



Adverse Event Plan 2020

PREPARED BY THE RIVERINA AND MURRAY JOINT ORGANISATION IN
CONJUNCTION WITH MURRUMBIDGEE COUNCIL

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Test and Review Process:

Council intends to review this Plan every four (4) years, and may review following any:

- activation of any part of the Plan in response to an adverse event
- legislative changes affecting the Plan; and
- exercises conducted to test all or part of the Plan.

The first version of this plan was prepared in 2020 by the Riverina and Murray Joint Organisation (RAMJO) together with key Council staff as an internal document. The intention is that the attachments are utilised as a 'TOOLBOX' and are updated by Council on an as-needs basis.

Part 1 – Administration

1.1 Authority

The Murrumbidgee Council Adverse Event Plan has been prepared by the Riverina and Murray Joint Organisation in conjunction with Council in response to the requirements of the Federal Government's Drought Communities Programme. This plan was endorsed by Council on **date to be advised**.

1.2 Purpose

The purpose of the Murrumbidgee Council Adverse Event Plan is to provide guidance for Council in relation to recovery from adverse events that directly and indirectly affect Murrumbidgee Council and its community. In particular, Local Government plays a critical role in community planning, capacity and resilience building. This document aims to provide a practical approach for how Murrumbidgee Council might undertake recovery tasks within their existing responsibilities from a range of adverse events which might affect their community.

1.3 Objectives

The objectives of this plan are to:

- Identify the roles and responsibilities of Local Government as they relate to adverse event management, particularly recovery.
- Demonstrate a guided pathway to undertake recovery activities across a range of possible adverse events at the Local Government level, including but not limited to:
 - **Natural resource management:** water supply, ground cover, trees, erosion, levee banks, biodiversity
 - **Economic diversification and community resilience:** infrastructure planning, tourism investment, diversifying local industries
 - **Communication and coordination:** how and when to communicate and managing community messaging.
- Formalise the existing mechanisms in place within Murrumbidgee Council to build **community leadership** capability and **community resilience** to adapt and cope with chronic stresses and acute shocks caused by adverse events.
- Identify existing strategies and duties to be undertaken by Council and other relevant stakeholders, in order to prepare for, and recover from, adverse events that affect Murrumbidgee Council.
- Streamline the approach of Council to meet the needs of the community during recovery from adverse events.

1.4 What is an Adverse Event? How do we define Recovery?

An adverse event means an event or incident that has a negative impact on the wellbeing of the community. Generally, an adverse event causes serious disruption of the functioning of a community or a society by creating widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope using its own resources.¹

In order to be an adverse event, an occurrence does not need to be declared a disaster by the State. Adverse events may include (but are not limited to):

- **Extreme weather:** heat wave, storms (hail, wind, downpour), drought, tornados
- **Natural:** floods, bushfire, structural fires, earthquake, riverbank collapse
- **Man-made:** power outage, pollution (air), contamination (food, water, soil), chemical spill, terrorism
- **Biological:** pandemic, epidemic, animal and plant disease, insect plague
- **Other:** regulation or policy change impacting one area disproportionately, civil unrest

Disasters are generally declared by the State once an adverse event exceeds the ability for a localised response.

Disaster means an occurrence, whether or not due to natural causes, that causes loss of life, injury, distress or danger to persons, or loss of, or damage to, property.² Furthermore, the Australian Institute for Disaster Resilience define a **Disaster** as:

'A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses and impacts.'

Disaster recovery is the coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of **emotional, social, economic and physical well-being**. Measures which support emergency-affected individuals and communities in the reconstruction of the physical infrastructure and restoration of **emotional, economic and physical well-being**.³

¹ (Humanitarian Health Action. Definitions: Emergencies, 2020)

² (Community Welfare Act 1987 No 52, 2015)

³ (Australian Institute for Disaster Resilience, 2020)

In terms of adverse event management, there are four (4) recognised stages of managing events: **prevention, preparedness, response** and **recovery**, also known as the **PPRR⁴** model.

- **Prevention** – actions taken to reduce or eliminate the likelihood of an incident. A risk management plan can help with understanding risks, their drivers, and steps to mitigate the risk.
- **Preparedness** - steps taken before an incident to ensure effective response and enhance the capacity of an agency to manage response and recovery. A business impact analysis is a useful tool in allowing organisations or prepare for likely response and recovery requirements.
- **Response** - contain, control and/or manage the immediate impacts of an incident. Most Councils will have operational plans which detail their obligations in responding to events which fall under the regulatory requirements (e.g. managing road safety by clearing trees, ensuring waste water facilities continue to operate, assisting in the management and recovery of council-owned environmental assets)
- **Recovery** - steps taken to minimise disruption and attempt to assist the community, businesses and government to return to a normalised state and restore wellbeing. This document details actions and steps that Murrumbidgee Council might consider in recovering from an event.

Sourced from the *NSW State Emergency and Rescue Management Act 1989 (SERM Act, Section 5(d))*,⁵ the NSW Recovery Plan 2016, defines recovery as ‘...**the process of returning an affected community to its proper level of functioning after an emergency**’.⁶ The plan identifies four community recovery environments; Built, Social, Natural and Economic.

‘Community recovery is best achieved within a holistic and integrated framework that encompasses the community, the four recovery environments and supports the development of community resilience’.

(NSW Government, Resilience NSW, 2016, p. 3)



⁴ (NSW Government, Resilience NSW, 2016)

⁵ (State Emergency and Rescue Management Act 1989 No 165)

⁶ (NSW Government, Resilience NSW, 2016, p. 3)

1.5 Scope of the Murrumbidgee Council Adverse Events Plan

The plan describes the **key strategies and actions at local level** to plan for recovery from adverse events that directly and indirectly affect Murrumbidgee Council and its residents. These events may require action for which Murrumbidgee Council has full or partial responsibility, **or** where responsibility lies with another agency (eg. Rural Fire Service, Area Health Service) that may involve a commitment from Council.

This plan should not be confused with the Council 'Emergency Management Plan' or 'EMPLAN'.⁷ The EMPLAN provides Council, Government agencies and emergency services with vitally important information and has been produced in collaboration with our local emergency service leaders. Should you require it, the EMPLAN can be requested from Council, however note that some operational information is kept confidential.

Furthermore, this Adverse Event Plan does not replace the formalised process and framework set out by Resilience NSW in the NSW Recovery Plan⁸ to assist Council to recover from a disaster/adverse event. The intention is to provide an overarching document and direction for Council to work with their available resources and recognise what Council can and cannot do for the community.

The intention is to align this plan with the existing Council, State and Commonwealth Government emergency management and disaster recovery information. Council recognises that there are alternative ways to address adverse event recovery planning. As noted above, this plan recognises that actions for adverse event planning and recovery planning can be divided into two streams, however many objectives and actions sit in both stages.

Vision

The intention of Murrumbidgee Council via this Adverse Events Plan is to create a platform from which to pivot to enact a timely, accurate and well considered recovery action plan, should the need arise. From this, we intend to enforce our strong rural community mindset and support local economy to ensure a sustainable and prosperous future.

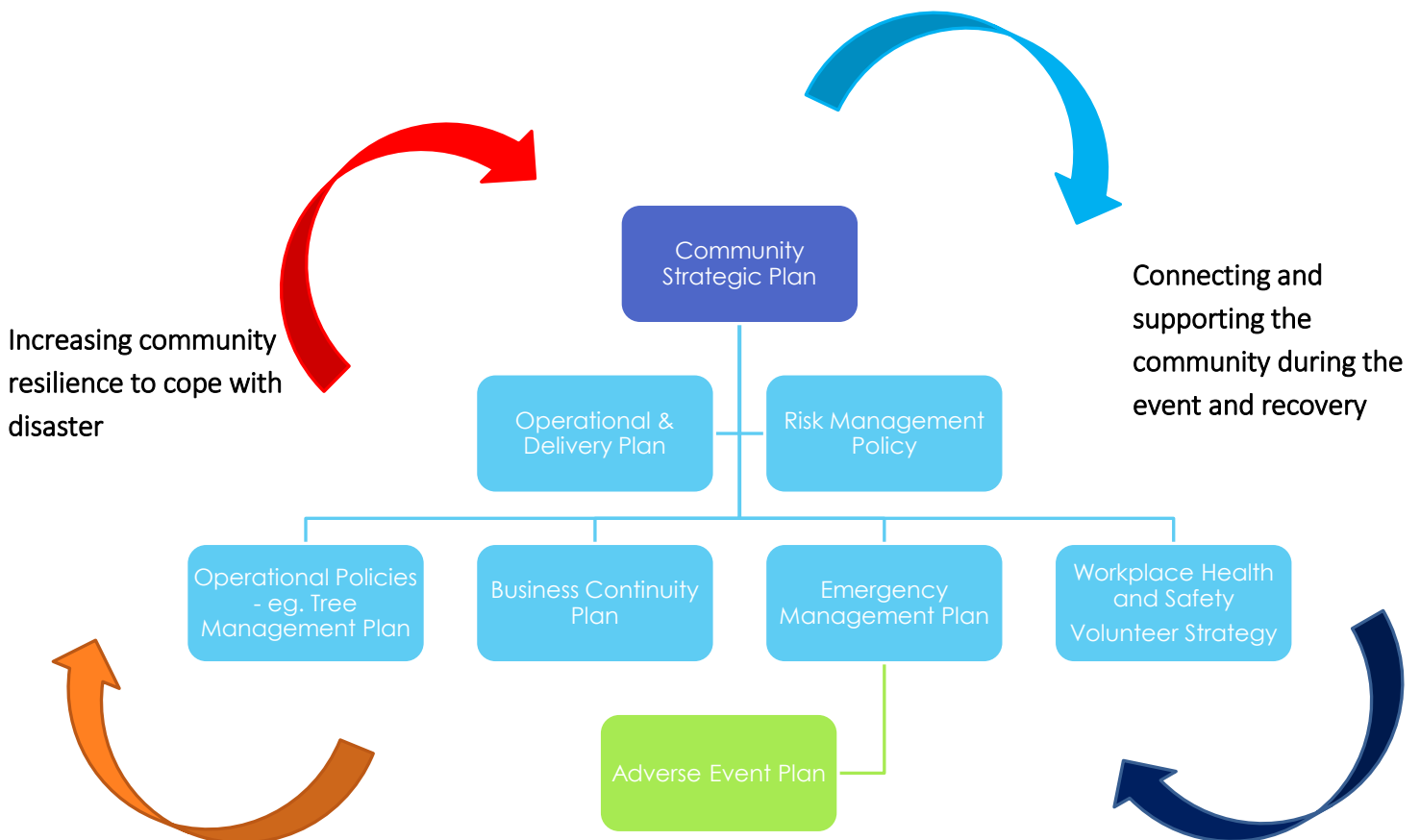
⁷ (Riverina Murray Regional Emergency Management Plan, 2019)

⁸ (NSW Recovery Plan, 2016)

1.6 Adverse Event Plan, Council Community Plans and Policies

This plan shall be considered in conjunction with other relevant plans and policies, including:

- 📍 Community Strategic Plan
- 📍 Operational and Delivery Plans
- 📍 Resourcing Plans
- 📍 Risk Management Policy and Supporting Plan
- 📍 Local/Council Emergency Management Plan
- 📍 Operational Policies including Work, Health and Safety
- 📍 Business Continuity Plan



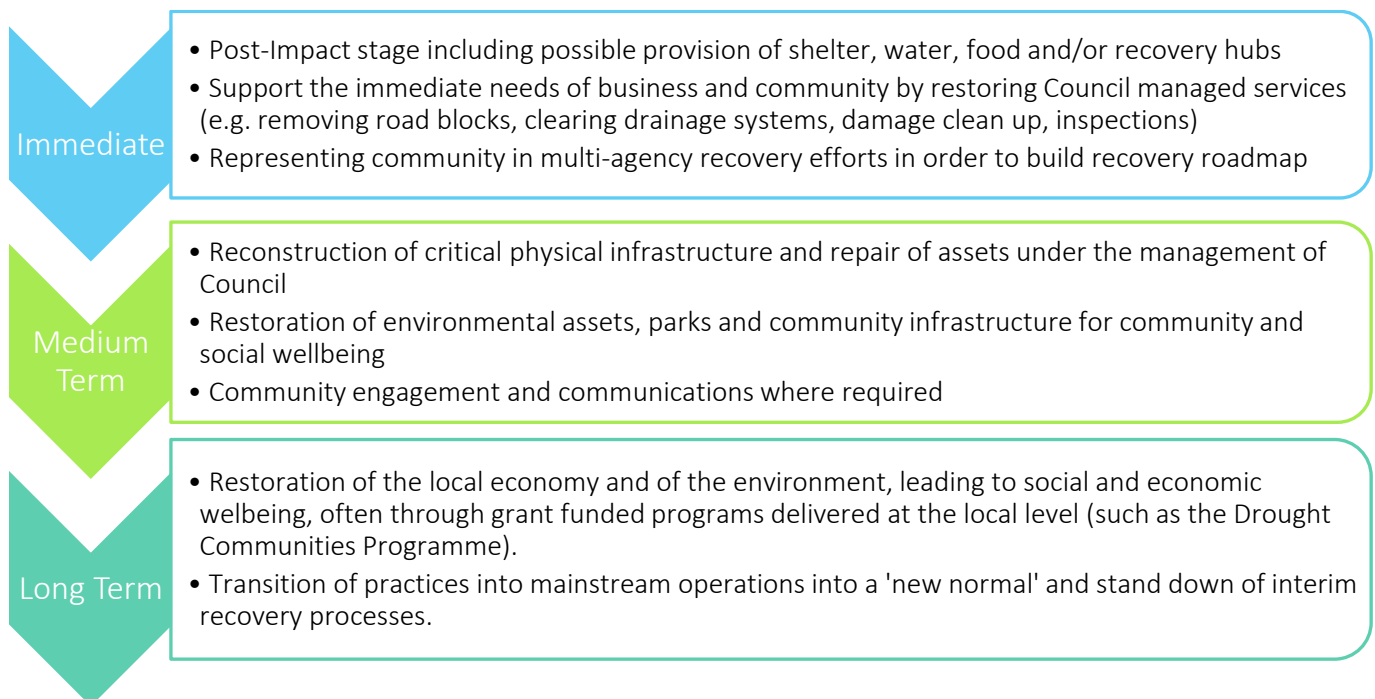
A comprehensive list of Murrumbidgee Council plans and resources is provided as 'Toolbox B – Council Plans'. The elements of preparedness and prevention are covered in many areas of emergency management. From a Council point of view, tools such as planning regulations, business continuity plans and risk management plans consider and make arrangements for prevention and preparedness. In terms of response, the activity is under the remit of the Regional / Local Emergency Planning Committee – where the Council is represented via the LEMO. Therefore, the focus of this plan is on recovery, and how it fits in with council leadership and operations.

Part 2 – Recovery

2.1 Stages of Recovery

Recovery operations cannot always be planned in advance, and are not always able to be executed in a linear fashion. Recovery responsibilities are also often multi-faceted, with multiple parties responsible for their execution. This is further complicated depending on the type of recovery: immediate / short term, medium term recovery, and long term recovery. Depending on the type of adverse event, and the impact at the local level, there are varying levels of tasks which Murrumbidgee Council may need to consider in collaboration with their Local Emergency Management Committee and leading response and recovery agencies, as specified in the supporting Emergency Management Plans.

From a Local Government point of view, in some instances the initial recovery action relates to understanding the local landscape and representing the needs of the community, both in the response and early recovery stages. The types of recovery tasks then differ depending on the event, and Murrumbidgee Council considers the following actions, depending on the stage of recovery, may be required:



In the case of drought, for example, it can often be difficult to pinpoint a time or individual incident where a response or recovery phase may commence. Indeed, the longer, slow developing adverse events certainly require a level of long term commitment and a decisive action to lead the community through recovery. It is also often unclear when a disaster is not declared, who is responsible for managing the recovery.

Recovery takes places in two stages of the PPRR model, in both Preparedness and in Recovery. The two streams of recovery look very different, with one being process and planning related, and the other operational (albeit, during a response mode).



Preparedness

- Local Planning and Development
- Environmental Management (flood planning, biodiversity, crown lands, trees)
- Business Continuity Planning
- Training and operational capacity
- Identification of hazards, risks and operational capacity gaps
- Infrastructure planning, mitigation and asset management plans
- Information management



Recovery

- Normal roles and responsibilities in a recovery context (specific actions in **Toobox C**)
- Local knowledge application in a recovery context
- Localised two-way communications (both to and from the community)
- Resource and information sharing via LEMCs
- Business and industry specific needs, e.g. infrastructure repair

Councils, particularly in more rural and regional areas, are not always equipped with resources, staff, machinery and funding to manage a recovery process alone. A well planned and executed recovery process often requires additional resources from the State or Commonwealth Government.⁹

'All states have delegated to local governments significant responsibilities for aspects of managing natural disasters.'

However, the capability and capacity of local governments to do this work appears to depend on their relative size and the resources available to them and varies across Australia.

Notwithstanding this delegation, we would expect state governments to ensure that they retain oversight and understanding of the capabilities and capacity of local government to perform these responsibilities, and to provide support as necessary.'

(Royal Commission into National Natural Disaster Arrangements - Interim Observations, 2020, p. 6)

A list of Council recovery focussed actions can be found as Toolbox C - Actions which could be enacted both within existing Council resources, and also with additional funding or staff should adverse event recovery process be required.

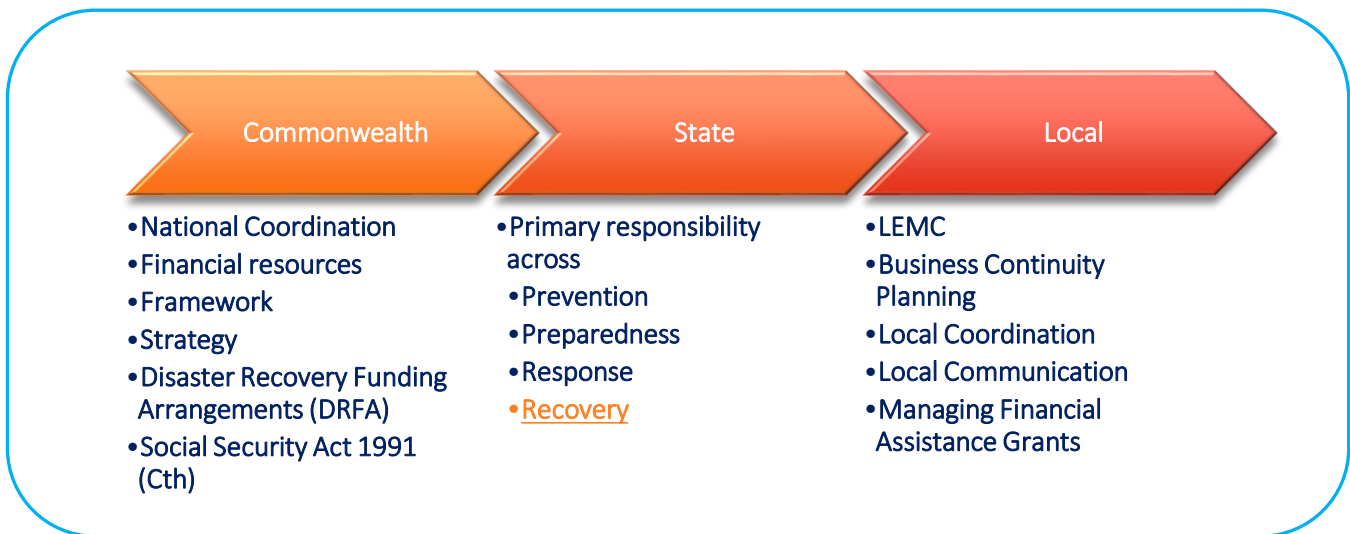
⁹ (Royal Commission into National Natural Disaster Arrangements, 2020)

Part 3 – Roles and Responsibilities

3.1 Role of Various Levels of Government in Recovery

The roles of various levels of Government in national emergency and disaster response are well established with national coordination and planning in place. The *2011 National Strategy for Disaster Resilience*¹⁰ and the 2017 Australian Government Crisis Management Framework (AGCMF)¹¹ set out overarching strategy and decision making framework for all kinds of crises events including the above **prevention, preparedness, response, recovery** model utilised by the NSW state government.

Primary Roles of Government in Recovery



Commonwealth Government

A recent (April 2020) assessment by the Department of Parliamentary Services stated ‘Each Australian state and territory has generic emergency and **disaster response legislation which authorises officials to declare emergencies in a variety of circumstances and make orders to deal with an emergency**. The Australian Government does not have specific legislative power to deal with emergencies and has not enacted equivalent generic legislation’.¹²

Furthermore, the Department of Parliamentary Services stated ‘Under Australia’s federal system, with different powers residing in state, territory and Australian governments, **cooperative arrangements to deal with civil emergencies are not only desirable, but necessary, because no single government has the capacity or the authority to deal with all aspects of large emergencies**’. The state and territory governments have broader legislative and executive powers and the Australian Government has significantly more financial resources and capacity for coordination’.¹³

¹⁰ (Australia's National Strategy for Disaster Resilience, 2011)

¹¹ (National emergency and disaster response arrangements in Australia: a quick guide, 2020, p. 3)

¹² (National emergency and disaster response arrangements in Australia: a quick guide, 2020, p. 3)

¹³ (National emergency and disaster response arrangements in Australia: a quick guide, 2020, p. 3)

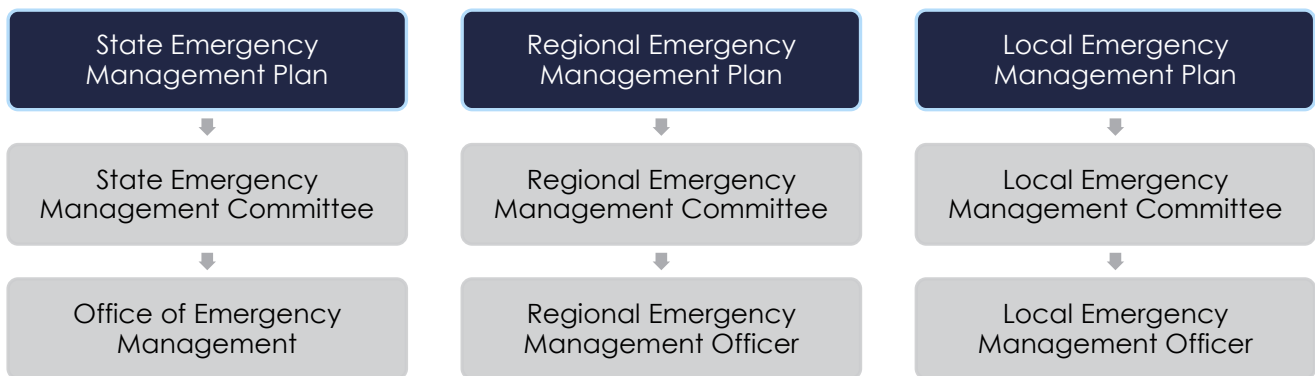
State Government

States and territories are the first responders to any incident that occurs within their jurisdiction. According to the Australian Government Crisis Management Framework (AGCMF):

States and territories have primary responsibility for the protection of life, property and the environment within the bounds of their jurisdiction. They control most functions essential for effective crisis prevention, preparedness, response and recovery. However, where crises involve actual or potential national consequences there may be a need for high level collaboration and coordination within and across all levels of government.¹⁴

Under the *NSW State Emergency and Rescue Management Act 1989*, there are varying levels of management and responsibility, from state to regional and local. The appropriate committees, have supporting risk assessments, plans, committees and officers to support them.

Structure of Varying Levels of Emergency Management in NSW



It is the role of the Local Emergency Management Officer which is held by a Council representative where the link between response and recovery activities are generally coordinated. This Adverse Event Plan is not a substitute for any of the formalised arrangements relating to response which are dictated in the relevant plans above. The NSW State Government Department Resilience NSW has produced a **Community Recovery Toolkit**¹⁵ to assist local councils and agencies involved in the provision of recovery services following a disaster. The Toolkit is made up of a series of guidelines that provide information and templates that can be tailored to a recovery operation. The information aims to establish guidelines for recovery management and raise awareness of the likely issues that will arise.

COUNCIL ADVERSE EVENT PLAN TOOLBOX

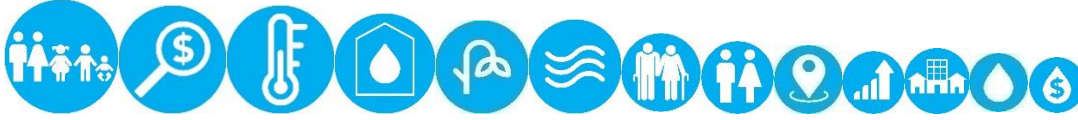
*A list of State and Commonwealth resources are provided as:
'Toolbox A - Resources'*

¹⁴ (National emergency and disaster response arrangements in Australia: a quick guide, 2020)

¹⁵ (Guidelines, Legislation and Policies; Community Recovery Toolkit, 2019)

Local Government

Within the Resilience NSW Recovery Plan 2016,¹⁶ the role of Local Government is explained as follows:



Local Government

- 📍 plays a key role in managing local recovery, providing services and assistance to the community and advice to State Government.
- 📍 chairs the Local Recovery Committee, when a Recovery Coordinator is not appointed.
- 📍 provides Executive Support to the Local or Regional Recovery Committee.
- 📍 provides the Recovery Centre Manager and Administrative Support to the Recovery Centre, where established.
- 📍 provides expertise and local knowledge to inform the Local Recovery Committee.



There are a range of strategic and long term issues in reducing disaster risk and managing recovery which require strong collaboration between communities, emergency management agencies and Council. The ongoing Integrated Planning and Reporting (IP&R) process that Council already provides for the collaboration on the management of disaster related risks and identifies the responsibilities of each relevant agency.

The IP&R process is particularly important in the development of long term planning outcomes and strategies, and in the identification of key partners, for example; the Community Strategic Plan.

(Australian Disaster Resilience Handbook 2, Community Recovery, 2018, p. 54)¹⁷

This Adverse Events Plan aims to identify likely community impacts and provides supporting tools for Councils to develop an individual recovery action plan which can be relevant to a particular event.

¹⁶ (NSW Recovery Plan, 2016, p. 13)

¹⁷ (Australian Disaster Resilience Handbook 2, Community Recovery, 2018)

3.2 Likely Community Impacts

Social

Social wellbeing indicators could include:

- Wealth
- Employment
- Amenity
- Health
- Social issues
- Social belonging
- Recreation and leisure

Built Environment

Built environment impacts that may require Local Government focussed recovery:

- Loss of essential services: power, water, food, fuel, sewerage, gas, communications, internet
- Loss of community infrastructure; for example, public buildings, schools, hospitals, iconic buildings
- Loss/damage/disruption of transport services (for example, roads, air, marine and rail transport infrastructure, facilities and assets), which in turn impacts the movement of people and goods
- Loss of property (residential, rural, industrial, public)
- Subsequent changes to planning and building regulations or planning scheme overlays as a consequence of the disaster

Economic

The effects of disaster on the economic environment can be classified in terms of direct and indirect impacts— that is, those that are tangible and can normally have a dollar value easily assigned, and those that are intangible.

Impacts on the economic environment may include:

- Loss of personal income
- Damage to business premises
- Loss of tourism activities
- Loss of workforce
- Loss of productive land

Environmental

Examples include air quality, water quality, land degradation and contamination and impacts on national parks and cultural and heritage sites.

Impacts on the natural environment that have flow-on effects to the community may occur in relation to:

- Air
- Water
- Land and soil
- Plants and animals

COUNCIL ADVERSE EVENT PLAN TOOLBOX

A list of existing Council plans and strategies relating to Emergency Management, Strategic Planning and Business Continuity are provided as:

'Toolbox B – Council Plans'

3.3 What types of recovery work might Murrumbidgee Council undertake?

There are many roles that Councils may have in the recovery phase of an adverse event, the following are capabilities which Council should consider:

<p>Local Information and Communication</p> <p>Situational awareness together with information must be coordinated into communications accessible and appropriate for the needs of community.</p> <p>This includes mechanisms for sharing timely information from appropriate agencies, and systems of data interpretation (including geospatial information systems) in order for Council to make evidence / data based decisions.</p>	<p>Built Environment & Infrastructure Recovery</p> <p>The ability to restore and stabilise community and Council infrastructure, utilities and services including but not limited to:</p> <ul style="list-style-type: none"> + reconstruction or repair of Council assets + maintaining business-as-usual activities in non-affected areas + enabling effective response and recovery efforts + restoring business-as-usual services to affected areas. 	<p>Social Recovery</p> <p>The ability to provide assistance and access to services that allows individuals, families and communities to achieve an effective level of functioning after an emergency event.</p> <p>This includes safety, security, shelter, and re-establishment of Council managed elements of society necessary for well-being.</p>
<p>Natural Environment Recovery</p> <p>The ability to return Council managed natural environment, including but not limited to water, air, land, soil, plants and animals, back to an effective and safe level.</p>	<p>Business Continuity Planning</p> <p>A plan and supporting procedures and information that is developed and formulated to ensure that Council is able to resume critical business activities should an event occur.</p>	<p>Community Planning</p> <p>The ability to collaboratively plan for response and recovery through partnering with the community, and building capacity for local plan implementation and recovery management.</p> <p>It encompasses empowerment of local leaders and stakeholders to improve recovery and resilience outcomes for individuals and the communities.</p>

(Australian Disaster Preparedness Framework, 2018, pp. 11-13)¹⁸

An “all events” recovery plan is not possible, in that it cannot be known which assets, environs or economies will be impacted at any one time. However, a series of actions relating to predetermined responsibilities and likely community focussed recovery options has been drafted in Toolbox C.

COUNCIL ADVERSE EVENT PLAN TOOLBOX

*A list of actions Council may consider implementing are provided as:
'Toolbox C – Actions'*

Part 4 – Murrumbidgee Council Communication and Coordination

4.1 Communication and Coordination

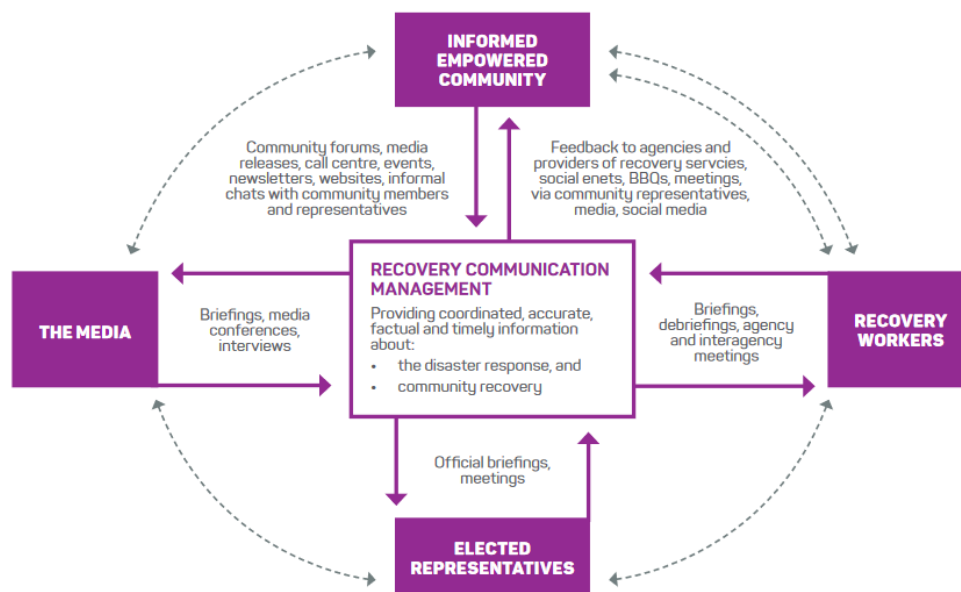
Communication in relation to any adverse events shall be in accordance with Council’s media policy and Communication Plan. Communication plays a critical role in empowering community lead recovery.

Communications should:

- 📍 begin as early as possible in an emergency or adverse event
- 📍 include an event-specific website and/or other medium that show all available information and is updated regularly
- 📍 specifically address the needs and concerns of local communities
- 📍 be expressed in clear, consistent, plain English
- 📍 be tailored to local communities and delivered to the various groups within communities
- 📍 be provided in easy to understand formats with the aid of visual comparisons
- 📍 include practical information and advice

(Australian Disaster Resilience Handbook 2, Community Recovery, 2018, p. 46)¹⁹

Council will use a variety of communication media to provide the community with relevant information in relation to adverse events including print, radio and social media. A well informed community is a critical aspect in terms of Council managing expectations of timeframes, costs and impacts along the road to recovery. The diagram below demonstrates the relationship of stakeholders and information flow necessary during the recovery phase.



¹⁹ (Australian Disaster Resilience Handbook 2, Community Recovery, 2018)

Communication Mediums

Facebook



@MRMbge

ABC Radio



Twitter



@MurrumbidgeeC



murrumbidgee.nsw.gov.au

Local Newspaper

Local TV Station

Smart Phone Apps²⁰

Fires Near Me



SES FloodSafe &
StormSafe



NSW Live Traffic



*COUNCIL ADVERSE EVENT PLAN TOOLBOX
A generic communication tool from Resilience NSW is provided as
'Toolbox D - Communication Tool'*

²⁰ (Resilience NSW, Smart Phone Apps, 2017)

Part 5 – Community and Regional Context

5.1 About Murrumbidgee Council

population



geography



Industry



Built assets



Natural



Community



Detailed community information can be found in the Council Local EMP Plan or Council Website or Community Profile ID

5.2 Regional Context



Source: Riverina and Murray Joint Organisation (RAMJO)

Murrumbidgee Council is one of 11 Councils that make up the Riverina and Murray Joint Organisation.

Regional context is important to take into consideration because our neighbors are likely also experiencing the same things we are. The ability to tap into each other's resources and ideas is an essential to creating resilience and coordinating recovery from an adverse event.

The impact of drought is an on-going adverse event that has severely impacted many of the communities represented here.

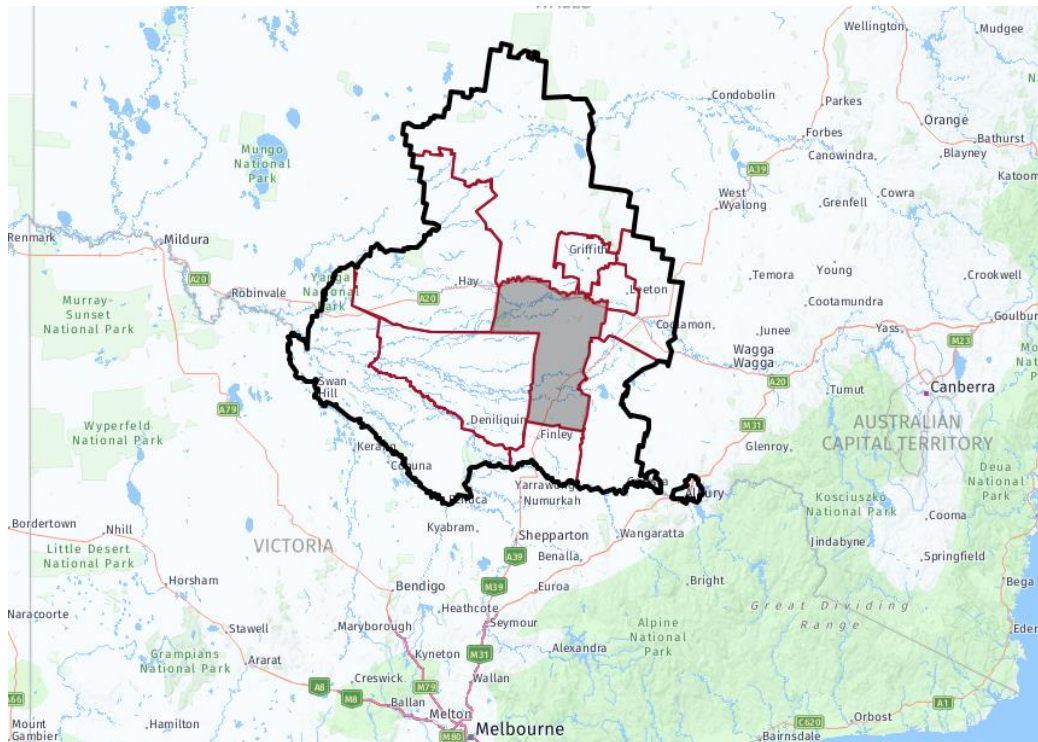
5.3 Cross Border Considerations

Communications interoperability and coordination of recovery activities are a fundamental challenge to all emergency response agencies, but border regions face additional technical, operational and legal obstacles. Due to our proximity of the NSW/VIC border the Murrumbidgee Council makes up part of the NSW/VIC cross border community. This proximity offers an increased level of complexity when managing responsibility and authority of agencies in the coordination of recovery. From a border community perspective, state boundaries are often insignificant in the day-to-day lives of these individuals, with residents regularly crossing the border for employment, education, health and recreation purposes.

On a State-by-State basis, there is no formal mechanism for cross border management of recovery at the local or State level. Therefore, in the context of Murrumbidgee Council, the following options **could** be considered:

- Create an informal "Recovery Communications Tree", to call upon in terms of recovery, and depending on the adverse events, including:
 - 📍 Neighbouring Councils (including cross border)
 - 📍 Local Community Groups (Lions, Rotary, CWA, sporting groups)
 - 📍 Local business and industry support groups (Business Chambers, Chamber of Commerce, Industry Groups)
 - 📍 Where relevant, State and Commonwealth Government entities at the regional level, in conjunction with the LEMC

- Create a cross border recovery committee on an ‘as needs’ basis, depending on the affected communities, and coordinated by a lead Council. The committee would appoint a chair and maintain outcome focussed actions, and could also advocate for funding in relation to recovery.
- Undertake identified training opportunities to establish networks and build knowledge cross border and with surrounding communities.
- Consider developing a ‘resource sharing plan’ and a supporting Memorandum of Understanding, to consider sharing heavy machinery, skilled staff, IT and other resources to act cohesively during an adverse event which could impact cross border communities.



Map Source: <https://profile.id.com.au/ramjo/about?WebID=190>

‘Coordination and resource sharing between local governments often rely on regional arrangements and, in some cases, informal understandings.

Current processes to facilitate sharing resources between local governments during natural disasters appear beneficial, and warrant greater support.’

(Royal Commission into National Natural Disaster Arrangements - Interim Observations, 2020, p. 7)

Part 6 – Action and Delivery

6.1 Summary





Adverse events affect businesses and community wellbeing.²¹ In Murrumbidgee Council region, this includes impacts to the productivity and profitability of agricultural industry and secondary employment, tourism, environment, transport, essential services and community psychosocial wellbeing.

Local Government is the level of government with the closest relationship to community, and the strongest knowledge of the impacts and possible needs. The Murrumbidgee Council Adverse Event Plan is intended to assist the Council to build an event specific roadmap towards recovery.

The first step in a Local Government led recovery phase is to develop a task-oriented **community recovery action plan** to detail priorities, resources allocation and timeframes to return the community to normality. This should be done via the appropriate level committee and should be dynamic, depending on the event and its impact. It should also include local leaders, groups and other stakeholders where possible. A recovery action plan should provide operational actions required to facilitate a successful recovery at all levels.²²

The support of Federal and State Governments is essential to this process, as Local Councils do not have the capacity to respond to the full extent required to prepare their communities for future adverse events.

The supporting toolboxes will enable xx Council to undertake this task in a dynamic, timely manner, and importantly, identifies where additional State and Commonwealth Government resources would be required:

-  Toolbox A: Resources
-  Toolbox B: Council Resources
-  Toolbox C: Actions
-  Toolbox D: Communication Tool

²¹ (Australian Government Drought Response, Resilience and Preparedness Plan, 2019)

²² (Royal Commission into National Natural Disaster Arrangements, 2020)

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Acronyms

LEMC - Local Emergency Management Committee

RAMJO – Riverina and Murray Joint Organisation