municipal plan that describes the comprehensive arrangements for managing emergencies in the municipal area. The Plan takes an 'all-hazards' view so its arrangements are flexible and scalable and can easily be adapted to fit in with other groups, such as the Regional Committee. The table below has been developed as a checklist for a Municipal Emergency Management Committee.

Requirement	Status - this section enables the Committee to record details of:
<p>As the Review Authority, the Municipal Committee is responsible for:</p> <ul style="list-style-type: none"> • setting the initial scope of the review • appointing/nominating a Plan Author • requesting assistance for the review from stakeholders. This may include inviting people to be part of a Reference Group for the plan (i.e. a small, temporary working group that assists the Plan Author with drafting, proof reading, and checking that the arrangements are recorded correctly). 	<ul style="list-style-type: none"> • Scope • Responsibilities • Stakeholders • Governance
The plan needs to be reviewed at least every two years; that is, the plan should be under review at least two years after the State Controller last approved it.	<ul style="list-style-type: none"> • Date of the last review • Timeframes for the Reviews
The review requires consultation and collaboration with stakeholders to confirm/update the arrangements, including municipal, regional and state officers. This helps ensure that arrangements are described both accurately and consistently between the different plans.	<ul style="list-style-type: none"> • Stakeholders that should be included as part of the Review
<p>Once a Municipal Emergency Management Committee has considered the revised Plan a draft is submitted to the Regional Emergency Management Controller (through the State Emergency Service Regional Planning Officer) for approval by the State Controller.</p> <p>Prior to forwarding the Plan for approval some Municipal Emergency Management Committees refer the Plan to a Municipal Council and/or the Regional Committee to note/endorse however this is not recommended by the State Emergency Service.</p>	<ul style="list-style-type: none"> • The process the Committee wish to adopt for approval
After the Plan is approved and issued, the State Emergency Service recommends that plans are distributed electronically (in PDF format) and where considered appropriate made available on the Municipal Councils website. The arrangements and the main changes to the plan should be explained to stakeholders when the plan is issued.	<ul style="list-style-type: none"> • The communication process for the approved Plan

RECOMMENDED STRUCTURE FOR A MUNICIPAL EMERGENCY MANAGEMENT PLAN

The table below provides details of a structure, that aligns with the Tasmanian Emergency Management Arrangements, which is recommended by the State Emergency Service.

Section	Summary
Title/cover page	Plan title, version and review date and approval
Section 1 Overview	Records the key concepts for the plan, including terms and acronyms, authority, aim objectives, scope and application and context statement. It summarises what the plan is about and what it is for
Section 2 Governance and management	Records the legal framework, the governing groups and agencies and organisations with specific responsibilities. It summarises what is required and who is responsible
Section 3 Prevention & mitigation	Emergency management arrangements
Preparedness	Describes the current focus of prevention and mitigation for municipal emergency management.
Response	Describes what is done to be ready to respond and manage community recovery before an emergency occurs or is imminent
Recovery	Describes what is done when an emergency occurs or is imminent. Describes what is done in similar timeframes in response to support community recovery in the short-term and the longer term across four community recovery elements: <ul style="list-style-type: none"> • psycho-social • infrastructure • economic • environment
Section 4 Plan administration	Records the arrangements for maintaining the plan, including a day-to-day contact, the plan's issue history, consultation plan, distribution list, validation and communication plans
Section 5 Appendices	This section provides supporting details and the State Emergency Service recommends it includes: a map, a summary report from the current risk assessment, the Municipal Committee's current Terms of Reference and Action Plan/Maintenance Schedule, Associated Documents, a summary list of emergency management centres and other documents determined by the Municipal Committee. the State Emergency Service recommends that contact lists are not included, because appendices and other plans cannot be attached (they should be listed in the 'Associated Documents' appendix)

The State Emergency Service recommends that detailed contact/resource lists are maintained separately from the plan so that they can be updated and circulated more easily (remember that every time these lists are updated in the plan, the plan has to be approved by the State Controller before it is re-issued).

ROLES AND RESPONSIBILITIES FOR THE DEVELOPMENT AND REVIEW OF A MUNICIPAL EMERGENCY MANAGEMENT PLAN REVIEW

The table below provides details of the roles and responsibilities for developing and reviewing a municipal emergency management plan, as recommended by the State Emergency Service.

Responsibility	Role
State Emergency Service	<ul style="list-style-type: none"> • Provide advice for municipal emergency management plans to ensure that they: <ul style="list-style-type: none"> - are presented consistently, in line with the Regional Plan and Tasmanian Emergency Management Arrangements - record comprehensive arrangements to support coordinated efforts - provide reasonable guidance for recognised State hazards and functions • Maintain the plan management system for plans under the <i>Emergency Management Act 2006</i> including a model plan structure and standards for presentation and review • Oversee review/consultation of plans, coordinate Regional Emergency Management Controller submission, State Controller approval and issue plans <p>Provide copies of plans to WebEoC</p>
Municipal Emergency Management Committee (Review authority)	<ul style="list-style-type: none"> • Determine the scope, timing and resources for the review • Oversee the development and maintenance of the plan • The Chairperson endorses the updated plan on behalf of the committee • Support validation of the arrangements (as part of plan maintenance). Records the key concepts for the plan, including terms and acronyms, authority, aim objectives, scope and application and context statement. It summarises what the plan is about and what it is for
Plan author (often this is the Municipal Emergency Management Coordinator)	<ul style="list-style-type: none"> • Project manages the review of the plan. This includes: <ul style="list-style-type: none"> - research - drafting and editing - coordinating consultation - completing the plan review report - recommending that the Municipal Emergency Management Committee endorses the updated plan when it is ready for approval - arranging distribution and communication of the updated plan
Consultation partners/stakeholders	Support the Municipal Committee and Coordinator to develop, maintain, communicate and validate arrangements in the municipal plan
State Controller (Approval authority)	Approve the plan for issue (based on State Emergency Service recommendation)

ADMINISTRATION PROCESS

The table below summarises the State Emergency Service recommended process for review and approval of municipal plans.

Plan administration stages	The recommended process
Review	<ul style="list-style-type: none"> • The plan is reviewed by the Municipal Committee • Comments are provided • An updated draft is prepared • Updated draft is circulated to <ul style="list-style-type: none"> - Municipal Committee - State Emergency Service, Regional Planning Officer - State Emergency Service, Senior Planning and Education Officer (sesplanning@ses.tas.gov.au) - Regional Recovery Co-ordinators - Anyone else the Municipal Committee considers appropriate • The recommended consultation period is four weeks • Following general consultation, updates are made to the plan
Approval	<ul style="list-style-type: none"> • The plan is sent by the State Emergency Service Regional Planning Officer, who arranges submission to the Regional Emergency Management Controller • The Plan is sent to the State Emergency Service Assistant Director, Emergency Management to arrange State Controller approval • State Controller approves the plan
Distribution	<ul style="list-style-type: none"> • The updated plan is endorsed/noted by the Municipal Council and the Municipal Committee arranges distribution in accordance with the Distribution List in the plan • The State Emergency Service Assistant Director, Emergency Management arranges for copies for the State Emergency Service Director, the State Controller and the WebEOC library

CHECKLIST FOR REVIEWING A MUNICIPAL PLAN

The checklist below has been developed to provide a basic outline for reviewing the plan for Municipal Emergency Management Coordinators including indicative timeframes.

In addition to the checklist Municipal Emergency Management Committee members are encouraged to review the Australian Institute of Disaster Resilience [Emergency Management Planning Handbook](#). The aim of this manual is to provide information to assist the development and review of emergency management plans. The manual is designed to provide guidance to members of emergency planning committees and to planners in emergency management and emergency services organisations.

Stage	Activity
Preparation It is recommended 4 weeks is allowed to undertake this stage	Set the context for the plan <ul style="list-style-type: none"> Consider lessons identified in validations, the updated risk assessment and get copies of associated plans that have been reviewed recently (in particular check the regional plan) Brief the Municipal Committee <ul style="list-style-type: none"> Brief the committee on the recommend scope for the review (i.e. the things that the review will include) and consider the need for a dedicated Working/Reference Group to assist the Municipal Emergency Management Coordinator. Confirm key roles and responsibilities and basic timelines Develop a register of people who will be involved in developing the arrangements or will be involved in consultation (an electronic copy of a model register is available on the State Emergency Service website)
Drafting It is recommended 8 - 12 weeks is allowed to undertake this stage	Confirm/update the arrangements <ul style="list-style-type: none"> Identify and confirm the current comprehensive/PPRR arrangements for the municipal area/s. Prepare a draft plan <ul style="list-style-type: none"> If required, contact the State Emergency Service Regional Planning Officer to get a copy of a Municipal Emergency Management Plan template Update the draft plan Circulate the draft can be for a preliminary review if necessary General consultation <ul style="list-style-type: none"> Edit the draft plan and then circulate it widely for consultation. The State Emergency Service recommends that the final draft be accompanied by a review report and comments form. The review report is designed to give a summary of the main changes to the draft and aids consistent review and consultation of municipal plans. It is provided for reviewers' information only. Allow at least four weeks for general consultation and make sure the State Emergency Service Regional Planning Officer, the Regional Social Recovery Coordinator and the State Emergency Service Senior Planning and Education Officer are included at this time. It doesn't matter if they have already seen the draft or parts of it before. They should be invited to comment at this point – at the same time, on the same version of the draft. All members of the Municipal Committee should be included. Keep a record of the agencies invited to participate in consultation. Update and finalise the draft plan <ul style="list-style-type: none"> Incorporate agreed feedback and ideas in the draft; complete proofreading and editing.

Approval, Issue and Distribution	Submission and approval <ul style="list-style-type: none"> • Send the updated plan to the State Emergency Service Regional Planning Officer and request approval. This will be organised between the State Emergency Service Regional Planning Officer; the Regional Emergency Management Controller; State Emergency Service Senior Planning and Education Officer and the State Controller. • After the plan is approved, State Emergency Service Senior Planning and Education Officer will issue the plan, notify the Municipal Emergency Management Coordinator and include it in the WebEOC library. Distribution & Communication <ul style="list-style-type: none"> • Arrange distribution of the plan (using the Distribution List in the plan) and then, if required, develop and implement a communications plan. This might include presentations to stakeholders about the plan and thanking/acknowledging the organisations that assisted in the review. • The next step is to confirm the validation arrangements for the plan after it has been distributed and get ready to implement them (e.g. run/participate in an exercise).
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Author's checklist

The Municipal Emergency Management Coordinator should use this checklist throughout the project. Other points can be added.

Activity	Status
The draft plan uses the model structure/template	
Section 2 (Introduction) includes: glossary, acronyms, authority, aim, objectives, scope and a context statement	
Roles and responsibilities are summarised in Section 2 and are comprehensive (i.e. they cover PPRR). Section 2 includes an 'organisational chart'	
The arrangements in Section 3 are consistent with the aim, scope and objectives of the plan	
Section 4 includes: plan contact, review requirements and issue history, validation arrangements for the plan, a consultation and communications summary, as well as a distribution list	
Section 5 includes relevant appendices in the order they are mentioned – recommended appendices include a map, associated documents list, information about the municipal coordination centre, general/basic contact/resource lists	
Terms are up to date and used consistently throughout the plan	
Cross references to other parts of the plan/other documents (web pages etc.) are checked and correct at the time of writing	
Table of Contents is up to date	

SUPPORT FOR OTHER EMERGENCY MANAGEMENT PLANNING IN THE MUNICIPAL AREA

Just as the Municipal Committee has emergency planning responsibilities, so too do a variety of other businesses and organisations including:

- aged care homes requiring long-term evacuation
- dam owners preparing to deal with breaches/failures
- major hazard facilities response planning for dangerous substances leaks
- public transport operator emergencies
- organisers of community/public events (mass gatherings)

Even though it is the owner's/manager's responsibility to maintain appropriate arrangements and capabilities for emergencies, coordinating consequence management usually falls outside their scope and capability. So they can benefit from the committee's assistance to make sure that the arrangements are recorded to enable additional coordination if it is required.

If/when the committee is helping to develop a plan that is being written by another group, or becomes aware of a new emergency plan that applies to the municipal area, such plans are referred to as 'Associated Plans'.

Associated Plans should be updated in the Associated Documents Appendix each time the municipal plan is reviewed. Ideally the Municipal Committee's Executive Officer (the Municipal Emergency Management Coordinator) is included on the distribution list for all Associated Plans. This helps to keep a current summary of plans for the municipal area and reduces the chances for arrangements to become 'disconnected' or in conflict. That said, it is important to note that recognising the Associated Plans in the municipal plan **does not mean** that:

- the Municipal Committee is responsible for those arrangements or plans (the relevant owner/manager is always responsible)
- Municipal plans should duplicate arrangements
- Associated Plans should be included as an appendix in the municipal plan

VALIDATIONS AND LESSONS MANAGEMENT

A validation includes any activity that is aimed at examining the effectiveness of current arrangements so that they can be confirmed, validated or otherwise. Validations can also be used as training/familiarisation activities and to improve relationships. Validation activities should reflect the real situation as much as possible to test properly that arrangements are adequate and to support training. A common method used for validating arrangements is to

conduct an exercise. Other activities are:

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

Exercises

Exercises used to validate emergency management plans (or parts of the plans) will generally be either discussion/desktop exercises or field deployment-style exercises. There are no legislated requirements to conduct validations, but they are an integral part of the emergency planning review process.

A handbook, [Managing Exercises: A handbook for Tasmanian government agencies](#), has been developed by the Tasmanian Government to assist with conducting emergency management exercises.

The Australian Institute for Disaster Resilience has also developed a handbook, [Managing Exercises Handbook](#). The purpose of the handbook is to provide guidelines and a national reference for the design, planning, conduct and evaluation of exercises and is a great resource for a Municipal Emergency Management Committee when conducting an exercise.

Lessons management

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

Historically, formal debriefs have been carried out for response. However, a Municipal Emergency Management Committee is encouraged to consider establishing similar arrangements for recovery debriefs and any significant projects/activities.

The Australian Institute for Disaster Resilience has developed a [Lessons Management Handbook](#). This handbook provides guidance in relation to the processes for managing lessons which is integral to the continuous improvement of capability and individual learning.

5.8 Assessments of Assets for Tasmanian Government Funding

The Department of Premier and Cabinet has provided the following information in relation to the Tasmanian Government reporting requirements for essential public assets reconstruction funding.

Tasmanian Government funding for essential public asset reconstruction

When the [Tasmanian Relief and Recovery Arrangements – Natural Disaster Relief to Local Government Policy](#) has been activated by the Premier, the Tasmanian Government partially reimburses Municipal Councils actual costs incurred to reconstruct damaged essential public assets to the assets pre-disaster condition using current engineering and building standards. The additional cost of upgrading assets beyond current engineering and building standards must be borne by Municipal Councils.

For assets that will not be restored within three months, Municipal Councils must report the following information to the Department of Premier and Cabinet to be eligible for partial reimbursement.

Damage assessment

Municipal Councils must provide a list of damaged assets, including location and asset type. Municipal Councils must be able to provide evidence of the condition of essential public assets following eligible natural disasters through one or more of the following means:

- Geospatial data, including satellite images
- Visual data, including photographs and / or video footage
- Asset inspection report(s) conducted or verified by a suitably qualified professional, with the appropriate level of expertise and experience

Pre-disaster condition

Municipal Councils must be able to provide evidence of the location, nature and pre-disaster condition of essential public assets through one or more of the following most appropriate means:

- Geospatial data, including satellite images no older than four years before the eligible natural disaster
- Visual data, including photos and videos no older than four years before the eligible natural disaster
- Maintenance records no older than four years before the eligible natural disaster

- Asset registers no older than four years before the eligible natural disaster
- Asset inspection report(s) undertaken at the time of the damage assessment conducted by a suitably qualified professional

Asset capacity, layout and materials

Municipal Councils must be able to provide the pre-disaster engineering details, including general dimensions and features, of essential public assets damaged in eligible natural disasters. Consideration should be given to:

- Dimensions and layout
- Materials used
- Associated infrastructure, including safety features, signage, signalling, lighting, noise attenuation, drainage and associated footpaths or bikeways

Estimated reconstruction cost

Municipal Councils must estimate the cost of restoring essential public assets to pre-disaster condition using current engineering standards using:

- Municipal Council procurement processes; or
- Internal or independent engineer or quantity surveyor with the appropriate level of expertise and experience.

Estimated reconstruction costs should include the cost of construction, design, procurement and project management. Estimated reconstruction costs may include 'contingency allowances' to account for unknown risks in reconstruction projects. Contingency allowances must be reported separately.

Actual reconstruction cost and variances

Municipal Councils must report actual reconstruction costs of essential public assets damaged in eligible natural disasters when the reconstruction project is complete. When actual cost is higher than the estimated cost, municipal councils must provide an explanation for the increase and maintain evidence supporting the explanation.