



Review of EM Plans for Critical & High Risks

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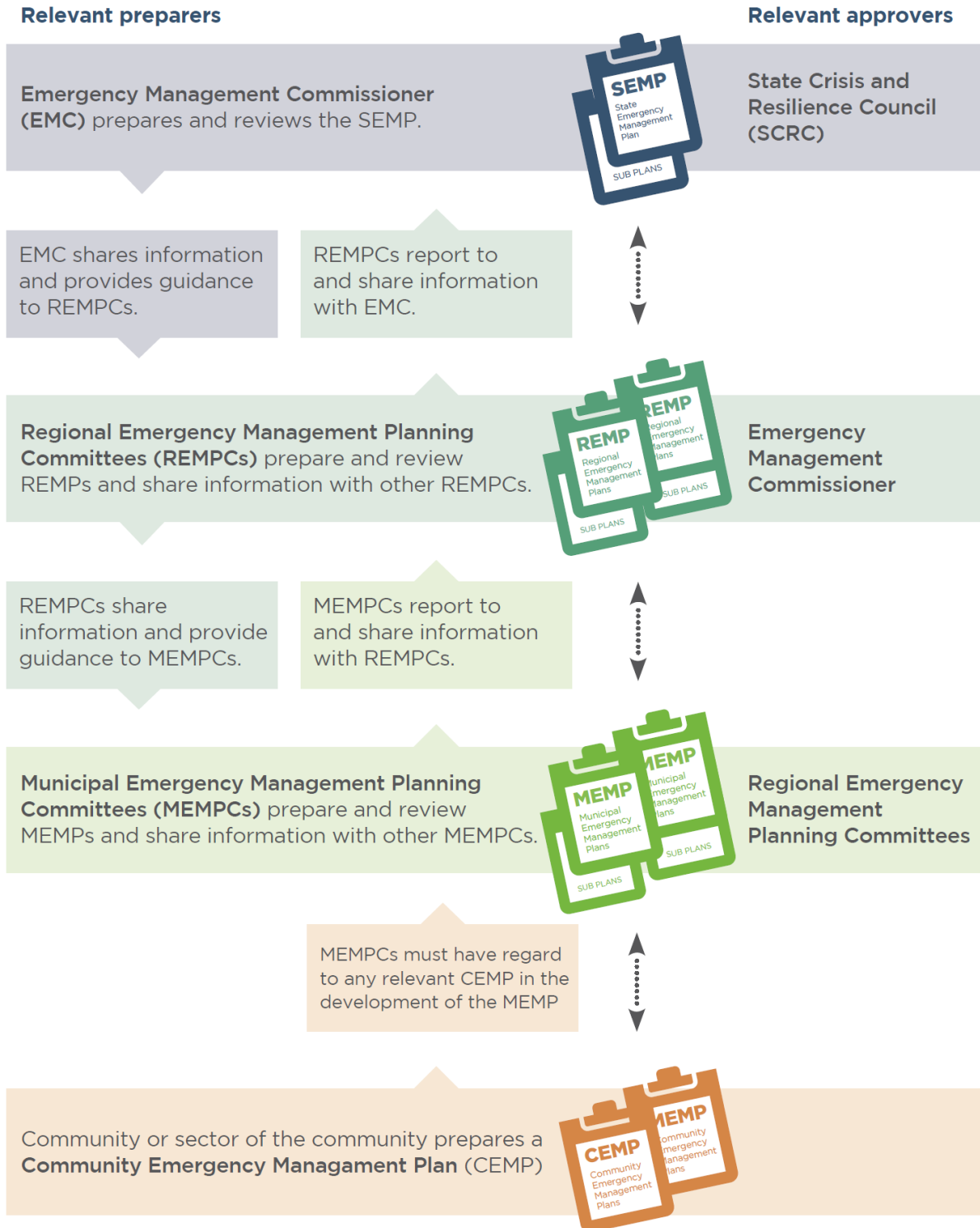
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1 Introduction

1.1 Background

The framework provided below shows that any plan developed by the Halls Gap community is a *Community Emergency Management Plan* (CEMP.) It will be most heavily influenced by the Northern Grampians Shire Council (NGSC) *Municipal Emergency Management Plan* (MEMP), which is in turn influenced by state and regional plans.



Source: Victorian State Emergency Management Plan, October 2021, p.15

1.2 Purpose

The purpose of this review is to derive community-specific actions from the inventory of emergency management plans which are relevant to the risks rated as Critical and High in the *Halls Gap Threat & Risk Assessment* (TRA.) The derived actions will be proposed for inclusion in the Resilience Group's work program going forward.

1.3 Audience

This document is intended for review by members of the Halls Gap Resilience Group.

1.4 Scope

Of the Critical and High risks to the community, some represent emergencies for which emergency plans exist at state, region, and municipal levels as shown in the framework above. They include

- Flood and flash floods
- Severe storm including extreme rain, tornado, lightning
- Extreme temperature
- Bushfire including urban conflagration

Other risks to the community rely on emergency management agencies flexibly adapting to handle the specific needs of the incident. Any plans tend to be frameworks for response, and do not involve plans at multiple levels. They include

- Industrial accidents
- Hazardous materials releases
- Transport incidents
- Terrorism/ extremism/ sabotage

Some risks to the community are asset-specific and are localised, so there is no need for the higher tiers of emergency plans. They include

- Failure of the Lake Bellfield dam
- Failure of the fire plug network

The scope of this review deals firstly with the four risks where tiered plans apply, and then separately addresses the remaining six risks.

1.5 Caveats

This document is not a comprehensive review of emergency plans. It simply extracts out potential agenda items from the plans for consideration by the Halls Gap Resilience Group.

1.6 Feedback

Any corrections, queries or suggestions to improve this review should be referred to the Secretary of the Resilience Group via email:

secretary@resiliencegroup.org.au

or by mail:

The Secretary
Halls Gap Resilience Group
Community Association of Halls Gap Inc
PO Box 57
Halls Gap VIC 3381

2 How to Read this Report

2.1 Structure

This report is in three parts.

Sections 3-6:

These sections review the plans listed in the inventory of plans and communications materials, and extract out potential agenda items for consideration by the Resilience Group. This is the 'raw data' used in the analyses that follow. Some items are redundant i.e. they are reported multiple times, as they arise in multiple plans.

Readers who want to go straight to the results can skip sections 3-6.

Section 7:

This section consolidates all the potential agenda items for the Resilience Group from Sections 3-6, arranged by risk, into one overall summary. If there are any queries about the derivation of any item, references are provided to enable the clarification of the item using the information in sections 3-6.

Section 8:

This section highlights some key issues that arise from an analysis of the consolidated agenda items in section 7.

2.2 Acronyms

Throughout this review,

- PAI = Potential Agenda Item (for the Resilience Group to consider)
- RG = Resilience Group

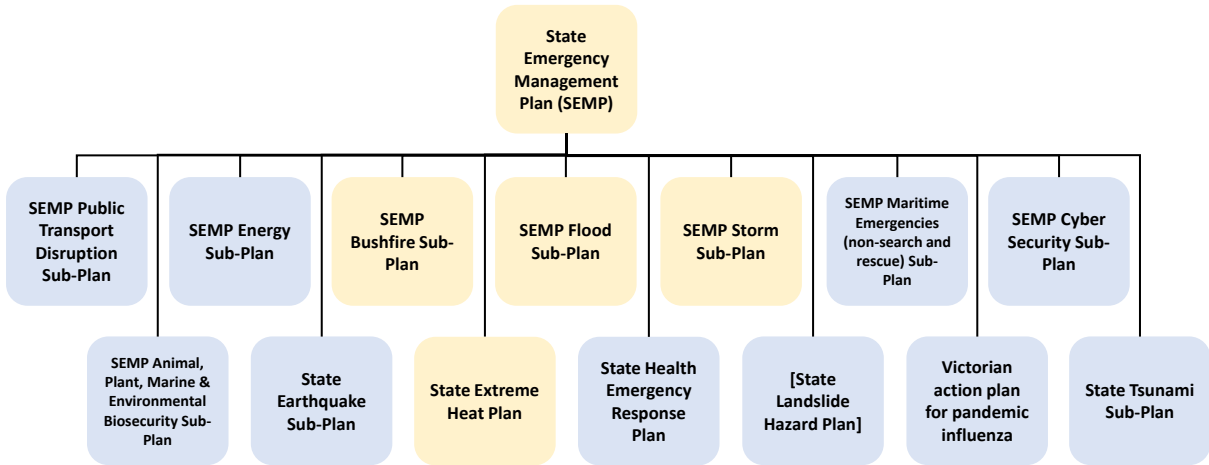
Other acronyms are:

- AV = Ambulance Victoria
- CFA = Country Fire Authority
- CMA = Wimmera Catchment Management Authority
- DELWP = Department of Environment, Land, Water and Planning, which includes FFMVic = Forest Fire Management Victoria
- NGSC = Northern Grampians Shire Council
- PV = Parks Victoria
- VICPOL = Victoria Police
- VICSES = Victoria State Emergency Service

3 Review of State Plans

3.1 Structure of State Plans

The structure of the *State Emergency Management Plan (SEMP)* and its sub-plans is:



In the context of the Critical and High risks in the TRA, the only sub-plans that are relevant are those shown in yellow i.e. the bushfire, flood, storm and extreme heat sub-plans.

Potential agenda items arising from the identified plans are listed in the sections below.

3.2 State Emergency Management Plan (SEMP)

The SEMP is a high-level document which focusses largely on emergency management arrangements and roles and responsibilities. It influences the plans defined in the layers below it, but understandably has no references to Halls Gap, and no issues directly relevant to Halls Gap that are not included in the lower-level plans.

The plan recognises that communities:

- are best-placed to understand and manage their own risks and drive preparedness, response and recovery, including through their important volunteer contribution
- should be empowered with the information, capabilities and opportunities to make decisions and work with agencies for better emergency management outcomes
- have networks and relationships that help agencies and communities identify the risks that a community faces, assess the vulnerability of the community to those risks and identify options to protect the values of most importance to them.

Individuals, households, businesses and communities (including Halls Gap) are expected to

- mitigate emergency risks to oneself and others (including employees and customers),
- support response activities of the emergency management sector, and
- meet their own relief and recovery needs where possible.

PAI: The RG's operations will need to be based on

- encouraging strong support/volunteers for local emergency management agencies,
- working with local emergency agencies to plan and deliver community-specific preparedness, response and recovery from emergencies, and
- where emergency plans are missing or inadequate, developing options to fill the gaps.

3.3 State Emergency Management Plan Bushfire Sub-Plan

The *Bushfire Sub-Plan* includes roles and responsibilities, and operational preparedness and response of agencies. While relevant to volunteers, they have less relevance to the wider community. The framework of the plan carries down to the municipal bushfire plan. Most of the issues relevant to Halls Gap (e.g. community education/ awareness/ engagement, Neighbourhood Safer Places – Bushfire Places of Last Resort, etc.,) are covered later in the review of the municipal plan, and so are not covered here.

3.3.1 Hyperlinks (p.7)

The hyperlinks to *Community Information Guides* (pp.10, 31, 69) do not work. A search for *Community Information Guides* on the CFA web site results in:

Community Information Guides

<https://www.cfa.vic.gov.au/community-information-guides-archived/community-information-guides>

i.e. they appear to have been archived. Clicking on the link shows that they cannot be accessed without a CFA login i.e. they are not available to the public.

The plan states “For more operational or sensitive information, a log-in may be required.” The *Halls Gap Community Information Guide* is not operational or sensitive information, and should not require a login. It is community-specific and is a key source and important tool. It should continue to be made available, and distributed to residents and tourists.

PAI: The CFA should be asked to advise the status of the *Community Information Guide*.

3.3.2 Individuals and households (p.15)

Responsibilities include:

- Individual community members are responsible for learning the risks of their environment and making decisions about how to respond to risks commensurate with their risk appetite.
- Owners and occupiers of land are responsible to manage their properties to reduce the risk of bushfire
- Each household is responsible for preparing their property for bushfire for example, retrofitting existing dwellings and clearing vegetation around the house, in accordance with State planning controls for the clearing of native vegetation and planning scheme requirements.
- Every household should have a well-practised written bushfire survival plan

PAI: The RG should consider developing an ongoing schedule of community bushfire training/ engagement activities, including businesses and absentee landlords.

3.3.3 Private Land (p.21)

The plan states that as part of bushfire management, agencies define Bushfire Risk Engagement Areas (BREAs) which identify areas in the landscape where managing fuels is most effective in reducing risk, and where communities can help reduce bushfire fuels.

PAI: CFA and DELWP should be asked whether there are any BREAs which affect Halls Gap, and what assistance the community can provide to reduce bushfire fuels.

3.3.4 Community Alerts Sirens (p.59)

There are Community Alert Sirens in 39 communities across the State; many in bushfire prone areas. A Bushfire Management Overlay applies to almost all of Halls Gap.

PAI: The RG should consider whether a Community Alert Siren should be installed.

3.3.5 Consequence Management (p.61)

The Plan states: “Consequence management occurs through the consideration of the wider ramifications of a bushfire... Some of the consequences of bushfires to communities that may need to be considered include isolated communities, loss of power, loss of telecommunications...” During the 2014 fires a power failure meant that the Water Treatment Plant couldn’t run and the Clear Water Tank couldn’t be filled. As a result there wasn’t enough water supply or pressure to support fire-fighting, particularly in Pomonal.

Backup power is also a requirement for other risks e.g. extreme heat, and a generator could be used in an emergency for water supply, waste water control, telecommunications, lighting, etc., depending on the priorities at the time. There may be a case for having a portable backup generator stored in Halls Gap for use during emergencies.

PAI: Review the benefits and costs of a suitably sized portable backup generator stored in Halls Gap, for use in emergencies.

3.4 State Emergency Management Plan Flood Sub-plan

The *Flood Sub-Plan* provides the framework for managing flood risk, which is carried down to the lower level regional and municipal flood plans. Most of the issues relevant to Halls Gap (e.g. flood warnings, flood planning, flood intelligence, flash floods, etc.) are covered later in the review of the lower-level plans, so are not covered here.

3.4.1 Regional Floodplain Management Strategy (p.16)

The *Wimmera Floodplain Management Strategy* (2017) rates Halls Gap as the town with the highest flood risk in the Wimmera. Actions recommended for Halls Gap included

- Identify priority flood mitigation work for Halls Gap (NGSC)
- Update the *Flood Emergency Management Plan* (FEMP) to incorporate information from relevant flood studies (VICSES, NGSC)
- Incorporate dam failure scenarios into the FEMP for Lake Bellfield (VICSES, NGSC)
- Develop and deliver community flood education programs using flood intelligence information (VICSES, NGSC)

As will be seen later in the review of municipal plans, these actions are largely incomplete.

PAI: VICSES and NGSC should be asked to review the recommended actions and provide feedback.

3.4.2 Community Preparedness (p.24)

The plan states “VICSES has developed a Community Resilience Strategy Renewal 2019-22 (the Strategy). A key and measurable outcome of the strategy is to increase the level of interest, and support behaviour change within communities, so they are more aware, informed and prepared for emergencies by supporting them to understand their risk, and the relevance of taking action before, during and after emergencies.”

PAI: VICSES should be asked what they can do to engage with the Halls Gap community to better prepare residents for emergencies.

3.4.3 Management of flooding downstream of dams (p.31)

The plan states that VICSES and DELWP have developed arrangements for the management of flooding downstream of dams. However, as will be seen in the review of lower-level plans, Lake Bellfield is inadequately addressed.

PAI: VICSES and DELWP should be asked to include within the lower-level plans considerations of Lake Bellfield and its potential to cause community damage to Halls Gap.

3.5 State Emergency Management Plan Storm Sub-Plan

The *Storm Sub-Plan* provides the framework for managing storm risk, which is carried down to the regional storm plan. Most issues relevant to Halls Gap (e.g. warnings, evacuation, etc.) are covered later in the review of the regional plan and so are not covered here.

The structure of the *Storm Sub-Plan* closely mirrors the structure of the *Flood Sub-plan* (see above). with the same content regarding community preparedness (p.21.) The same PAI applies:

PAI: VICSES should be asked what they can do to engage with the Halls Gap community to better prepare residents for emergencies.

3.6 State Emergency Response Plan Extreme Heat Sub-Plan

The *Extreme Heat Sub-Plan* provides the framework for managing extreme heat risk, which is carried down to the lower-level municipal extreme heat plan.

3.6.1 Victorian government management arrangements (p.16)

The plan states that

- emergency management functions for extreme heat will operate at the State and Regional tiers only through relevant agencies, departments, and organisations,
- generally, for extreme heat events there is no requirement to establish a specific regional or incident control function, and
- agencies with roles and responsibilities for extreme heat will implement agency plans, protocols, and policies (p.17).

PAI: The community should be prepared to self-manage some elements of extreme heat events and where appropriate focus on cooperation with relevant agencies.

3.6.2 Schools (p.22)

The plan states that “Schools do not close on days of extreme heat. If there are extreme conditions, midday recess may be reduced to no less than thirty minutes, and dismissal time may be adjusted accordingly.”

PAI: The RG should consider the provision of backup power for the air-conditioning at the primary school (see 3.6.5 below) as part of its community response to extreme heat.

3.6.3 Municipal council coordination (p.23) and Municipal Councils (p.29)

The plan states that each municipal council (including NGSC) should have a municipal heatwave plan as a part of the *Municipal Emergency Management Plan*, which they activate on receipt of a Heat Health Alert.

The DOH advises municipal councils to activate the arrangements in the plan in preparation for heat events. This may include preparing cool public environments, ensuring appropriate staffing levels and considering staff and client safety.

PAI: The RG should focus on the NGSC *Heatwave Mitigation Plan* (or the replacement *Extreme Heat Plan* when it is completed) as the major source of municipal support for extreme heat events, and should consider the creation of local cooling spaces.

3.6.4 Ambulance Victoria (p.28)

As part of its Emergency Response Plan, AV has a *Heatwave Sub-plan*, the details of which are unknown as it does not appear to be available on the internet. This enacts a whole of organisation response to scale up available operational resources to manage increased workload in the community, and manage staff welfare.

PAI: The RG should engage closely with AV on extreme heat planning and response, and align its *Extreme Heat Plan* with the AV *Heatwave Sub-plan*.

3.6.5 Electricity (p.29)

The plan states that: “During an extreme heat event, it is possible for the demand for electricity to exceed the available supply. If this were to occur, when there is sufficient time, the electricity industry may shed loads in accordance with established protocols. However, power outages may also be unplanned, to rectify localised safety issues, giving the industry no opportunity to prioritise the customers that may be affected.”

PAI: The RG should include the provision of backup power for community cooling spaces, as part of its community response to extreme heat.

3.7 Heat health plan for Victoria

The *Heat Health Plan for Victoria*, duplicates some of the information in the *Extreme Heat Sub-Plan*. These duplications are not considered again in the review below.

3.7.1 Communicating the impacts of extreme heat (pp.4-5)

The plan is supported by a communication strategy that includes the DOH’s state-wide *Survive the Heat* campaign, which includes radio messaging, social media, digital messaging, community service announcements, media stories and stakeholder advocacy.

To increase the reach of preparedness messaging, the DOH makes printed communication resources available at no cost to communities, local governments and health services.

PAI: The RG should consider re-using DOH heat health resources (as has already occurred in the past) as part of its own extreme heat planning.

3.7.2 Heat health actions (p.7)

Some of the DOH's actions are"

"Support heat health planning at the community level to protect all Victorians, particularly those most at risk."

PAI: The RG should consider preparing a *Halls Gap Extreme Heat* plan.

"Provide local government, health and community service providers and community organisations with access to heat health communication resources."

PAI: The RG should re-use DOH heat health communication resources where appropriate.

Some of the recommended municipality actions are:

"Order and display heat health communication material in council venues and distribute to clients."

PAI: The RG should consider ordering heat health printed information and distributing it to accommodation providers for display at reception desks etc.

"Check contingency planning for air-conditioning and power supply."

PAI: The RG should review air-conditioning and backup power for community cooling spaces (see 3.6.2 and 3.6.5), and the Primary School (see 3.6.2.)

The plan provides recommended actions for health services and community service providers before, during and after extreme heat.

PAI: The RG should engage with the Budja Budja Medical Clinic on heat health matters.

3.8 Feeling the Heat

3.8.1 Expand access to cool community spaces (p.34)

The report recommends establishing a formalised network of local heat refuges. It states:

"Heat refuges are most effective when they are operated specifically for that purpose with ample advertising, extended hours of operation, and free transport for people experiencing disadvantage."

"Cool spaces also have significant co-benefits when the community is funded to operate them. Community members can learn new skills, socialise with other residents and be linked with additional services they may not know about. This also encourages uptake because entertaining activities are a stronger enticement for people to leave their homes than the fear of heat-related harm if they stay put."

PAI: The RG should consider the establishment of community cooling spaces with appropriate activities as part of its extreme heat planning.

3.8.2 Protect the people most susceptible (p.42)

The report recommends

"Establish vulnerable persons registers in every local government area and give access to community health services" and

"Make all schools heat-smart by introducing new design standards and retrofitting existing buildings and playgrounds."

A vulnerable persons register is maintained by the NGSC, and a power-dependent persons ('life support customers') register is supposed to be maintained by Powercor.

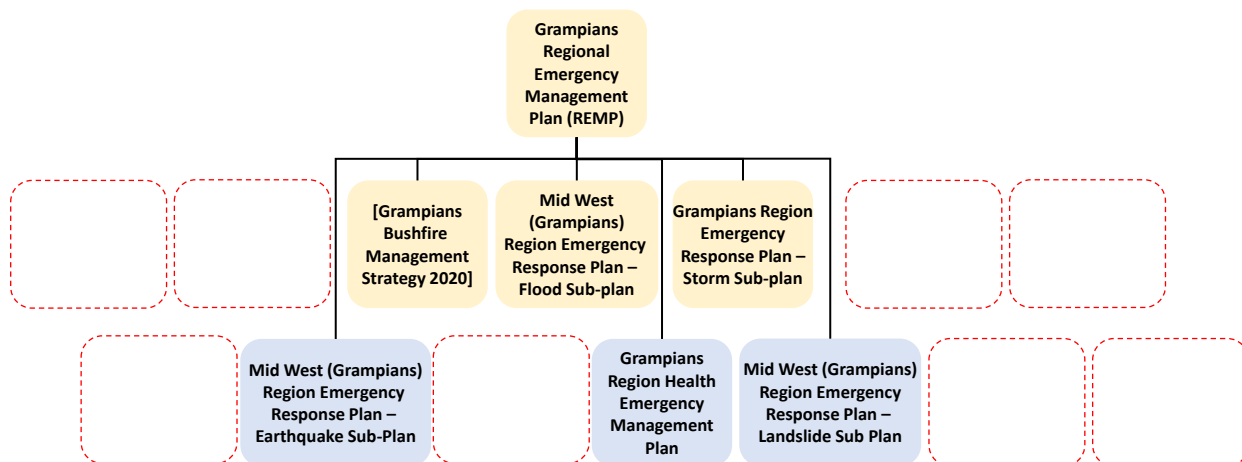
The school has air-conditioning, but may require backup power or other upgrades.

PAI: The RG should consider vulnerable persons registers and school backup power as part of its extreme heat planning.

4 Review of Regional Plans

4.1 Structure of Regional Plans

The structure of the *Regional Emergency Management Plan* (REMP) and its sub-plans appears to be:



In the context of the Critical and High risks in the TRA, the only sub-plans that are relevant are those shown in yellow i.e. the bushfire, flood, and storm sub-plans. (The bushfire management strategy is not a standard sub-plan.)

There does not appear to be a regional extreme heat plan from any agency, although a *Grampians Fire & Heat Risk Consequence Plan 2015* is listed in *Attachment A - Plan Hierarchy*. Many of the sub-plans and complementary plans listed in this attachment either no longer exist, or are not available to the public, as they cannot be found using internet searches. Conversely the only sub-plan listed in the attachment from the diagram above is the flood sub-plan. Overall the structure of the plans is somewhat confusing.

Potential agenda items arising from the plans shown in yellow are listed below.

4.2 Grampians Regional Emergency Management Plan (REMP)

The EMV-developed REMP is a high-level document which focusses largely on emergency management arrangements and roles and responsibilities. It influences the plans defined in the municipal plans below it, but many of the issues directly relevant to Halls Gap are included in the lower-level plans, so are not dealt with here.

4.2.1 Building community resilience (p.47)

The plan suggests that in the context of governance/process, agencies should

- Collate current community engagement activities from across all agencies
- Consider possible collaboration on current community engagement activities from across all agencies.

PAI: Prepare an overall all-agencies training/ communication/ engagement strategy for all segments of the community including tourists, for all identified risks.

4.3 Grampians Bushfire Management Strategy 2020

No regional fire sub-plan appears to exist. The EMV-developed *Grampians Regional Strategic Fire Management Plan* is no longer available from EMV (v2 was published in 2010, so is out of date.) The supplementary DELWP-developed *Grampians Bushfire Management Strategy* is largely focused on planned burning and mechanical works to reduce bushfire risk. A *Joint Fuel Management Program* has been developed to implement the strategy.

PAI: FFMVic/CFA should be asked to advise on the status of the fire sub-plan, and what (if any) additional actions the RG can take to assist them with reducing bushfire risk around Halls Gap (beyond their normal operations which are already in place.)

4.4 Mid West (Grampians) Region Emergency Plan – Flood Sub-plan

Halls Gap is listed in the plan as a community at risk of flooding in the Wimmera Catchment. The 1992, Jan 2011 and Sep 2016 flood impacts are listed. Lake Bellfield is included in the list of major dams. Most of the issues relevant to Halls Gap (e.g. flood warnings, flood planning) are covered later in the review of the municipal plan, so are not covered here.

4.4.1 Community Resilience (p.22)

The plan generally echoes the content of the *State Flood Sub-Plan* on community engagement, household and business flood plans, and community flood safety advice. The same PAI applies:

PAI: VICSES should be asked what they can do to engage with the Halls Gap community to better prepare residents for emergencies.

4.4.2 Attachment 4 - MFEP and LFG List

The Local Flood Guide for Halls Gap is listed in the plan, but is not downloadable from the VICSES web site (<https://www.ses.vic.gov.au/plan-and-stay-safe/flood-guides>) nor on the Northern Grampians VICSES web page (<https://www.ses.vic.gov.au/plan-and-stay-safe/flood-guides/northern-grampians-shire-council>) whereas the Glenorchy flood guide is listed.

PAI: Ask VICSES and NGSC to post the Halls Gap guide as a downloadable resource on the appropriate pages of their web sites.

4.4.3 Attachment 5 – Regional resources

There are no sandbag pick up locations, sandbags, sandbag filling machines, or other resources for dealing with floods specified for Halls Gap (although a separate flood guide nominates a location.) Given that Grampians Road is a priority egress/access route which may be cut (see the *Halls Gap Community Flood Emergency Management Plan*) having resources on-site in Halls Gap is highly desirable.

PAI: VICSES should be asked to review the *Halls Gap Community Flood Emergency Management Plan* and consider providing the community-specific detail required to facilitate the implementation of the VICSES flood sub-plan in Halls Gap. They should consider whether a sandbag pick up location should be nominated, whether Halls Gap should maintain a specific supply of sandbags and sand, nominate where they will be stored and who will control access, whether the community should invest in sandbag filling frames, etc.

PAI: Beyond this, VICSES should consider whether a sub-unit should be established onsite in Halls Gap to act when the community is isolated during emergencies, and also provide extended benefits to the community e.g. faster responses to national park rescues, etc.

4.5 Mid West (Grampians) Region Emergency Plan – Storm Sub-plan

The plan lists Halls Gap in the storm history for the Jan 2011 flash flooding incident, and the 1997 5cm hail storm. It is shown as a High Flash Flood Risk Town. There is significant overlap between this plan and the flood sub-plan above (as would be expected.) The issue of regional resources, as covered above under the flood sub-plan, also applies.

4.5.1 Municipal Storm Emergency Planning

The plan states that where storm is identified as a high priority to a community, VICSES will provide advice and support to ensure the *Municipal Emergency Management Plan (MEMP)* contains at a minimum, arrangements for the response to a storm event based on an all-hazards and all-agency response. However the NGSC MEMP does not include a storm sub-plan.

PAI: VICSES and NGSC should be asked to review whether a NGSC *Storm Sub-plan* should be developed (including provisions for Halls Gap.)

4.5.2 Community Engagement

The plan states that community engagement programs to build community resilience for storms will be conducted in accordance with the VICSES *Community Resilience Strategy*, including VICSES partnership with Red Cross to deliver the Pillowcase project – expanding the resilience of primary aged children.

PAI: VICSES should be asked to indicate what community engagement programs are planned for Halls Gap in the next 12 months, and what participation the Halls Gap community should be planning for.

4.5.3 Regional Resource Requirements

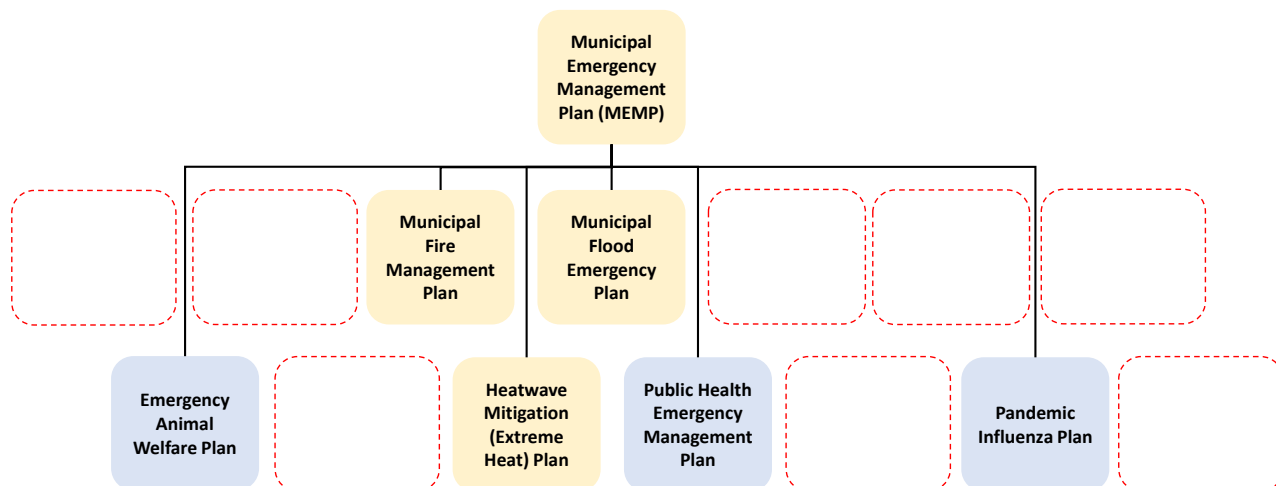
There are no storm-related resources shown as stationed at Halls Gap. Given that Grampians Road is a priority egress/access route which may be cut (see 4.5.3 above) having resources on-site in Halls Gap is highly desirable.

PAI: VICSES should be asked to add Halls Gap to the Grampians Regional Resource List on p.33 of the plan, and consider which of the resources should be stationed there, so that problems of access/egress being cut off can be avoided.

5 Review of Municipal Plans

5.1 Structure of Municipal Plans

The structure of the *Municipal Emergency Management Plan* and its sub-plans is as follows:



In the context of the Critical and High risks in the TRA, the only sub-plans that are relevant are those shown in yellow i.e. the fire, flood, and extreme heat sub-plans. There does not appear to be a municipal storm sub-plan.

Potential agenda items arising from the identified plans are listed in the sections below.

5.2 Municipal Emergency Management Plan (MEMP)

5.2.1 Plan Review (p.8)

The MEMP states that testing and review of the plan will be done in a form determined by the Northern Grampians Shire MEMPC.

Testing/exercising plans is a common thread in all levels of emergency plans. For example:

- The SEMP states that continuous improvement is achieved by exercising its plans (one among a number of methods.)
- The REMP states that the REMPC has committed to identifying capability and capacity limitations, and supporting capability uplift, through multi-agency exercising and training (p.11)
- The MEMP also states that the MEMPC maintains an awareness of existing municipal capability and capacity, and supports capability and capacity uplift, including through multi-agency exercises and training (p.63.)

There has been no testing/exercising of emergency plans in Halls Gap in recent memory.

PAI: The RG should consider developing and implementing a schedule for the regular testing of Halls Gap emergency plans.

5.2.2 Community Information Guides (p.12)

The MEMP link to Community Information Guides (<http://www.cfa.vic.gov.au/plan-prepare/community-information-guides/>) does not work. It is redirected to <https://www.cfa.vic.gov.au/home/local-information>, which does not provide comparable information.

The *Halls Gap Community Information Guide* is not operational or sensitive information (see 3.3.1.) It is community-specific and is a key source and important tool. It should continue to be made available, and distributed to residents and tourists.

PAI: The CFA should be asked to advise the ongoing status of the *Halls Gap Community Information Guide*.

5.2.3 Neighbourhood Safer Places - Bushfire Places of Last Resort (p.23)

The NSP-BPLR is represented by the grassed area at the corner of Grampians Road and Heath Street. It is only intended to be used if residents' bushfire survival plans fail and they have nowhere else to go.

Because it is not inside a building, shelter from smoke, embers and radiant heat is unlikely to be effective i.e. use of the NSP-BPLR does not guarantee survival from a bushfire, particularly under Code Red conditions. The CFA accepts that a NSP-BPLR may be located within a community building such as a hall (<https://www.cfa.vic.gov.au/plan-prepare/your-local-area-info-and-advice/neighbourhood-safer-places>.) Using the Centenary Hall would provide protection against smoke, embers and radiant heat.

PAI: The NGSC should be asked to advise on the use of the Visitor Centre and Centenary Hall as part of the NSP-BPLR.

5.2.4 Evacuation (p.28)

Hall Gap has some unique high-risk characteristics which affect evacuation i.e. up to 8,000 to 10,000 tourists, and extremely limited evacuation routes i.e. Grampians Road, which is classed as a priority egress/ access route, and which may be cut (see 5.4.9.2.) The Joint Standard Operation Procedure (JSOP) *J03.12 – Evacuation for Major Emergencies* does not address these unique characteristics.

PAI: The RG should consider developing a community-specific *Halls Gap Evacuation Plan* and providing related communication materials.

5.2.5 Public Information and Warning (p.33)

Both Visitor Centres have bushfire warning displays, although the Hub display is more comprehensive, includes at least one Asian-language bushfire brochure, and includes information on extreme heat.

PAI: PV and NGSC should be asked whether the role of the Visitor Centres as sources of emergency information should be formalised, and displays redesigned and expanded to include information on floods, storms, etc.

5.3 Municipal Fire Management Plan

The *Fire Management Plan* includes considerations of *Community Information Guides* and NSP-BPLRs. The problems associated with both have already been covered in 5.2.1 and 5.2.3 above.

5.3.1 Community Education and Engagement (Table 3)

The agency treatments listed in this table include:

- Community education programs
- Agency Integrated Community engagement activities
- Bushfire awareness training
- Tourism fire safety campaigns
- Targeted education campaign regarding the use and role of fire in the environment

The Community/Individual Treatments listed in this table include:

- To be proactive and seek information
- To be involved in community education and engagement programs

PAI: CFA/DELWP should be asked to indicate what community education and engagement programs are planned for Halls Gap in the next 12 months, and what participation the Halls Gap community should be planning for.

5.3.2 Treatment of municipal bushfire risk (p.19)

Table 4 of the plan has an objective of strategically reducing fuel to minimise impact, intensity and spread of bushfire. Community/Individual Treatments include private property hazard/ fuel reduction. The Halls Gap Community Safety Committee established an annual community fuel reduction weekend to reduce fire hazards in the Halls Gap area, but this has lapsed.

PAI: The RG should consider re-establishing an annual community fuel reduction weekend to reduce fire hazards in Halls Gap.

5.3.3 Fire Plugs (Appendix A)

The treatments listed include works carried out by NGSC to ensure the fire plug network will operate correctly when required. This has partly been addressed by the *Halls Gap Fire Plug Audit* conducted in March 2022.

PAI: NGSC should be asked to provide status reports over time:

- on refurbishment of fire plug network
- on implementation of 'adopt-a-fire-plug' program
- on preparation and distribution of community advice on FPs

5.3.4 Other VFRR-B [Victorian Fire Risk Register – Bushfire] Treatments (Appendix A)

What treatments apply directly to Halls Gap? Are they all in hand, or should the RG address some of them (like the fire plug issue above)?

PAI: CFA to be asked to review treatments and make recommendations for any RG involvement.

5.3.5 Multi Agency Work Plan (Appendix B, Halls Gap - 65010)

Are the Halls Gap work items all in hand, or does the RG need to address some of them (like the FP and CIG issues above)? No work plan appears to exist for the Brambuk Cultural Centre, or for Halls Gap Festivals.

PAI: Agencies to review work plan items, and indicate whether the RG should assist with any work plan items.

5.4 Municipal Flood Emergency Plan

5.4.1 Responsibility for Planning, Review & Maintenance of the Plan (p.3)

The last amendment of the plan was in August 2014. It appears to be out of date e.g. it still defers to DEPI instead of DELWP. It has no review date listed in the MEMP. The *Emergency Management Act* requires emergency management plans to be reviewed every three years.

PAI: NGSC and VICSES should be asked to review and update the *Municipal Flood Emergency Plan*

The plan states that it should be reviewed annually and where necessary, arrangements and information contained in it should be amended following any new flood study. The detailed flood inundation maps for Halls Gap (Appendix F2) are from the *Halls Gap Flood Study* (Water Technology, 2008). This study was superseded by the *Halls Gap Flood Investigation Update* (Water Technology, 2015) and the *Review of Halls Gap Flood Investigation – Final Report* (Water Technology 2017.)

The plan does not appear to have been amended annually, or as a result of these new flood studies.

PAI: NGSC and VICSES should be asked to review the new flood studies and update the plan.

5.4.2 Community Awareness for all Types of Flooding (p.4)

The plan states:

“VICSES with the support of the Northern Grampians Shire and the Wimmera and North Central Catchment Management Authorities will coordinate community education programs for flooding within the MFEP area.

A Community Education Plan (CEP) to support this plan will be developed in conjunction with VICSES. This may include, for example, Flood Safe / Storm Safe and the distribution of local flood guides to at-risk communities.”

PAI: VICSES should be asked to indicate what community education and engagement programs are planned for Halls Gap in the next 12 months, and what participation the Halls Gap community should be planning for.

5.4.3 VICSES actions on receipt of a Flood Watch/Severe Weather Warning or the First and Subsequent Flood Warnings (p.8)

The plan states that on receipt of a warning, VICSES will undertake actions as defined within the flood intelligence cards in Appendix C. There are problems with receiving warnings for Halls Gap (see 5.4.11 below) and problems with the Halls Gap intelligence card (see 5.4.9.6 below.)

PAI: VICSES should be asked to review the warnings thresholds and the flood intelligence card for Halls Gap, and update them as required.

5.4.4 Response to Flash Flooding (p.10)

The plan states that “Emergency management response to flash flooding should be consistent with the guideline for the emergency management of flash flooding contained within the State Flood Emergency Plan.” However the *State Emergency Response Plan Flood Sub-plan* does not provide any such guidelines.

PAI: VICSES should be asked to review the management of flash flooding, particularly as it applies the Halls Gap, and upgrade it accordingly.

5.4.5 Evacuation (p.11)

Halls Gap has some unique high-risk characteristics which affect evacuation (see 5.2.4.) Part 8, Appendix 9 of the EMMV does not address these unique characteristics adequately.

PAI: The RG should consider developing a community-specific *Halls Gap Evacuation Plan* and providing related communication materials.

5.4.6 Essential Community Infrastructure and Property Protection (p.13)

The plan states that NGSC does not maintain a stock of sandbags, and NGSC cannot guarantee that sand will be available.

PAI: VICSES should be asked to review the *Halls Gap Community Flood Emergency Management Plan* and consider whether a sandbag pick up location should be nominated, whether Halls Gap should maintain a specific supply of sandbags and sand, nominate where they will be stored and who will control access, recommend whether the community should invest in sandbag filling frames, etc.

5.4.7 Dam Failure (p.14)

The plan states that “There are no major dams with potential to cause structural and community damage within the Municipality. The Northern Grampians Shire has one only dam of consequence – Moonlight Dam.” This is an error as the Lake Bellfield dam certainly has the potential to cause structural and community damage to Halls Gap.

PAI: VICSES should be asked to review the plan and include considerations of at least Lake Bellfield and its potential to cause community damage to Halls Gap.

5.4.8 Appendix A - Flood Threats for Northern Grampians Shire (p.17)

There appears to be a number of incomplete or erroneous items in this Appendix e.g. no community facilities listed, no known network telephone towers, no applicable water treatment plants, etc. Halls Gap has community assets in all of these categories.

PAI: VICSES should be asked to review and update the plan, where appropriate.

5.4.9 Appendix C2: Halls Gap Community Flood Emergency Management Plan (p.46)

5.4.9.1 Dam Break – Lake Bellfield (p.47)

This part of the plan is incomplete.

PAI: The NGSC and VICSES should be asked to review the plan and include details of Lake Bellfield and its potential to cause community damage to Halls Gap.

5.4.9.2 Warning Times and Need for a Locally Driven Response (p.48)

The plan states that flash flooding “occurs very quickly with little warning. An effective response by VICSES and NGSC to such flooding is not possible: time is too short and access to Halls Gap along Grampians Road can be quickly prevented by fast flowing water. This water can also prevent people leaving Halls Gap. Response therefore has to be initiated and managed by the people who will be impacted.”

However, there appear to be no specific arrangements for the Halls Gap community to self-manage its own response to flooding. There is no local SES sub-unit in the town. Responsibilities have not been allocated, and basic resources such as sandbags, sand, sandbag filling frames, etc., are not in place.

PAI: VICSES should be asked to review the *Halls Gap Community Flood Emergency Management Plan* and provide the specific detail required to facilitate the self-management of a flood response in Halls Gap. This should include things like

- pre-recruitment and training of volunteers (and possibly creating a local SES sub-unit),
- allocation of responsibilities to volunteers,
- nominating a sandbag pick up location (previously the rear of Centenary Hall),
- specifying a supply of resources such as sandbags, sand and sandbag filling frames,
- nominating where resources will be stored, and who will control access, etc.

PAI: As stated earlier, VICSES should also consider whether a sub-unit should be established onsite in Halls Gap to act when the community is isolated, and also provide extended benefits to the community e.g. faster response to national park rescues, etc.

5.4.9.3 Signage (p.49)

The plan states:

“With assistance from NGSC, Wimmera CMA propose to prepare material showing the extent of flooding through Halls Gap for a range of possible flooding scenarios for permanent display at (location to be determined by NGSC) in Halls Gap. The display will also include advice on what to do in the event of heavy rainfall considered likely to lead to flash flooding. Maintenance of the display will be a joint responsibility of Agencies involved.

NGSC will, in consultation with the Halls Gap tourist industry, give consideration to the development, installation and long-term maintenance of appropriate signage aimed at raising visitor and community awareness of the potential for flooding and other hazards within Halls Gap.”

These plans do not appear to have been implemented.

PAI: NGSC and Wimmera CMA should be asked to review these issues, and propose actions to implement these plans. If item 5.2.5 above is agreed, the Visitor Centres may be an appropriate location for the displays.

5.4.9.4 Flood Response Plans (p.49)

The plan states:

“In recognition of the high risk from flash flooding at Halls Gap, Wimmera CMA with assistance from NGSC and VICSES will assist business owners and / or operators as well as residents likely to be affected by flash flooding to develop a local flood response plan aimed at ensuring the safety of individuals. The resulting plans will address the need for Caravan and Camping sites operators to advise all owners and occupiers that the area is subject to flash flooding and what they should do to facilitate evacuation when flooding occurs and, in the event of a flood, ensure that occupiers are informed as flooding develops.

An individual business and residential flood response plan template and guideline, aimed at assisting prior thought on what to do when a flood occurs and at driving an increase in flood awareness within the permanent and visitor populations at Halls Gap, will be provided by Wimmera CMA and NGSC.“

The Halls Gap *Local Flood Guide* largely meets this commitment, but does not address the need for guidance for Caravan and Camping site operators.

PAI: NGSC/VICSES and Wimmera CMA should be asked to provide guidance for Caravan and Camping site operators.

5.4.9.5 Flood Awareness (p.49)

The plan states:

“NGSC in consultation with Wimmera CMA will, on an annual basis:

- Remind all owners and / or operators of residential and business premises in Halls Gap identified in this Appendix that individual flood response plans should be maintained and up-to-date and that procedures described in them should remain valid and implementable; and
- Check the condition of all flood related signage and display material and, with assistance from NGSC and VICSES, arrange for replacement and / or upgrade as considered appropriate.”

These plans appear to have either not been implemented, or have lapsed over time.

PAI: NGSC and Wimmera CMA should be asked to review plans and act accordingly. If item 5.2.5 above is agreed, the Visitor Centres may be an appropriate location for the display materials.

5.4.9.6 Flood Intelligence Card, Property Inundation List and Flood/No Flood Guidance Tool (p.52)

There is no *Flood/No Flood Guidance Tool*. The information under 5.4.11 below may help resolve this issue.

The maps referred to in the *Detailed List of Properties Likely to be Flooded* are out of date, and the whole table probably needs review as a consequence (see 5.4.1 above.)

PAI: VICSES should be asked to review this section of the plan and update it as required.

5.4.10 APPENDIX D2 - Flood Evacuation Arrangements for Halls Gap/Other Locations (p.91)

The plan states: “Any other areas that requires evacuation arrangements not already detailed herein, will be developed as a matter of priority.” There does not appear to be any information developed for Halls Gap in the 8 years since the plan’s release.

PAI: The RG should consider developing a community-specific *Halls Gap Evacuation Plan* (covering not just flood) and providing related communication materials.

5.4.11 Appendix E – Flood Warning Systems (p.92)

There are no flood warning systems that apply to Halls Gap. and no infrastructure such as stream gauges to assist. (The stream gauges in Fyans Creek do not help.) There is no *Flood/No Flood Guidance Tool* provided in the plan for Halls Gap.

The *Grampians Region Emergency Response Plan - Landslide Sub-plan*, particularly *Attachment 2 – Halls Gap and Grampians National Park Landslide Triggers, Susceptible Mapping and Landslide Intelligence Card* provides relevant rainfall thresholds and flood impacts (as well as landslide impacts.)

PAI: VICSES should review the use of the Halls Gap rainfall thresholds and flood impacts in the *Landslide sub-plan* for use in Appendix C2 of the MFEP.

5.4.12 Appendix F2 – Maps for Halls Gap (p.121)

The flood inundation maps are from the *Halls Gap Flood Study* (Water Technology, 2008). This study was superseded by the *Halls Gap Flood Investigation Update* (Water Technology, 2015) and the *Review of Halls Gap Flood Investigation – Final Report* (Water Technology 2017.) The maps do not appear to have been updated as a result of these new flood studies.

PAI: NGSC and VICSES should be asked to review and update the maps in Appendix F2.

5.5 Extreme Heat Plan (Heatwave Mitigation Plan)

The NGSC released a *Heatwave Mitigation Plan* in April 2014. It is now developing a multi-agency *Extreme Heat Plan* which has not yet been released. The items below refer to the *Heatwave Mitigation Plan*.

Objective 1 of the plan (p.13) is for NGSC to empower communities to self-manage during a heatwave and mitigate the impact of heatwaves on the community's health.

PAI: The RG should consider developing a community-specific *Extreme Heat Plan* to meet the need to self-manage extreme heat events.

5.5.1 Victoria's Heat Threshold (p.6)

The Department of Health (DOH) issues Heat Health Alert notifications through a department subscription service, for which community members can individually subscribe (see Heat Health Alert System, p.11 of the *State Emergency Response Plan Extreme Heat Sub-Plan*).

The *Heatwave Mitigation Plan* describes the Wimmera district's heat threshold which will trigger a heat health alert, and later appoints a Heatwave Plan Coordinator (p.11) with responsibility for heatwave planning and response to an actual event. However, the plan does not specify the link between the two i.e. whether the Heatwave Plan Coordinator will activate the plan in response to a Heat Health Alert.

If the RG develops a *Halls Gap Extreme Heat Plan*, the same issues will arise i.e. who will subscribe to heat health alerts, and activate the plan? The Health Commander (AV)?

PAI: The RG should determine who will be responsible for subscribing to heat health alerts, and activating an extreme heat plan in Halls Gap.

5.5.2 Who Is Most at Risk? (p.7)

Halls Gap's tourist population includes large numbers of the at-risk groups listed in the plan e.g. people without air-conditioning; those camping in tents or caravans; people who are outdoors for any reason, especially doing strenuous activity; and people from culturally and linguistically diverse backgrounds.

PAI: Any Halls Gap *Extreme Heat Plan* will need to include dealing with tourist populations,

5.5.3 Goals of the Northern Grampians Shire Heatwave plan (p.8)

The plan states "The Northern Grampians Shire Council will aim to seek funding to gain access to updating a register on community data, the creation of possible community spaces as well as specific mitigation programs provided by council in the event of a Heatwave." No known community cooling spaces in Halls Gap have been nominated.

PAI: As part of a community-specific *Extreme Heat Plan*, the RG may have an opportunity to apply for funding to create community cooling spaces in Halls Gap.

5.5.4 Northern Grampian's Heatwave Mitigation Action Plan (pp.13-14)

The plan includes providing advice to residents and tourists on self-management in a heatwave, distributed through multiple channels including Visitor Centres and medical clinics. The Hub Visitor Centre already carries relevant DOH brochures. The status of the medical clinic is unknown.

PAI: The RG should review the issue with the medical clinic and Brambuk Visitor Centre and provide displays and brochures as needed.

The plan states that the NGSC will identify and consider community spaces that people may choose to attend and cool down in a heatwave. No known Halls Gap community spaces have been nominated,

PAI: As described above, the RG may have an opportunity to apply for funding to create community cooling spaces in Halls Gap, as part of a community-specific *Extreme Heat Plan*.

5.5.5 Communication strategies (p.18)

The plan states that DOH brochures are to be distributed through Visitor Centres, in waiting areas of medical clinics and pharmacies, at the counter of the swimming pool, and reception desks of caravan parks. The Hub Visitor Centre already carries relevant DOH brochures. The status of the other outlets is unknown.

PAI: The RG should review the issue with the other outlets and provide displays and brochures as needed.

5.5.6 Complications with Power Outages (p.19)

The plan states that extra steps may need to be considered when heatwaves coincide with power outages.

PAI: The RG should consider backup power facilities for any community cooling spaces.

6 Review of Remaining Critical and High Risks

The sections below deal with the remaining Critical and High risks identified in the TRA which are outside the scope of the state, regional and municipal plans reviewed above.

6.1 Industrial Accidents

The potential for industrial accidents in Halls Gap is relatively limited. As described in the TRA, they are most likely to occur from

- operational errors associated with key processing plants such as the town water treatment plant, the swimming pool water treatment plant, the brewery, etc.
- accidental fires initiated from kitchens in restaurants/cafes, or at the service station,
- and similar incidents.

In most cases, the community is reliant on the operator of the facility

- to manage the risks by either eliminating hazards, or substituting the hazard with something safer, or isolating hazards from people, or reducing the risk through engineering controls, or using personal protective equipment, or similar,
- to implement their own emergency response plans in accordance with WorkSafe requirements when an incident actually occurs, and
- to notify emergency management agencies like the CFA, VICSES, AV and VICPOL in order to request assistance to contain the emergency, treat injuries, or otherwise respond as required.

Under the circumstances, the support the RG can provide for mitigating the risk of industrial accidents in Halls Gap is probably limited.

PAI: The PG could possibly perform a needs analysis for the businesses operating in the town, and if justified sponsor appropriate training e.g. OH&S training provided by an organisation like the NSCA Foundation.

PAI: RG members should be asked to brain-storm options to support dealing with industrial accidents and propose actions accordingly.

6.2 Hazardous Materials Releases

As described in the TRA, hazardous materials both exist in the town, and are transported through the town.

6.2.1 Municipal Fire Management Plan: 4.1.7 Treatment of municipal hazardous materials risk (p.25)

One of the objectives of this part of the MFMP is to provide the tools and education opportunities for community and individuals to better prepare for and understand the risks of hazardous materials incidents. The community/individuals are expected to be fully informed about Shelter In Place instructions when/if required. However, there has been no hazardous materials training in Halls Gap in recent memory.

PAI: The RG should consider organising hazardous materials training for the community, particularly for the Shelter In Place program.

Other elements of the hazardous materials plan include developing evacuation plans (covered earlier), and the testing and exercising of emergency management plans (see 5.2.1.)

As described in 4.1.7 of the MFMP, all hazardous material releases should be responded to in accordance with the relevant incident response plans (which may include plume modelling, brigade pre plans and pre incident response plans, traffic route restrictions for hazardous materials loads, etc.,) and the relevant *Material Safety Data Sheets*.

PAI: The RG should ask the CFA to confirm that there is a hazardous materials incident response plan for Halls Gap, and that it has been tested/ exercised.

6.2.2 General Hazardous Materials Response Guidelines

The information provided below is only intended to clarify the general nature of the response to the hazardous material release itself.

6.2.2.1 Response Where Substance is Not Air-Born

Where a spill is not air born and is localised, the primary response is to prevent exposure to people, and to clean the spill up.

- Exposed people should be treated in accordance with the relevant *Material Safety Data Sheet*.
- Typical advice for cleaning a spill up, for materials that are known to exist in the town, is provided as an example in the table below.

Substance	Typical advice to handle a large spill
Solid materials such as aluminium sulphate, or hydrated lime	Clear area of all unprotected personnel and contact emergency services. Wear protective equipment to prevent skin and eye contamination and the inhalation of dust i.e. safety shoes, overalls or long-sleeved shirt and full-length trousers, nitrile gloves, chemical goggles, face guard, respirator. Cover spill with damp absorbent (inert material, sand or soil). Prevent product from entering drains and waterways. Sweep or vacuum up, but avoid generating dust. Collect and seal in original containers if still usable, or properly labelled corrosive resistant containers with a resistant inner liner. Dispose of contents/container at an approved waste disposal plant.
Liquids such as petrol and diesel fuel	Clear area of all unprotected personnel and contact emergency services. Wear chemical splash goggles, chemical resistant gloves clothing and footwear, and an approved respirator. Eliminate all ignition sources. Stop leak if without risk. Approach the release from upwind. Prevent entry into sewers, water courses, basements or confined areas. Dike spill area and do not allow product to reach sewage system or surface or ground water. Contain and collect spillage with non-combustible, absorbent material (e.g. sand, earth) and place in container for disposal. Contaminated absorbent may pose the same hazard as the spilt product. Dispose of via a licensed waste disposal contractor.

The earlier review of flood plans identified the need to have sand, sandbags and sandbag filling frames on-site within Halls Gap. If this is accepted, these resources can also be used for covering solid and liquid spills with sand, and for dikes to contain liquid spills.

PAI: The RG should push for the storage of sand, sandbags and sandbag filling frames within Halls Gap.

PAI: The RG should issue advice that for non-air-born hazardous material spills, residents and tourists should simply stay away from the spill location, and cooperate with any emergency services instructions.

6.2.2.2 Response Where Substance is Air-Born

Where the hazardous material is an air-born plume e.g. of LP gas (heavier than air), or chlorine (which at room temperature is a heavier-than- air toxic gas), or if high winds create a dust cloud of solid materials such as those in the table above, then the choices are to evacuate, or to shelter in place:

- If evacuation is chosen, it must occur before the plume arrives, which may not be a realistic solution in the face of short warning times.
- Shelter in place is an effective response during short-term material releases when the outdoor atmosphere may become too toxic for evacuation.

The CFA's *Protective Action Guide for Local Government and Industry During Outdoor Hazardous Atmospheres* provides appropriate guidance for these situations, and in Appendix 2 provides a *Community Emergency Response Information Brochure* suitable for adaptation and distribution to residents and tourists.

PAI: The RG should issue a *Community Emergency Response Information Brochure* as advice for hazardous material spills. (Evacuation is covered elsewhere.)

6.3 Transport Incidents

As described in the TRA, emergency helicopters, commercial helicopters, firefighting aircraft, and large commercial road vehicles (e.g. B-doubles, buses, garbage trucks, fire trucks etc.) all operate in or over Halls Gap, including aerial shooters operating from the PV helipad in the paddock behind Brambuk. The sports oval has also been used as a helipad on occasion.

In general, the response to a transport incident involving any of the above assets includes:

- securing and making the incident scene safe,
- rescuing and providing emergency medical aid to any victims,
- transporting victims with serious injuries to the nearest hospital (or bodies to the appropriate coroner),
- controlling fires and dealing with other consequences of the transport incident,
- identifying and dealing with any hazards arising from the load being transported (e.g. see under *Hazardous Materials Releases*),
- notifying relevant parties (asset owners, families of victims, etc.) of the incident and its consequences,
- cooperating with any official incident investigation by relevant authorities. and
- restoring the incident scene to a safe state, including clearing traffic obstructions and salvaging or recovering assets involved in the incident.

All of these responses are well practiced by the relevant emergency services, and there may be little the RG can do to support these responses.

PAI: The RG should ask agencies

- what support (if any) the RG or Halls Gap community could provide to help with transport incidents
- what communication materials exist for communicating transport incident risks and responses to residents, tourists and business operators.

6.4 Terrorism/ extremism/ sabotage

The review of the counter terrorism plans/ strategies identified the following issues:

6.4.1 Safeguarding Our Community Together - Australia's Counter-Terrorism Strategy 2022

While the strategy contains a number of aspirational statements such as

- “improve community awareness of the indicators of violent extremism and how to connect people to support”, and
- “promoting awareness about the role of the private sector, community groups and individuals in safeguarding our community together”,

there is nothing specific on how the community can implement counter-terrorism initiatives.

PAI: The RG should ask VICPOL what is required to improve counter-terrorism awareness and response.

6.4.2 National Counter-Terrorism Plan

6.4.2.1 Community Role (p.5)

The Halls Gap community is responsible for

- staying informed and being aware of the current terrorist threat environment and arrangements through publicly available information,
- reporting any material found on the internet that is violent extremist in nature or could encourage radicalisation towards violence,
- being aware of their surroundings and reporting suspicious or unusual behaviour to authorities,
- monitoring public announcements during a terrorist act or threat to remain aware of what is required of them and what will assist in the management of the situation, and

- engaging with Government agencies in regard to recovery efforts.

PAI: The RG should consider developing and distributing material containing this advice.

6.4.3 Australia's Strategy for Protecting Crowded Places from Terrorism

6.4.3.1 Owners and operators of crowded places (p.6)

Owners and operators of crowded places have the primary responsibility for protecting their sites, including a duty of care to take steps to protect people that work, use, or visit their site from a range of foreseeable threats, including terrorism. A series of resources have been provided in support of this:

1. Crowded Places Self-Assessment Tool;
2. Crowded Places Security Audit;
3. Hostile Vehicle Mitigation Guidelines;
4. Chemical Weapon Guidelines;
5. Active Armed Offender Guidelines; and
6. Improvised Explosive Device Guidelines.

PAI: The RG should encourage owners and operators of crowded places to at least complete the *Crowded Place Self-Assessment*, and the *Crowded Places Security Audit*.

6.4.3.2 Local Governments (p.7)

Local governments are responsible for, among other things, managing civic spaces, public activities, celebrations, agricultural shows, and community days. This means they have the same role and responsibilities as other owners and operators of crowded places, including a duty of care to develop, implement, and regularly test protective security measures.

While the NGSC MEMP states that all emergency management plans are to be reviewed by a sub-committee led by VICPOL to confirm the appropriate level of response to counter terrorism has been addressed, this does not appear to have happened yet, as there is no specific counter-terrorism or crowded-places content in any of the plans.

PAI: The NGSC should be asked to advise the status of its counter-terrorism plans.

6.4.3.3 The Community (p.9)

All communities and individuals have a responsibility to help detect and prevent possible terrorist attacks in crowded places. Everyone working in or using a crowded place should be aware of their surroundings and report suspicious or unusual behaviour to authorities.

In life threatening situations, people should call 000. Suspicious or unusual behaviour should be reported to VICPOL via 131 444 or Crime Stoppers (1800 333 000) or the National Security Hotline (1800 123 400.)

PAI: The RG should consider developing and distributing material containing contact advice.

6.4.4 Counter Terrorism Strategy 2018-2021

6.4.4.1 Community Integration Support Program (p.8)

The Community Integration Support Program (CISP) attempts to deliver, in partnership with community groups, an early intervention program which directly engages and supports individuals assessed as being particularly vulnerable to radicalisation to violence. Through the development of individual case management plans, the CISP connects individuals with appropriate mentors, psychological counselling and educational/ vocational opportunities.

PAI: The RG should engage with VICPOL to establish what support (if any) is required from the community in identifying individuals vulnerable to radicalisation.

6.4.4.2 Enhance the Resilience of Crowded Places and Infrastructure (p.10)

VICPOL has been actively involved in the development of local strategies and guidelines designed to enhance resilience against, and the consequences of, acts of terrorism and violent extremism, particularly in crowded places. Halls Gap hosts many events throughout the year which involve crowded places.

PAI: The RG should engage with VICPOL to establish what support (if any) is required from the community in protecting events and crowded places.

6.4.5 Community Communications

VICPOL web pages exist for communication of counter-terrorism information to residents and tourists e.g. <https://www.police.vic.gov.au/community-preparedness>, but no printed communications appear to exist.

PAI: The RG should consider developing and distributing simple material containing counter-terrorism information (including the contact numbers listed earlier.)

Australian National Security has developed counter-terrorism training materials for businesses and owners and operators of crowded places to educate their staff in more detail on what to do in the event of an attack. The training covers

- General response to an attack (Escape.Hide.Tell.)
- Improvised explosives attacks
- Chemical weapons attacks
- Hostile vehicle attacks
- Mixed mode attacks (more than one of the above)
- VICPOL response
- What you can do to prepare

PAI: The RG should consider organising counter-terrorism training for Halls Gap businesses, event organisers, and operators of crowded places.

6.5 Failure of the Lake Bellfield Dam

The review of the plans related to the impact of a Lake Bellfield dam break raised the following issues:

6.5.1 Dam Safety Response Plan

6.5.1.1 Potentially Hazardous Dams – Dam Safety Emergency Plans (p.3)

The plan states that potentially hazardous dams are required to have a *Dam Safety Emergency Plan* (DSEP) and that copies of these plans can be requested from the dam owner. A key part of the DSEP content (from the community's perspective) will be any maps of the likely area of inundation.

PAI: The RG should ask GWMWater for a copy of the Lake Bellfield DSEP (already actioned.) GWMWater has declined to provide a copy, but will present to the next meeting.

6.5.1.2 Public Warnings (p.6)

The plan relies on JSOP *J04.01 – Incident Public Information and Warnings* for warning the public. The JSOP states that where an extreme and imminent threat to life exists and it is not practicable to obtain authorisation, information and warnings may be issued by any response agency personnel.

Houses/camp sites are located immediately below the Lake Bellfield dam. Flood travel time to these locations could be very short. Warnings may have to be issued by GWMWater rather than VICSES, given the short timeframes.

PAI: The RG should issue advice to businesses, resident and tourists to accept warnings from GWMWater officers, and respond to their instructions.

6.5.2 Guidance Note on Dam Safety Decision Principles

6.5.2.1 Societal concerns (p.16)

The guidance note states that dam owners and managers should communicate with stakeholders who are potentially affected by a dam failure. Beyond this, DELWP has a policy that states that one of the responsibilities of owning and maintaining a dam is a responsibility to engage with the community about dam safety (see *Engaging communities on dam safety - A guide for dam owners.*)

PAI: The RG should consider working with GMMWater and DELWP to develop and distribute a *Lake Bellfield Dam Safety Fact Sheet* for distribution to residents, business operators, and tourists.

6.5.3 Bellfield Reservoir Dam Safety Emergency Plan

GMMWater has not yet provided a copy of this document. (A copy has been requested.) GMMWater has declined to provide a copy, but will present to the next meeting.

6.6 Failure of the fire plug network

The failure of the fire plug network has largely been dealt with via the *2022 Halls Gap Fire Plug Audit*.

This included recommendations

1. To minimise the likelihood of fire plug network failure through
 - a. refurbishing the network:
 - cleaning the silt out of FP housings,
 - replacing missing dust caps,
 - treating corrosion, and repainting valves to minimise future corrosion,
 - slowly opening and slowly closing each fireplug valve to see if it works,
 - engaging GMMWater to fix any faults in the pipework or valves,
 - clearing vegetation from around the FPs,
 - installing secondary marker posts (or in some cases primary posts) where needed,
 - fixing defects in marker posts and blue reflectors, or replacing posts with steel/concrete,
 - replacing defective road markers, and installing missing road markers, etc.
 - b. maintaining the refurbished network through an 'Adopt-a-fire-plug' campaign
 - c. establishing a formal program of regular audits to monitor the entire network's status on an ongoing basis, and rectifying faults identified by these audits.
2. To minimise the consequences of fire plug network failure through preparing and distributing community advice
 - a. to not rely on the CFA attending to use the fire plug network during a bushfire, and
 - b. if intending to stay and fight a bushfire, to install a water supply that is independent of mains water and the fire plug network.

PAI: The RG should consider preparing and distributing community fireplug advice.

PAI: The RG should consider what else needs to be done (if anything) to address the risk of failure of the fire plug network.

7 Summary of Potential Resilience Group Agenda Items

The tables below list the potential agenda items (PAIs) derived from the review of emergency plans, and consolidates them where appropriate.

7.1 All Risks

#	Potential Agenda Item	Responsible Agency	References
1	The RG's operations will need to be based on <ul style="list-style-type: none"> encouraging strong support/volunteers for local emergency management agencies, working with local emergency agencies to plan and deliver community-specific preparedness, response and recovery from emergencies, and where emergency plans are missing or inadequate, developing its own options to fill the gaps. 	RG	3.2
2	Review the benefits and costs of a suitably sized portable backup generator stored in Halls Gap, for use in emergencies e.g. to support fire-fighting water supply, air-conditioning for cooling centres etc.	RG	3.3.5
3	Consider developing a community-specific <i>Halls Gap Evacuation Plan</i> , and communication materials	RG, VICPOL	5.2.4, 5.4.5, 5.4.10, 6.2.2.2

7.2 Bushfire

#	Potential Agenda Item	Responsible Agency	References
4	Advise the ongoing status of the <i>Halls Gap Community Information Guide</i> .	CFA	3.3.1, 5.2.2, 5.3
5	Consider whether a Community Alert Siren should be installed in Halls Gap.	RG	3.3.4
6	Advise on the use of the Visitor Centre and Centenary Hall as part of the NSP-BPLR.	NGSC	5.2.3, 5.3
7	Advise what actions the RG can take to assist with reducing bushfire risk around Halls Gap e.g. what Bushfire Risk Engagement Areas affect Halls Gap and what the community can do to reduce bushfire fuels.	DELWP, CFA	3.3.3, 4.3, 5.3.2
8	Consider re-establishing an annual community fuel reduction weekend to reduce fire hazards in Halls Gap	RG	5.3.2
9	Indicate what additional bushfire community education and engagement programs are planned for Halls Gap in the next 12 months, and what participation the Halls Gap community should be planning for.	DELWP, CFA	5.3.1
10	Develop an ongoing schedule of community bushfire engagement activities, including for tourism businesses and absentee landlords	RG	3.3.2
11	Provide fire plug status reports (over time) on: <ul style="list-style-type: none"> Refurbishment of fire plug network Implementation of 'adopt-a-fire-plug' program Preparation and distribution of community advice on fire plugs 	NGSC NGSC NGSC	5.3.3
12	Advise on the status of the <i>Grampians Regional Fire Sub-Plan</i>	DELWP/CFA	4.3
13	Review the Multi Agency work plan in the <i>Municipal Fire Management Plan</i> (MFMP) and advise whether the RG should assist with any items.	CFA, NGSC, DELWP, PV	5.3.5
14	Review the <i>VFRR – B</i> treatments in the MFMP and advise what the RG can do to help with them.	CFA	5.3.4

7.3 Flood

#	Potential Agenda Item	Responsible Agency	References
15	Indicate what flood community education and engagement programs are planned for Halls Gap in the next 12 months, and what participation the Halls Gap community should be planning for.	VICSES	5.4.2
16	Ask what else VICSES can do to engage the community to better prepare residents for flood emergencies	RG	3.4.2
17	Review plans for flooding signage/displays with Wimmera CMA, and propose actions to implement them. (The Visitor Centres may be an appropriate location for the signage/displays.)	NGSC	5.4.9.3
18	Review plans to remind residents and business operators annually of the need to plan for flooding, and plans to review signage/display materials annually and upgrade them as needed. (The Visitor Centres may be an appropriate location for the signage/display materials.)	NGSC, VICSES, CMA	5.4.9.5
19	Post the Halls Gap <i>Local flood guide</i> as a downloadable resource on the relevant pages of the VICSES and NGSC web sites	VICSES, NGSC	4.4.2
20	Provide local flood response guidance for Caravan and Camping site operators	NGSC, VICSES, CMA	5.4.9.4
21	<p>Review and update the <i>Municipal Flood Emergency Plan</i></p> <ul style="list-style-type: none"> • Update the plan to incorporate information from more recent flood studies • Review the management of flash flooding in Halls Gap and upgrade the plan accordingly • Review Appendix A and address the incomplete/ erroneous items. • Review and update the Halls Gap maps in Appendix F2 using later maps provided in the 2015 and 2017 Water Technology reports. • Review the Dam Failure section and include considerations of Lake Bellfield and its potential to cause community damage to Halls Gap. <p>Review and update the <i>Halls Gap Community Flood Emergency Management Plan</i> (Appendix C2)</p> <ul style="list-style-type: none"> • Review the Dam Break section, and include considerations of Lake Bellfield and its potential to cause community damage to Halls Gap. • Review and update the warnings thresholds and Flood Intelligence Card, Property Inundation List and Flood/No Flood Tool. As part of this, review the use of the Halls Gap rainfall thresholds and flood impacts in the <i>Mid West (Grampians) Region Emergency Response Plan Landslide sub-plan</i> • Provide the specific detail required to facilitate the self-management of a flood response in Halls Gap, particularly if access/egress is cut off. This should include things like <ul style="list-style-type: none"> ○ pre-recruitment and training of volunteers (and possibly creating a local SES sub-unit), ○ allocation of responsibilities to volunteers, ○ nominating a sandbag pick up location (previously the rear of Centenary Hall), ○ specifying a supply of resources such as sandbags, sand and sandbag filling frames, ○ nominating where resources will be stored, and who will control access, etc. 	NGSC, VICSES	5.4.1 3.4.1, 5.4.1 5.4.4 5.4.8 5.4.12 3.4.1, 3.4.3, 5.4.7 5.4.9.1 5.4.3, 5.4.9.6, 5.4.11 4.4.3, 5.4.6, 5.4.9.2
22	Consider whether a VICSES sub-unit should be established onsite in Halls Gap to act when the community is isolated, and provide extended benefits to the community e.g. faster response to national park rescues.	VICSES	4.4.3, 5.4.9.2

#	Potential Agenda Item	Responsible Agency	References
23	Review the recommended actions in the <i>Wimmera Floodplain Management Strategy</i> and provide feedback. <ul style="list-style-type: none"> Identify priority flood mitigation work for Halls Gap Develop and deliver community flood education programs using flood intelligence information 	VICSES, NGSC	3.4.1

7.4 Storm

#	Potential Agenda Item	Responsible Agency	References
24	Indicate what storm community engagement programs are planned for Halls Gap in the next 12 months, and what participation the Halls Gap community should be planning for.	VICSES	4.5.2
25	Ask what else VICSES can do to engage with the community to better prepare residents for storm events	RG	3.5
26	Review whether a NGSC <i>Storm Sub-plan</i> should be developed (including provisions for Halls Gap.)	VICSES, NGSC	4.5.1
27	Add Halls Gap to the Grampians Regional Resource List on p.33 of the <i>Mid West (Grampians) Region Emergency Response Plan – Storm Sub-plan</i> , and consider which of the resources should be stationed there, so that problems of access/egress being cut off can be avoided.	VICSES	4.5.3

7.5 Extreme Heat

#	Potential Agenda Item	Responsible Agency	References
28	Prepare a Halls Gap <i>Extreme Heat Plan</i> .	RG	3.7.2, 5.5
29	Determine who will be responsible for subscribing to heat health alerts and activating the <i>Extreme Heat Plan</i>	RG	5.5.1
30	Include dealing with tourist populations in the <i>Extreme Heat Plan</i> .	RG	5.5.2
31	Focus on cooperation with relevant agencies, but prepare the community to self-manage some elements of extreme heat events, where agency support is unavailable.	RG	3.6.1
32	Engage closely with AV on extreme heat planning and response. Align the Halls Gap <i>Extreme Heat Plan</i> with the AV <i>Heatwave Sub-plan</i>	RG, AV	3.6.4
33	Engage with the Budja Budja Medical Clinic on heat health matters, including the distribution of heat health communication materials.	RG	3.7.2, 5.5.4
34	Focus on the NGSC <i>Heatwave Mitigation Plan</i> (or the replacement <i>Extreme Heat Plan</i> when it is completed) as the major source of municipal support for extreme heat events.	RG, NGSC	3.6.3
35	Consider the establishment of community cooling spaces as part of extreme heat planning. Consider applying for funding from NGSC.	RG	3.6.3, 3.8.1, 5.5.3, 5.5.4
36	Review air-conditioning and backup power for community cooling spaces, and the Primary School	RG	3.6.2, 3.6.5, 3.7.2, 5.5.6
37	Consider vulnerable persons registers and school backup power as part of its extreme heat planning.	RG	3.8.2

#	Potential Agenda Item	Responsible Agency	References
38	Re-use DOH heat health resources (as has already occurred in the past) as part of extreme heat planning. Consider ordering heat health printed information and distributing it to accommodation providers for display at reception desks, and to the Visitor Centres, Budja Budja Medical Clinic, the swimming pool, etc.	RG	3.7.1, 3.7.2, 5.5.4, 5.5.5

7.6 Industrial Accidents

#	Potential Agenda Item	Responsible Agency	References
39	Consider sponsoring OH&S training provided by an organisation like the NSCA Foundation	RG	6.1
40	Brain-storm options to support dealing with industrial accidents and propose actions (e.g. OH&S training)	RG	6.1

7.7 Hazardous Materials Releases

#	Potential Agenda Item	Responsible Agency	References
41	Push for the storage of sand, sandbags and sandbag filling frames within Halls Gap.	RG	4.4.3, 5.4.6, 5.4.9.2, 6.2.2
42	Issue advice that for non-air-born hazardous material spills, residents and tourists should simply stay away from a spill location, and cooperate with any emergency services instructions.	RG	6.2.2.1
43	Issue the <i>Community Emergency Response Information</i> as advice for air-born hazardous material spills.	RG	6.2.2.2
44	Confirm that there is a hazardous materials incident response plan, that is has been tested/ exercised	CFA	6.2.1

7.8 Transport Incidents

#	Potential Agenda Item	Responsible Agency	References
45	Ask agencies to advise <ul style="list-style-type: none"> what support (if any) the RG or Halls Gap community could provide to help with transport incidents what materials exist for communicating transport incident risks and responses to residents/ tourists 	RG, VICPOL	6.3

7.9 Terrorism/ Extremism/ Sabotage

#	Potential Agenda Item	Responsible Agency	References
46	Consider developing and distributing material containing counter terrorism advice including counter terrorism contact numbers	RG, VICPOL	6.4.2.1, 6.4.3.3, 6.4.5
47	Encourage owners and operators of crowded places to complete the <i>Crowded Place Self-Assessment</i> , and the <i>Crowded Places Security Audit</i> .	RG, VICPOL	6.4.3.1
48	Advise the status of municipal counter-terrorism plans	NGSC	6.4.3.2

#	Potential Agenda Item	Responsible Agency	References
49	Engage with VICPOL to establish what support (if any) is required from the community in <ul style="list-style-type: none"> identifying individuals vulnerable to radicalisation protecting events and crowded places 	RG, VICPOL	6.4.4.1, 6.4.4.2
50	Consider organising counter-terrorism training for Halls Gap businesses, event organisers, and operators of crowded places	RG, VICPOL	6.4.5

7.10 Failure of Lake Bellfield Dam

#	Potential Agenda Item	Responsible Agency	References
21	Review the Dam Failure section and Appendix C2 - Dam Break, of the <i>Municipal Flood Emergency Plan</i> and include considerations of Lake Bellfield and its potential to cause community damage to Halls Gap.	VICSES	5.4.9.1, 5.4.7
51	Include within the regional and municipal plans considerations of Lake Bellfield and its potential to cause community damage to Halls Gap.	VICSES, DELWP	3.4.3
52	Ask GWMWater for a copy of the Lake Bellfield <i>Dam Safety Emergency Plan</i> .	RG	6.5.1.1, 6.5.3
53	Work with GWMWater and DELWP to develop and distribute a <i>Lake Bellfield Dam Safety Fact Sheet</i> for distribution to residents, business operators, and tourists. Include advice to accept dam safety warnings from GWMWater officers, and to respond to their instructions.	RG	6.5.1.2, 6.5.2.1

7.11 Failure of Fire Plug Network

#	Potential Agenda Item	Responsible Agency	References
54	Develop and distribute community advice on fire plugs.	NGSC/CFA	5.3.3, 6.6
55	Consider what else needs to be done (if anything) to address the risk of failure of the fire plug network	RG	6.6

8 Key Issues: Communication & Engagement

Two of the four Critical risks in the *Halls Gap Threat & Risk Assessment* (TRA) are closely related. They are

- inadequate training/ communication on the nature of risks, and how to respond to them, and
- inadequate understanding of risks, leading in some cases to a failure to act in response to the risks.

8.1 Communications-Related PAIs

The table below consolidates all communications-related PAIs from the tables above for all the categories of risk.

#	Potential Agenda Item	Responsible Agency	References
56	Formalise the role of the Halls Gap Visitor Centres as sources of emergency information, and redesign and expand displays to include information on floods, storms, etc.	PV, NGSC	5.2.5
-	Advise the ongoing status of the <i>Halls Gap Community Information Guide</i> .	CFA	3.3.1, 5.2.1, 5.3
-	Re-use DOH heat health resources (as has already occurred in the past) as part of extreme heat planning. Consider ordering heat health printed information and distributing it to accommodation providers for display at reception desks, and to Visitor Centres, Budja Budja Medical Clinic, the swimming pool, etc.	RG	3.7.2
-	Develop and distribute community advice on fire plugs.	NGSC/CFA	5.3.3
-	Review plans for flooding signage/displays with Wimmera CMA, and propose actions to implement them. (The Visitor Centres may be an appropriate location for the signage/displays.)	VICSES	5.4.9.3
-	Issue advice that for non-air-born hazardous material spills, residents and tourists should simply stay away from the spill location, and cooperate with any emergency services instructions.	RG	6.2.2.1
-	Issue the <i>Community Emergency Response Information</i> as advice for air-born hazardous material spills.	RG	6.2.2.2
-	Ask agencies to advise what communication materials exist for transport incident risks and responses	RG, VICPOL	6.3
-	Develop and distribute material containing counter terrorism advice and counter terrorism contact numbers	RG, VICPOL	6.4.2.1, 6.4.3.3, 6.4.5
-	Work with GWMWater/DELWP to develop and distribute a <i>Lake Bellfield Dam Safety Fact Sheet</i> for tourists, residents, and business operators. Include advice to accept dam safety warnings from GWMWater officers.	RG	6.5.1.2, 6.5.2.1
-	Adapt the VICPOL <i>Community Evacuation Information</i> handout to support the <i>Halls Gap Evacuation Plan</i>	RG, VICPOL	5.2.4, 5.4.5, 5.4.10, 6.2.2.2

For discussion:

The emergency management agencies provide a wealth of online information via the internet and social media. There is no need for the RG to add to this, unless there is a community-specific information requirement, in which case the Halls Gap Community web site or social media pages can be used. The Halls Gap Post Office may also be an appropriate communications channel.

The primary objective should be to leverage existing web pages, social media pages, and databases, rather than creating new ones.

For the tourist audience, most tourists are in Halls Gap for rest and recreation, and will not want to waste time searching for emergency information through digital channels. While somewhat dated, in a 2003 survey, when asked who they would seek advice from if warned of a bushfire, almost 70% responded they would go to their accommodation provider. The next most popular responses were the Visitor Information Centre, the Parks Victoria Office (Brambuk) and VICPOL. Less than 5% responded they would use the internet. (This percentage may have risen since the survey.)

Nevertheless, providing printed emergency management materials for display at the reception desk of accommodation providers (many of whom are absentee landlords), at the two Visitor Centres, and at the VICPOL reception desk, is appropriate. Re-use of agency communication materials, and where necessary, community-specific communication materials, will provide a resource that tourists can access immediately a threat arises, but will probably ignore completely otherwise. (Some materials may need translation.) Materials could include:

For display by accommodation providers and Visitor Centres:

- **For fire:** *Halls Gap Community Information Guide (CFA)*
- **For flood, storm, and landslide:** *Local flood guide Halls Gap (VICSES)*
- **For extreme heat:** *Adapted version of How to Survive the Heat (DOH)*
- **For evacuation:** *Adapted version of Community Evacuation Information (VICPOL)*

For display at Visitor Centres only (in addition to those above):

- **For industrial accidents:** Yet to be determined
- **For hazardous materials:** *Adapted version of the Community Emergency Response Information Brochure (CFA)*
- **For transport incidents:** Yet to be determined
- **For Lake Bellfield dam safety:** *Lake Bellfield Dam Safety Factsheet (to be developed with GWMWater/ DELWP)*
- **For counter terrorism:** *An ESCAPE.HIDE.TELL brochure containing response guidelines (to be developed with VICPOL.)*

For distribution to businesses, residents, and absentee landlords (not for display):

- **Fire plug advice:** *Appendix A of the 2022 Halls Gap Fire Plug Audit (still just a draft)*

8.2 Training/Engagement PAIs

The table below consolidates all the community training/engagement PAIs from the tables above for all categories of risk.

#	Potential Agenda Item	Responsible Agency	References
57	A schedule for the regular testing of Halls Gap emergency plans should be developed and implemented.	RG	5.2.1, 6.2.1,
-	Indicate what community bushfire education and engagement programs are planned for Halls Gap in the next 12 months, and what participation the Halls Gap community should be planning for.	DELWP, CFA	5.3.1
-	Indicate what community education and engagement programs are planned for flood, storm, and other emergencies in Halls Gap in the next 12 months, and what participation the Halls Gap community should be planning for.	VICSES	4.5.2, 4.5.2
-	Ask VICSES what they can do to engage with the community to better prepare residents for emergencies	RG	3.4.2, 4.4.1
-	Ask agencies to develop an ongoing schedule of community engagement activities, including for tourism businesses and absentee landlords	RG	3.3.2

#	Potential Agenda Item	Responsible Agency	References
-	Develop and deliver community flood education programs using flood intelligence information	VICSES, NGSC	3.4.1
-	Consider sponsoring OH&S training provided by an organisation like the NSCA Foundation	RG	6.1
-	Consider organising hazardous materials training for the community, including the shelter in place program	RG	6.2.1
-	Consider organising counter-terrorism training for business, event organisers, operators of crowded places	RG, VICPOL	6.4.5

For discussion:

As per the PAIs above, individual agencies have training/engagement initiatives which are targeted at reaching different community segments:

- Bushfire preparedness sessions are run in conjunction with PV every October.
- The Halls Gap CFA runs training initiatives which encourage residents to meet their bushfire responsibilities and also has a *Tourism Business Fire Ready Kit* which could be targeted at resident accommodation providers and absentee landlords.
- The NGSC has recently run a one-off bushfire research program targeted at absentee landlords.
- VICSES has Community Education Facilitators who use demonstrations, presentations, workshops, school visits and community meetings to build awareness of floods, storms and other emergencies and the actions communities can take to better prepare for them.
- The Tourism Victoria *Crisis Essentials: Crisis Management Guide for Tourism Businesses* deals with a broader range of risks than CFA/VICSES.

However, there does not appear to be an over-arching plan which coordinates and schedules ongoing emergency training/engagement and which engages all segments of the community across all risks. While just a concept at this stage, the example schedule below shows how agencies could potentially cooperate with training/ engagement activities, and spread them across the year.

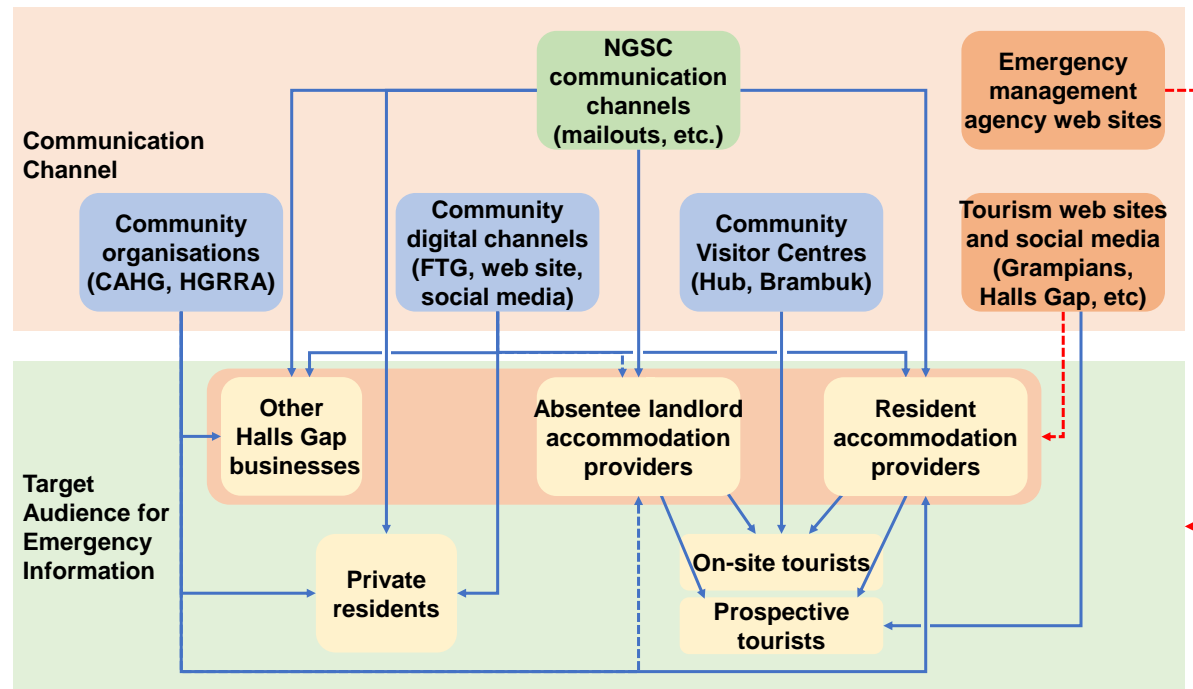
Factor	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Tourism	Tourism peak		Tourism peak									
Weather	Lowest mean rainfall					Heaviest mean rainfall						
	Highest mean temperature					Lowest mean temperature						Highest mean temperature
	Windiest month						Calmest month					
Preparation			Flood preparation/ testing						Bushfire preparation/ testing Storm preparation/ testing			
Accommodation providers	Communication materials distribution	Flood Education				Other emergency training	Crisis Essentials	Fire/storm Education			Communication materials distribution	
Residents												
Visitor Centres												

8.3 Broader Communication Channels

For discussion:

Reaching the resident/ratepayer audiences so that they can participate in scheduled training/engagement activities is also an issue. The diagram below builds on the communications for tourists from 8.1, and provides an overall concept of how to reach residents and accommodation providers:

- Communication with on-site tourists would rely on accommodation providers and Visitor Centres (as per 8.1.)
- Communication with ratepayers (residents, resident and absentee accommodation providers, and businesses) would rely on NGSC mail-outs.
- Communications with non-ratepayers (as well as ratepayers) would use community organisations (e.g. CAHG and HGRRA) and community digital communication channels (e.g. FTG and the Halls Gap Community web site.)
- Generic emergency/crisis management resources (not Halls Gap-specific) are available for tourism businesses via the Grampians Tourism web site, and for all audiences from emergency agency web sites, provided the related audiences actively search the web to find the resources.



The three issues described above in sections 8.1 to 8.3 lead to a new key PAI which should to be addressed:

#	Potential Agenda Item	Responsible Agency	References
58	Develop an over-arching all-agencies training/ communication/ engagement strategy for all segments of the community including tourists, for all identified risks.	RG	4.2.1