

Crisis Management Arrangements

PUBLIC VERSION 5.0

Note on this version:

This document is a public version of an internal council document.

The content is largely unchanged, this version simply removes the personal details of employees and some internal council procedures.

It may contain links to other documents and resources that are not available to the public.

Document Control and Review

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PART A – Executive Summary

The Crisis Management Arrangements (CMA) is our plan for crisis/emergency management and business continuity. We use the Prevention, Preparedness, Response and Recovery framework to address emergency risk in our council area.

Our Crisis Management Team (CMT) will be activated to manage our approach to any crises.

The CMT is led by a pre-determined Crisis Management Director (CMD). The CMD is guided by two checklists:

- Appendix 2: Checklist CMD A.1 – for immediate actions (1-3 hours); and
- Appendix 3: Checklist CMD A.2 – for early actions (Day 1-2).

The CMT is guided in its actions by Appendix 4: Checklist CMT B.1 and Appendix 5: Crisis Management Team roles and responsibilities.

Ongoing CMT meetings should use Appendix 6 CMT Meeting Agenda and Appendix 7 CMT Meeting Minutes to organise and record its activities.

This plan provides a framework for managing crises that may result from all hazards, however we concentrate on twelve of the most likely and/or consequential for our organisation and have completed risk assessments for each of these hazards.

Interrelated documents include the City of Onkaparinga Bushfire Management Plan and the Threatening Behaviour checklist and procedure, which are separate however are closely linked. Our recovery planning should be considered immediately upon activation of any crisis management event to support our staff and community.

We intend to participate in cross-council emergency events, contributing staff and resources to assist others via State Emergency Management Plan structures including the Local Government Functional Support Group. We can access similar assistance from other councils during emergencies in our council area if required. We have agreed guidelines for how our staff and resources will be utilised.

This plan also addresses our business continuity, by classifying our services and functions into categories. It is recognised that many council activities and services are essential to the effective running of the business.

PART B – Introduction and Overview

Purpose

The Crisis Management Arrangements (CMA) combines both business continuity and emergency management. The arrangements are underpinned by a single organisational structure, the Crisis Management Team (CMT), to manage crises within the organisation and/or the wider community where appropriate.

A crisis event within the City of Onkaparinga district has the potential to disrupt the delivery of council services to the community and significantly impact the natural, economic, social, and built environments. During emergencies council may be asked to provide professional or technical advice to emergency services, and/or to assist the community through response and recovery activities. Council may also be asked to provide resources including workers, facilities, plant and equipment in support of these activities. This plan provides guidance on when and how this support may be provided.

These arrangements also outline our business continuity risks and contingency plans for internal operations and council services.

Objective

The objective of the CMA is to provide structures and protocols to effectively manage incidents that could impact the operational efficiency of the organisation and/or the wider community. The CMA provides a mechanism for:

- Identifying and documenting roles and responsibilities for key positions within the CMT.
- Providing guidance on how the CMT should operate during a crisis.
- Identifying functions that are critical to the organisation in meeting its business objectives.
- Developing resumption plans based on criticality of business functions.
- Building resilience in operational resourcing and governance frameworks.
- Minimising the impact of an emergency or loss of operational functions on stakeholders and the community.

Legislative overview and supporting plans.

Section 7 of the Local Government Act 1999 states (in part) the functions of a council include:

“(c) to provide for the welfare, well-being and interests of individuals and groups within its community; and

(d) to take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards.”

The Emergency Management Act 2004 provides the legislative framework for managing emergencies in South Australia. This Act establishes the strategies and systems to enable effective response to and recovery from an emergency event, as well as appropriate planning and preparedness to mitigate emergencies. It articulates the roles and responsibilities of different agencies, which are contained within the State Emergency Management Plan (SEMP).

The SEMP is a series of documents that provides an outline of emergency management in South Australia. It ensures that the state has effective arrangements in place to protect communities and people. The SEMP establishes the State Emergency Management Committee, a range of Control Agencies and Hazard Leaders, and following a review in 2016 established several Functional Support Groups.

The Local Government Emergency Management Framework outlines a holistic approach and common structure for the sector that aligns with the SEMP and provides guidance on local government emergency planning and operations.

The Southern Adelaide Zone Emergency Management Plan (ZEMP) describes the key hazards and a risk summary for the Southern Adelaide Zone. It is developed by the Southern Adelaide Zone Emergency Management Committee, comprised of the Cities of Onkaparinga, Marion, Mitcham, and Holdfast Bay, plus a range of State Government agencies.

The Senior Emergency Management Officer within Corporate Division is our representative on the Zone Emergency Management Committee

The ZEMP is based on and aligns with the SEMP. The SEMP and ZEMP rely on strong cooperative and coordinated relationships among State Government agencies, councils and the Local Government Functional Support Group.

Local Government Functional Support Group

The Local Government Functional Support Group (LGFSG) is managed through the Local Government Association (LGA). Its main role is to coordinate the response from Local Government during an emergency. This may include the provision of plant, equipment and specialist staff to an emergency in a different council area (noting that a council's staff and equipment always remain under their control); or providing trained staff to an Incident Support Team or a control agency's Incident Coordination Centre.

The LGFSG typically would only contact two positions within council, to ensure consistency in information and communication:

- **Emergency Management Contact Officer (EMCO).** The EMCO is the primary day-to-day contact within council for non-incident matters. The Senior Emergency Management Officer within Corporate Division is the nominated EMCO and the Senior Risk and Audit Officer is their proxy. Depending on the emergency type and location it is possible that the EMCO or their proxy will be deployed to an LGFSG Emergency

Operations Centre or Zone Emergency Support Team, to assist in request management and situational awareness.

- **Council Commander (CC).** The CC is a name given by the LGFSG to a senior council executive with oversight of incident related matters during an actual emergency. The CC has a delegated ability to make decisions on behalf of the organisation and determine the level of resourcing that may be committed to the LGFSG. The Director City Operations is the nominated CC and has several trained proxies to cover absences. During an activation of the CMT the CC will likely be busy with the LGFSG and operational activities, however still needs to regularly feed information into the CMT. The CMD checklists prompt regular communication with the CC and Appendix 15: Briefing template can be used to make this communication consistent and useful. Briefings by the CC to CMD should occur (where possible) twice per day during the response phase of an emergency and as agreed during recovery phase.

Climate Risk

Climate Change

Climate change will exacerbate many natural disaster risks and affect those people who are already vulnerable to natural hazards.

Risks associated with climate change include increased frequency and severity of:

- Heatwaves
- Bushfires
- Droughts
- Coastal inundation and erosion
- Extreme weather events including storms and floods

Climate change risk also impacts council land use planning in relation to development and disruption of emergency egress routes or evacuation zones.

Predicted changes in South Australia by 2050

- Average temperatures are projected to increase by between 1.0 and 2.1 degrees.
- Sea levels are projected to rise by 22 to 25cms.

Climate Risk Governance Working Group

City of Onkaparinga participated in a Climate Change Adaptation Governance Assessment in 2019. The results of the assessment place the City of Onkaparinga in the top 10th percentile of councils in Australia regarding climate change adaptation governance. To further our understanding of climate risk we have established a Climate Risk Governance Working Group (CRGWG).

Resilient South

An initiative of the Cities of Onkaparinga, Holdfast Bay, Marion and Mitcham, the Resilient South project explores what we can do to make sure our businesses, communities, and environments can tackle the challenges of climate change. A key outcome is the Regional Climate Change Adaptation Plan

Prevention, Preparedness, Response and Recovery

Australia's approach to managing emergencies and disasters incorporates:

- **All hazards**, recognising that managing community safety risk requires four stages of activities to prevent, prepare for, respond to, and recover from any kind of emergency; and
- **Integrated**, ensuring the engagement of all levels of government, all relevant organisations and the community.

Councils are not legislatively required, or fundamentally in the business of providing specific emergency services to the local community. However, many of our activities contribute to the Prevention, Preparedness, Response and Recovery (PPRR) framework of emergency management including:

- **Prevention** – actions taken in advance of an emergency to reduce the risk of an incident occurring, sometimes referred to as mitigation. Examples include vegetation reduction, stormwater management and land-use planning.
- **Preparedness** – also undertaken prior to an emergency, activities and plans that prepare organisations and the community to be resilient and manage an incident should it occur. Examples include risk assessments, asset inspection programs, membership of emergency management committees, having backups for critical systems and community capacity building.
- **Response** – actions taken during an actual incident and for council may include the provision of support to emergency services and the LGFSG. In the SEMP the relevant Control Agency (only) is responsible for the response phase and any contribution of council resources is discretionary only and not legislatively obligated.
- **Recovery** – the coordinated process of supporting affected communities in reconstruction of physical infrastructure and restoration of emotional, social, economic and physical wellbeing. Recovery may extend for months or years after an incident, where community development activities may still be required.

Figure 1 below shows an example of where a sample of internal and external plans and activities fit into each phase in the PPRR framework.

	City of Onkaparinga plans and activities	External Plans and legislation
Prevention	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Maintenance Management Plan: Open Space</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">S.105F Hazard reduction notices</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Woody weed removal</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Rural roadside boom mowing</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Reserve maintenance</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Fire Prevention Officers: vacant land inspection programme</div> <div style="width: 50%; border: 1px solid black; padding: 5px;">Stormwater management</div> </div>	<ul style="list-style-type: none"> Local Government Act 1999 Fire and Emergency Services Act 2005 and Regulations 2021 Local Nuisance and Litter Control 2016 Planning, Development and Infrastructure Act 2016 Planning and Design Code
Preparedness	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Crisis Management Arrangements</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Bushfire Management Plan</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Attachments</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Risk Register</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Appendices</div> <div style="width: 50%; border: 1px solid black; padding: 5px;">Risk Action Plan</div> </div>	<ul style="list-style-type: none"> SA Emergency Management Act 2004 SA Emergency Management Plan Southern Adelaide Zone Emergency Management Plan Country Fire Service Bushfire Management Area Plan (BMAP) Community Resilience Groups
Response	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Crisis Management Team</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Crisis Management Director</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Emergency Management Contact Officer</div> <div style="width: 50%; border: 1px solid black; padding: 5px;">Council Commander</div> </div>	<ul style="list-style-type: none"> Control Agency incident management plans Local Government Functional Support Group Operations Plan i-Responda framework Local Community Emergency Management Plans
Recovery	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">City of Onkaparinga Recovery Plan</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Community Development activities</div> <div style="width: 50%; border: 1px solid black; padding: 5px; margin-bottom: 5px;">Impact Assessments</div> <div style="width: 50%; border: 1px solid black; padding: 5px;">Recovery Action Plan</div> </div>	<ul style="list-style-type: none"> State Recovery Office Local Government Disaster Recovery Assistance Arrangements Guidelines

Figure 1. Matrix of plans and activities

Hazards

A hazard is a source of potential harm or a situation that can cause loss. The State Emergency Management Committee (SEMC) has identified a range of hazards that have the potential to cause significant impacts. **The City of Onkaparinga will adopt these major hazards** as relevant for the organisation and these arrangements, with the addition of **Cyber Crisis**, which is currently being considered by the SEMC for inclusion as a major State hazard; and **Threatening Behaviour**, which is specific to some elements of council business. These hazards are listed in Table 1 below. The list of major state hazards is not exhaustive of every possible scenario and can be changed over time. Each of the major State hazards has specific entities known as Control Agencies and Hazard Leaders who are assigned roles in managing and leading activities relating to each hazard.

Control Agency

The agency assigned to manage the response phase and exercise control of an emergency. They are the agency that appoints an incident controller and operates the incident management structure. They ensure effective communication and cooperation with other supporting agencies during an emergency and manage resources to resolve the response phase and transition to recovery.

Hazard Leader

The agency which has knowledge, expertise and resources to coordinate emergency management planning *prior* to an emergency occurring. They prepare, review and maintain hazard plans for their assigned hazard, ensuring that all aspects of that hazard have been addressed and coordinated.

External Agency Contact Details

External agency contact details are listed at Appendix 9.

Hazard	Control Agency	Hazard Leader
Animal and plant disease	Primary Industries and Regions SA (PIRSA)	PIRSA
Bushfire	SA Country Fire Service (CFS)	CFS
Cyber crisis *	Department of the Premier and Cabinet (DPC)	* Not assigned yet – still under consideration by the SEMC
Earthquake	SA Police (SAPOL)	Department for Infrastructure and Transport (DIT)
Extreme Weather/storm	SA State Emergency Service (SES)	SES
Flood	SES	Department for Environment and Water (DEW)
Hazardous materials emergency	CFS or MFS, depending on location	Safe Work SA
Heatwave	SES	SES
Human disease (pandemic)	SA Health	SA Health
Terrorism	SAPOL	SAPOL
Threatening behaviour	No State agencies identified	
Utility outages	SAPOL	SAPOL

Table 1. Major Hazards with Control Agency and Hazard Leader

PART C – Crisis Management

A crisis is defined as an event that threatens the health and safety of staff, visitors, and members of the community; and has the potential to disrupt council's critical business functions. A crisis may result from single or multiple events and may be accidental, intentional or a natural disaster.

Crisis Management Team

The Crisis Management Team (CMT) ensures a structure and a decision-making framework is in place to manage the impacts of any crisis on the organisation. The CMT operates as a single management structure to oversee both emergency and business continuity events that affect our ability to deliver services to the community.

The CMT is the senior decision-making body for the organisation regarding all aspects and consequences of the crisis. The CMT will meet regularly throughout the crisis to consider courses of action, allocate resources and develop communication to staff and other stakeholders as required.

The Crisis Management Team is assisted by a checklist for guiding actions and decision-making during crises, available at Appendix 4: Checklist CMT B.1.

Crisis Management Director

A Crisis Management Director will be appointed to lead each CMT as emergency incidents occur. Contemporary incident management doctrine indicates that effective control of emergency events is best achieved by having a single person in charge.

Appendix 1: Pre-determined Crisis Management Director for each emergency type lists the pre-determined Crisis Management Director allocated to each emergency type. Pre-knowledge of who will be appointed CMD will allow rapid deployment of the CMT structure when an incident occurs. With pre-determined appointments Directors will also be able to plan and develop expertise in only those hazards they are likely to be appointed as CMD.

The CMD should use these checklists to guide the CMT's actions in the early stages of any crisis:

- Appendix 2: Checklist CMD A.1 – for immediate actions (1-3 hours); and
- Appendix 3: Checklist CMD A.2 – for early actions (Day 1-2).

The CMD is also responsible for receiving any briefings from the EMCO or CC if they are engaged with the LGFSG and for briefing the Chief Executive Officer (CEO) on the status of the emergency and any business continuity impacts.

The CMD is not always required to be a Director. Depending on the type of emergency it may be appropriate to appoint a Manager or other staff member to the role of CMD. This is especially true if an incident is sustained or requires 24-hour staffing on a roster arrangement.

Crisis Management Team Structure

The CMT is a flexible structure, with the number of staff and areas of expertise dependent on the scale and nature of the emergency. The CMT structure, roles and responsibilities are detailed at Appendix 5: Crisis Management Team roles and responsibilities. Each primary position has a nominated proxy as backup. Should the crisis event run over an extended period, and particularly out of normal business hours, the primary person and their proxy may need to operate on a shift rotation.

If neither the primary person nor their proxy is available, the Crisis Management Director (CMD) will appoint another person from outside the CMT to act in that role. If neither the CMD or their proxies are available, the Chief Executive Officer (CEO) will appoint someone else to act in that role.

Depending on the nature or duration of the crisis there may be a need to second additional staff into the CMT.

Crisis Management Team Contact Details

CMT member contact details are listed at Attachment A – kept separate to this document to enable regular updates as staff change positions; and to exclude this detail from the public version of these arrangements.

Role of the Chief Executive Officer

The CEO is intentionally left outside of the CMT structure however has an important role in initiating a CMT, briefing the Mayor and Elected Members and media commitments if required. The CEO will be involved in the initial CMT meeting and from then onwards has the discretion to attend further meetings if desired.

Based on information provided by the CMD, the CEO is responsible for briefing the Mayor and Elected Members on the status of the emergency and the CMT's actions during the response phase of an emergency. Where possible, briefings twice per day (or if a significant event or change occurs) should be attempted. The Briefing template at Appendix 15 should be used to ensure consistency.

The CEO is also responsible for ensuring unaffected areas of the organisation continue to operate through the emergency event.

Crisis Management Declaration

The CMD is responsible for declaring a crisis event and may do so at any stage of the crisis. Once declared the priority for council will be management of the crisis and resumption of the critical functions. The CMD will consider the following when deciding to declare a crisis event:

- the geographic size of the event
- the number of people or service areas impacted

- the overall impact on the built and/or natural environment
- the involvement of external agencies or emergency services

Minor or short-term disruptions to business continuity or minor local emergencies may be managed without the need to activate the CMT.

Activating the Crisis Management Team

Situational awareness of any incident that has the potential to trigger an activation of the CMT will generally be developed either through open-source reporting of natural disasters or staff escalating issues such as cyber incident or threatening behaviour up through management reporting lines.

Once the potential for an incident is understood, any Director or Manager of a potentially affected service area can request or recommend the activation of a CMT. The CEO and those affected Directors/Managers should communicate by any available and effective means (e.g. phone calls/SMS, MS Teams/Zoom videoconference, email or WhatsApp group) in the first instance to decide if the incident warrants activation of the CMT. Once the decision is made to activate, all CMT members should be informed, via any of the available and effective methods. For redundancy, notification should be made by more than one method and an acknowledgement of receipt should be included in the message. A full list of positions including contact details is provided at Attachment A. The *Crisis Management Declaration Form* at Appendix 10 is used to record the activation of the CMT and also to record the resumption of business as usual (BAU).

Activation of the CMT may initially be by email, phone calls and/or via the WhatsApp group: *Onka – Crisis Management*

Where the CMT meet during a crisis is fluid and not restricted to any physical location. Indicative locations are:

1. Primary: Remotely via Microsoft Teams.
2. Secondary: Civic Area at the Noarlunga Office.
3. Tertiary: Ground Floor Conference Room at the Field Operations Centre (FOC).

An alternative location will be nominated should these locations be unavailable or unsuitable. The Senior Emergency Management Officer or their proxy will be responsible for setting up physical locations if required.

Ongoing CMT meetings should use Appendix 6 CMT Meeting Agenda and Appendix 7 CMT Meeting Minutes to organise and record its activities.

Role of the Mayor and Elected Members

The Local Government Association has published an Elected Members' Guide to emergency management, which states "Broadly, Elected Members have three main roles in emergency management:

- Enable the administration - ensure the council administration is enabled and resourced to prevent, prepare for, respond to and recover from emergencies, in partnership with the community and other levels of government.
- Think strategically - set a long term, holistic vision for emergency management that encompasses all phases of emergency management, the wide range of emergency risks that the community may be exposed to, and the wide-ranging consequences of emergencies on communities.
- Communicate with the community – establish clear communication pathways with the community to help communities prepare for emergencies, engender confidence in emergency services, and provide accurate information in potentially difficult situations."

It is important to recognise that operational or incident related public messaging will only be delivered by the relevant control agency and not council. Elected Members are not responsible for issuing emergency warnings and should only ever relay accurate and timely information from official sources. The Mayor is authorised to speak on behalf of council during an emergency.

Elected Members do not have a role in the response phase of an emergency, however, can provide effective support to residents during the longer recovery phase after an event.

Media Protocols and Public Information

To safeguard life and property, communities threatened or impacted by emergencies have an urgent and vital need for accurate and timely information. During local emergencies the primary responsibility for public information lies with the control agency as per the State Emergency Management Plan (SEMP). Requests to council for information during an emergency should be directed to the control agency in the first instance.

During a crisis event, communication with the media will be managed through the CMT and in accordance with council's Media Procedure. The CEO, Directors and the Mayor are authorised spokespersons however, other employees may be authorised to speak to the media at the discretion of the Directors Group or the Mayor.

To assist the communications process and manage media enquiries during crises, Media Crisis Event Plans (flowcharts) are at Appendix 11.

General Statement to the Media

It is to be expected that during a crisis, frontline employees will receive queries from the media, community members and other external stakeholders in relation to the crisis. The CMT will coordinate and provide a script for appropriate employees/service areas detailing key messages and media protocols to be followed.

Post Incident Analysis

A crisis is deemed to be over following the resumption of full BAU. A post incident analysis (PIA) will be conducted at the completion of a crisis using the *Post Incident Analysis Form* at Appendix 12. The PIA should involve the CMT and representatives from any external agencies that were involved in emergency operations.

Testing, exercising and reviewing the CMA

Testing or Exercising

These arrangements should be exercised annually, unless replaced by a genuine emergency incident.

The benefits of testing the arrangements include:

- determining the effectiveness of the arrangements.
- bringing together all the relevant stakeholders to promote knowledge of and confidence in the arrangements.
- providing an opportunity to promote the arrangements and educate staff and the community.
- providing an opportunity for testing stakeholder integration, operational procedures and skills in simulated emergency conditions.
- improving the arrangements in accordance with the outcomes of any post incident analyses.

Exercises may take various forms, including:

- Discussion exercises that include orientation, agency presentations and/or hypothetical discussion topics;
- Desktop exercises are closely related to discussion exercises but follow a pre-determined scenario and require participants to simulate the functions of their crisis management role; or
- Field exercises that involve the deployment of personnel to a simulated incident and require participants to physically role play in real-time. These can often follow a series of discussion or desktop exercises.

Review

These arrangements will be reviewed:

- every five years (full review).
- following changes of outcomes from risk assessment studies or reviews.
- following an exercise.
- where all or part of the plan is activated.
- where changes are required for any other reasons.

PART D – Emergency Management

Regional Context

Our City

The City of Onkaparinga is located on Adelaide’s southern fringe between 25 and 40 kilometres from the Adelaide central business district (CBD).

Our city is the largest South Australian metropolitan council with a 2019 population of 172,938. Our population is forecast to grow to 214,746 by 2036.

Our city covers 51,816 hectares (518 square kilometres) from the industrial areas in the north west of the city, the rural landscapes and townships of the north east, central and southern area and the urban areas along the coast that stretch from Port Stanvac to Sellicks Beach. 80% of our population live in suburbs north of the Onkaparinga River, 15% along the central and southern coast and the remainder in rural and township areas. Our population density is 3.34 persons per hectare.

Rural land uses are situated in rural and hills face zones. These zones cover over two thirds of the city and include the ranges, escarpment and Willunga basin. Expansions in viticulture have replaced less intensive agricultural uses like grazing, placing greater demands on the clearance of vegetation and water resources.

District Map

A map showing suburb boundaries, neighbouring councils, main roads, the rail line and the fire ban districts for our city is at Appendix 13.

Diverse Landscapes

The Sturt and Onkaparinga Rivers, Tangari Regional Park and Aldinga Scrub and Washpool are significant natural conservation areas. They link with the ranges, creeks and coasts to form the city’s major environmental features. The entire catchments of the Aldinga Washpool, Pedler Creek, Christies Creek, Maslins Creek, Willunga Creek and Sellicks Creek, the Onkaparinga River and estuary, most of the Field River and part of the Sturt River catchment falls within the city’s boundary.

Since European settlement large scale changes in land management have significantly impacted on catchment hydrology within the city. Our coastal and marine environment (31 kilometres of coastline) is an important recreational and conservation area, with several significant offshore reefs.

Major Hazard Facilities

The Happy Valley Reservoir Water Treatment Plant located at Chandlers Hill Road, Happy Valley is classified a Major Hazard Facility. The classification is based on the storage of Chlorine (UN Number 1017) at the plant which has been assessed as having a theoretical

maximum of 31 tonnes of Chlorine (22 tonnes actual) on site. Under the provisions of the *Work Health and Safety Regulations 2012*, the threshold quantity is 25 tonnes.

Prevention Phase

Council undertakes a range of activities that can be directly linked to emergency prevention, either specifically or as part of our everyday services. Examples include the work of Fire Prevention Officers and City Operations staff involved in vegetation reduction, stormwater management and asset protection. Also, our Community Development areas support multiple Community Disaster Resilience Groups and other initiatives. A full description of these activities is beyond the scope of this plan.

Preparation Phase

Related council plans and policies

Council has prepared and adopts various plans and procedures to prepare itself, staff and residents for crises, including:

- City of Onkaparinga Bushfire Management Plan 2020-2024; noted by the Strategic Directions Committee in October 2020; and updated and noted by Council at its meeting in July 2021.
- WHS-GUI-0041 Emergency Preparedness and Response; which provides guidance to staff in managing the immediate effects of an emergency incident, whether in the workplace or at an external worksite. The guide also outlines the requirement for an Emergency Control Organisation (ECO) consisting of emergency wardens, to be established at council sites.
- Each council worksite has fire management systems and evacuation plans.
- Threatening behaviour at a council workplace procedure; which aims to minimise risk to the health and safety of workers, customers and visitors during an incident of threatening behaviour.

Public Warning and Information Systems

One of the most critical components of managing an emergency is the dissemination of information to the community in a timely manner. This section highlights public warning and information systems available to the community during an emergency.

Alert SA

The [Alert SA](#) website and smartphone application collates and provides emergency messages from all state emergency services. It provides reliable and timely emergency and warning information for incidents in a selected 'Watch Zone' that is created by the user.

Emergency Alert

[Emergency alert](#) is the national telephone warning system used by emergency services to send voice messages to landlines and text messages to mobile phones within a defined area about likely or actual emergencies. There is no need to register or subscribe to receive the alerts.

Country Fire Service Public Information

Information in relation to fire bans, fire danger ratings, warnings and incidents can be accessed on the [Country Fire Service \(CFS\)](#) website. An email subscription to CFS warnings and alerts is available via a link on their website here: <https://www.cfs.sa.gov.au/warnings-and-incidents/stay-informed.jsp#subscribe>

ABC Emergency

ABC Local radio relays warnings and information to listeners during an emergency. The local frequency is 891AM ABC Adelaide.

Response Phase

Provision of council resources to external agencies

During the Response phase of an emergency, Control or other external agencies may request support, information or technical data from council in relation to properties and/or infrastructure assets. Requests for resources may also be made for:

- Plant, vehicles and equipment (including operators or drivers).
- Specialist trade or professional services such as traffic management, arboriculture assessments and management, building assessments, and immunisation (additional to our existing immunisation programs).
- Access to public buildings or public open space.
- Deployment of a trained Local Government Liaison Officer (LGLO) to a Control Agency Incident Management Team or staff to a LGFSG Emergency Operations Centre.

To avoid the unnecessary redeployment of council resources from programmed tasking, it is important that requests for support come from the appropriate level of the relevant agency (Control agency or another council).

Typically, requests will come through the LGFSG, who are responsible for coordinating Local Government support to other agencies during emergencies.

Requests will be conveyed to council via the EMCO or CC via email, SMS and/or the smartphone app *xMatters*.

The following will be taken into consideration when assessing requests for support:

- Council needs to provide a safe work environment for its employees. The health and safety of its employees must be maintained and is a priority.
- Council will retain responsibility for the supervision of employees deployed in support of emergency operations.
- Council will provide adequate on-site supervision of our employees under a span of control of at least one supervisor to a maximum of five workers (1:5).
- Council will only provide suitably licenced, qualified and experienced operators to operate council plant and equipment.
- Council will equip our employees with the appropriate type and standard of personal protective equipment (PPE) and clothing required to enable them to carry out their duties in support of emergency operations.
- Council will ensure all plant and equipment deployed in support of emergency operations is licenced, serviceable and fit for purpose.

Deployment Restrictions

The following restrictions/conditions apply when deploying council resources in support of emergency operations:

- Council resources are not to be deployed within areas of first response (e.g. they may be deployed within the fire ground but not at the fire front).
- Council will not permit its plant and equipment to be used by operators other than council employees or contractors.
- Council will allow our employees the choice to participate in emergency operations. Once deployed, council employees may opt out of further participation if they so choose.
- Council reserves the right to refuse requests for support, or to recall/withdraw deployed resources based on:
 - Resource availability
 - Risk and safety assessments on identified hazards or risks
 - Community or business needs
 - Other factors under consideration by council at the time of the request

Recovery Phase

The City of Onkaparinga Recovery Plan is in development and will guide our actions during recovery phase. Initial or early actions will include:

- Establishing a Recovery Team consisting of staff with relevant knowledge and experience. This includes appointing a Recovery Manager to guide and direct the team's activities. In the early phase of an emergency the CMT and Recovery Team may run concurrently and some members of the CMT may also be involved in the Recovery Team.
- The Community Development team conducting outreach activities to identify and communicate with affected residents.
- Early organisation of community meetings in conjunction with residents, community groups and other agencies.
- Providing information on our website and social media around support services that are available and what the organisation is doing to assist.

Emergency Relief and Recovery Centres

Emergency relief is a functional service under the State Emergency Management Plan (SEMP).

SA Housing Authority are responsible for the activation and management of Emergency Relief and Recovery centres.

If an emergency event reaches a threshold for activating an emergency relief or recovery centre(s), SA Housing's responsibilities include:

- Establishing emergency relief centres to provide victims of emergencies with short term shelter, information and personal support services such as food, temporary accommodation, basic first aid and referral to interpreter services and pet care. Relief centres are established during or in the immediate aftermath of an incident.
- Establishing recovery centres as a one-stop centre for affected people to receive financial assistance, gather information and seek referral to a wide range of recovery services. Recovery centres take over from emergency relief and can be in place over a much longer timeframe.

Council has pre-identified several sites that are suitable for hosting a relief and/or recovery centre and has shared these details with SA Housing. Where council owned facilities are requested for use as either a relief or recovery centre (or both) the details are to be recorded on the Emergency Relief/Recovery Centre activation form at Appendix 14.

If the Emergency Relief Functional Support Group (ERFSG) have notified council that they will not be opening an Emergency Relief Centre, or if they have not yet decided to open

one, the CMT will consider proactively opening one of our pre-identified sites to support affected residents. This will be considered in conjunction with other neighbouring councils and Non-Government Organisation service providers such as the Australian Red Cross, to ensure a coordinated effort to support residents who may be affected by an emergency that will likely cross council boundaries. Such a venue could serve as a hub for residents to access council services and information, be referred to other services and provide a physical place to visit in the short term if their property is affected by the bushfire or if they are prevented from returning home by the Control Agency, for example due to road closures. The venue would not be able to support overnight accommodation or meals, as this is the role of the ERFSG. If the need for emergency accommodation for residents was identified, then council staff should escalate that to the LGFSG via our CMT, Council Commander (or delegate) or the Senior Emergency Management Officer.

To preserve public safety, it is important not to encourage residents to travel through any dangerous areas while attempting to access an emergency relief centre, so the decision to open such a site independently of the Emergency Relief Functional Support Group will be made by the CMT, after considering the location and proximity of the emergency event and the likely direction of travel of affected residents. We will also publicise the opening of any Emergency Relief Centre via social media and/or media release as soon as practicable.

Animals

Council recognises the importance of caring for animals in an emergency, and the implications of residents and other members of the public moving companion animals and livestock. PIRSA's [Management of Animals in Emergencies Framework](#) considers these implications. Selected pre-identified emergency relief centres also have facilities for the temporary housing of animals.

Management of Donated Goods

Public generosity and care following a disaster plays a significant role in individual and community recovery. It reflects broader community sentiment and helps those affected to feel supported and more positive about the rebuilding task ahead.

In accordance with the National Guidelines for Managing Donated Goods, the City of Onkaparinga encourages the donation of money to approved agencies because it provides flexibility and choice to meet immediate needs. It also circulates in the affected community, stimulating faster recovery for the local economy.

Script When Responding to Public Enquiries

It is important to recognise the concern of people wishing to donate goods, and to acknowledge the importance of their help while directing their assistance so it can be most useful. The following script, developed by the State Recovery Office, should be used by council when responding to people wanting to help following a disaster:

"Thank you for thinking of the people who have been devastated by the [disaster].

Your interest and kindness are very much appreciated by [name of the affected community] and really makes a difference to the recovery of those affected.

The best way you can help is by donating money because this allows recovery agencies more precisely meet the needs of the affected community. If you have goods you want to donate, consider selling these and donating the money instead.

To donate, please contact [details of where donations can be made].”

Volunteering to Help with Disaster Recovery

Volunteers play a vital role in the recovery effort following natural disasters. Volunteers may register to assist in recovery operations by contacting Volunteering SA & NT on 1300 782 322 or via their website at www.volunteeringsa-nt.org.au.

PART E – Risk Assessment

Risk Assessment Scope

The crisis management arrangements risk assessment will address the risks associated with each of the identified hazards. Risks are assessed using council’s Risk Management Framework and the National Emergency Risk Assessment Guidelines (NERAG).

Statement of context for Animal/Plant Disease

Serious animal and plant diseases and various types of pests have the potential to severely impact animal and plant industries including the loss of local and export trade, the environment and amenity plantings such as parks, gardens and public open space.

Animal and plant diseases can be spread by natural means like wind and rain, or dispersed by the movement of machinery, equipment and soil. Pests can include certain types of insects, mites, bacteria and viruses. Biosecurity measures attempt to protect the economy, environment and the community from the negative impacts of diseases, pests and contaminants.

More information: <https://www.sa.gov.au/topics/emergencies-and-safety/types/animal-and-plant-disease>

Statement of context for Bushfire

Bushfire is defined as an unplanned vegetation fire. Bushfires may occur in grassland, native vegetation, scrub or plantation forests. Factors such as topography, aspect, vegetation fuel quantity and arrangement, in combination with human settlement may cause harm to people or damage property. Bushfires can be combined with strong winds, heavy smoke,

and ember showers both before and after a fire-front passes. During a bushfire, radiant heat is the greatest threat to life and property.

The underpinning climatic features of South Australia are hot, dry summers with relatively cool winters, with most of the rainfall occurring between May and August, which influences the growth and curing of vegetation fuel and fire behaviour.

The 2019/20 summer bushfires across Australia were catastrophic in many areas and prompted a Royal Commission into National Natural Disaster Arrangements and other reviews. In South Australia, Kangaroo Island and Cudlee Creek were both severely affected by bushfire.

The [City of Onkaparinga Bushfire Management Plan](#) was published in October 2020

Well prepared buildings may be able to withstand the normally brief exposure to bushfire flames dependent on the property location and access, the amount and type of nearby vegetation (fuel load) and the availability of water and physical capabilities of those present.

More information: <https://www.sa.gov.au/topics/emergencies-and-safety/types/bushfire>

Statement of context for Cyber crisis

Cyber threat is an emerging hazard and was experienced by the City of Onkaparinga in 2019/2020. A cyber crisis is defined as malicious cyber activity which disrupts business continuity, or theft, loss or inappropriate disclosure of data. Its aim is to extort the target organisation or disrupt or undermine the delivery of critical services to the community.

The State Department of the Premier and Cabinet is the Control Agency responsible and operates an Office for Cyber Security Watch Desk. Assistance from the Office is available on:

- Phone: 1300 244 168 + 2
- Email: watchdesk@sa.gov.au

More information: <https://www.cyber.gov.au/>

Statement of context for Earthquake

Earthquakes can damage buildings and cause casualties due to debris falling when buildings and contents are shaken. They can also require significant short- and long-term recovery and reconstruction activity.

There are three fault lines within the City of Onkaparinga. Since 1897 there have been three earthquakes in South Australia that have caused some damage to infrastructure (Beachport in 1897, Warooka in 1902 and Adelaide in 1954). The 1954 earthquake was the most damaging, resulting in the demolition of several buildings in Darlington.

Historically, epicentres for earthquakes in SA are widely spread and do not follow any narrow zones. Large earthquakes can occur anywhere, and the potential exists in our area.

During an earthquake, if you are indoors, drop to the ground close by - no more than a few steps away - where you can avoid injury from falling debris. Take cover under something strong, like a sturdy table. Hold on to it until the shaking stops.



More information: <https://www.sa.gov.au/topics/emergencies-and-safety/types/earthquake>

Statement of context for Extreme Weather/Storm

Extreme weather events are more frequent than any other major natural hazard in Australia and account for most damaging events occurring throughout the nation.

Severe thunderstorms occur when warm, humid air near the ground rises rapidly in an unstable atmosphere. They can produce a combination of lightning, damaging hail with a diameter of 2cm or more, wind gusts of 90 km/h or greater, flash floods or tornadoes.

Land gales occur when there are large differences in atmospheric pressure and usually last longer and affect larger areas than thunderstorms. They feature high winds or violent wind gusts and have little or no rain. Severe storms and land gales have the potential to damage property and cause casualties from falling or wind-borne objects.

Winds in the City of Onkaparinga are predominantly south-westerly. Strong north to north-westerly winds and high temperatures occur when dry continental air masses (high pressure systems) pass across the State from west to east during summer.

More information: <https://www.sa.gov.au/topics/emergencies-and-safety/types/extreme-storm>

Statement of context for Flood

Slow-onset, rapid-onset and flash flooding may be caused by bursts of rain overwhelming drainage systems, slow moving storms resulting in areas receiving a large volume of rain or burst water mains or dam failures.

Several significant water courses are located within the City of Onkaparinga:

- Field River
- Sturt River and Gorge
- Christie Creek
- Onkaparinga River
- Pedler Creek

- Inglewood Creek
- Willunga Creek

Historical data indicates notable flood events including:

- 1897 – Heavy rainfall at Mitcham resulting in significant damage to infrastructure, property and agriculture. Two fatalities occurred.
- 1935 – Heavy rainfall and thunderstorms resulted in flooding of the Onkaparinga River on multiple occasions. Approximately 100 properties were inundated at Noarlunga.
- 1951 – Heavy rainfall in the Adelaide Hills caused the Onkaparinga River to flood causing damage to properties and infrastructure.
- 1973 – Port Noarlunga flooded from Onkaparinga River as Mount Bold reservoir overflowed, exacerbated by high coastal tides.
- 1986 – Heavy rain in the Adelaide Hills resulted in flooding at Clarendon and multiple southern suburbs. The Moana Caravan Park was inundated when Pedler Creek broke its banks resulting in mudslides, damage to infrastructure and property, and road closures.
- 1994 – Flash flooding in the Onkaparinga Council district resulted in significant widespread damage in the agricultural areas.
- 2005 – Significant widespread rainfall resulted in flooding and sandbagging at Old Noarlunga and some minor property damage.

Significant flooding events occurred in September 2016 which affected many areas within the City of Onkaparinga, especially Old Noarlunga, where many homes were evacuated, and several were later demolished. A range of recovery activities were implemented in the Old Noarlunga community and more widely to recover from this incident and prepare for future events. Closer working relationships have been developed with other agencies including the SASES and SA Water due to the impact of operational decisions made regarding Mount Bold Reservoir which sits on the Onkaparinga River and has significant impact on downstream conditions.

More information: <https://www.sa.gov.au/topics/emergencies-and-safety/types/flood>

Statement of context for Hazardous Materials emergency

A hazardous material is any substance, including dangerous goods that can escape controlled confinement and pose a risk to people, infrastructure or the environment. Contamination of land and waterways and direct exposure to hazardous substances can produce casualties. Typical hazardous material incidents include a loss of containment of the material or when operational control measures fail, leading to:

- Unplanned explosion or fire involving a hazardous material,
- a leakage or breakage of packaging of a hazardous material during transport, or
- the unplanned discharge or release of a hazardous material.

A major risk for hazardous materials exists when they are stored in large quantities or transported. The Happy Valley Reservoir Water Treatment Plant is classified as a Major Hazard Facility due to theoretical maximum holdings of Chlorine.

Leakage or spillage of hazardous materials within coastal or territorial waters, waters within port limits or onto beaches and foreshores is managed under Australian Maritime Safety Authority arrangements including the *National Oil Spill Contingency Plan* and the *National Plan to Combat Pollution of the Sea by Oil*.

More information: <https://www.sa.gov.au/topics/emergencies-and-safety/types/chemical-emergency>

Statement of context for Heatwave

A heatwave is defined as three or more days of high maximum and minimum temperatures that are unusual for that location or time. Hotter temperatures and heatwaves are one of the most direct consequences of climate change.

The Bureau of Meteorology have dubbed heatwaves
"the most under-rated hazard in Australia".

Whilst heatwaves do not result in obvious violent impacts on the landscape, the impacts on health, infrastructure, agriculture, and the environment can nonetheless be serious, long lasting and costly.

In Australia, heatwaves and hot weather are responsible for the greatest number of deaths from any type of natural disaster and contribute significantly to morbidity, particularly among the elderly. The economic burden of heatwaves is large through the decrease in labour productivity during the hottest periods.

More information: <https://www.sa.gov.au/topics/emergencies-and-safety/types/heatwave>

Statement of context for Human Disease (Pandemic)

Human disease is defined as any impairment of normal physiological function producing characteristic symptoms in humans. An epidemic is an outbreak or unusually high occurrence of a disease or illness in a population or area, which could overwhelm the capacity of existing health resources. A pandemic is an epidemic on a global scale.

The COVID-19 pandemic is a current example, and the City of Onkaparinga activated its crisis management arrangements to address the risk to staff and customers and the business continuity impacts to services.

More information: <https://www.sa.gov.au/topics/emergencies-and-safety/types/human-disease>

Statement of context for Terrorism

Terrorism is a violent act or threat that is intended to create fear in the community and advance a political, ideological or religious cause that deliberately targets or disregards the safety of people. Recent events in Australia and overseas that are linked to terrorism have highlighted the need for increased vigilance across all levels of the community.

Terrorist acts may include the detonation of explosive devices in public areas where large groups of people congregate (eg shopping centres, sporting or public events, public transport facilities), mass shootings also in public areas where large groups of people congregate, or smaller scale attacks typically directed at individual military or law enforcement personnel. Attacks may be carried out by groups or by individuals – so called 'lone-wolf' attacks.

In the event of a terrorist incident, follow the 'Escape, Hide, Tell' method. First attempt to escape the situation. If that is not possible, hide somewhere with cover and concealment from sight, then tell the authorities by calling 000.



There is a national strategy for protecting crowded places from terrorism which provides specific guidance on this hazard.

More information: <https://www.sa.gov.au/topics/emergencies-and-safety/types/terrorism>

Statement of context for Threatening Behaviour

Residents and customers of council can sometimes pose a risk to staff through their behaviour. Examples of threatening behaviour may include direct or indirect verbal abuse, deliberate intimidation, threats of violence or personal attack or situations where staff may feel affected by an incident in a negative manner.

With the range of services that council provides, our staff regularly interact with a large section of the community. This presents many situations where this hazard can exist. The organisation has a procedure and checklist to guide actions in the event of threatening behaviour.

More information: <http://myonkanet/Pages/health-and-safety/threats-in-the-workplace.aspx>

Statement of context for Utility Outages

Utility outages can affect the provision of services to the community and require a business continuity response. A noted vulnerability is electricity supply which is a key dependency for many council operations including information and communications technology (ICT) and the safe operation of buildings and facilities via lighting, security systems etc.

Significant improvements in electricity grid stability and supply have been made in South Australia since the 'black system' event of September 2016. Local outages are still a possibility and we use an emergency generator to back up a small component of ICT infrastructure.

More information: <https://www.sa.gov.au/topics/energy-and-environment/energy-supply/electricity-power-outages>

NBN Co can provide portable, temporary equipment to reinstate internet services during or after an emergency where there has been an outage: <https://www.nbnco.com.au/blog/the-nbn-project/prepare-respond-recover-nbn-and-emergency-events>

PART F – Business Continuity Planning

Business continuity planning within the City of Onkaparinga focusses on recovering critical functions (first) after a business interruption event. After the critical functions, other internal functions and services to the community can be recovered. This section identifies the required facilities, equipment, key responsibilities and processes that are required to respond to and recover from a business interruption event.

The CMT should be activated upon every business continuity event and the Director's and Team's checklists at Appendix 2-4 should be used to guide the initial stages of business interruption and recovery.

Business Continuity Objectives

- Identify business functions that are critical to the organisation in meeting its business needs.
- Develop action plans based on criticality of functions rather than geographic locations.
- Build resilience within the operational framework of the organisation.
- Minimise the impact of any business interruption event.

ICT Disaster Recovery Plan

ICT capability is a key dependency for almost all council functions and services. These Crisis Management Arrangements do not address ICT activities including any Disaster Recovery Plan or similar.

Business Process Analysis

Business Process Analysis identifies the critical functions of the organisation, the maximum allowable outage (MAO) of these functions and the key dependencies and vulnerabilities of those functions.

Identifying the critical functions is central to allocating resources and effort to reinstating them as quickly as possible following an incident.

The critical functions should be managed first, before any other parts of the business are considered. Immediately after an incident has occurred is not the time to reinvent the list of critical functions.

Critical Function Action Plan

Appendix 8 provides a Critical Function Action Plan (CFAP) for each of the critical functions, including dependencies, vulnerabilities and contingencies or workarounds to allow those functions to be recovered.

As a guide, any function which continues to operate seven days a week, regardless of public holidays or the Grace Days period, can be considered in the top tranche of critical functions. A function that can afford to cease for the week of Christmas to New Year (including public holidays and Grace Days) can be inferred to have a maximum allowable outage of greater than 72 hours. Exceptions to this concept may occur and this example is guidance only, each Section and Team should consider their own functions and their maximum allowable outages.

Once the critical functions have been managed, attention can then be brought to reinstating other functions and services.

Business Continuity Action Plans

Business continuity action plans are in place to manage service delivery and staff impacts. These are largely contained within the critical function action plans and within each business unit.

The formation of ad-hoc crews of cross-functional staff should be considered to support operations that have high criticality but do not require a whole team to be reinstated as the highest priority.

Appendices and Attachments

***Note for the public version of this document:
Not all appendices and attachments are provided in this version.**

Document	Title
Appendix 1	Pre-determined Crisis management Director (CMD) for each emergency type
Appendix 2	Crisis Management Director Checklist CMD A.1
Appendix 3	Crisis Management Director Checklist CMD A.2
Appendix 4	Crisis Management Team Checklist CMT B.1
Appendix 5	Crisis Management Team roles and responsibilities
Appendix 6	Crisis Management Team Meeting Agenda
Appendix 7	Crisis Management Team Meeting Minutes
Appendix 8	Business Continuity: Critical Function Action Plan <72hrs and <1 week MAO
Appendix 9	External Agency contact details
Appendix 10	Crisis Management Declaration form
Appendix 11	Media Crisis Event Plans
Appendix 12	Post incident analysis form
Appendix 13	District map
Appendix 14	Emergency Relief/Recovery Centre activation
Appendix 15	Briefing template
Attachment A	Crisis Management Team members and proxies with contact details
Attachment B	Risk Assessment – emergency risks

Immediate Action (1-3 hours)

OBJECTIVE: Gather information and establish CMT

- Establish a crisis incident has occurred.
- Crisis Management Director (CMD) selected according to hazard/emergency type – see Appendix 1: Pre-determined Crisis Management Director for each emergency type.

Action	Decision	Use this	Complete?
Convene CMT	Select time to meet	Via Whatsapp, email, Phone calls or SMS	☐
	Select location: Primary – Via Zoom or MS Teams Secondary – Noarlunga Civic Area Tertiary – FOC Conference Room		

Assess the situation

Step	Information	Delegate: Who will find out more details?
This is what we know	• • •	
This is what we <u>don't</u> know	• • •	
These are the services or operations that are affected	• • •	

1. Ensure Staff are **SAFE** – Gather information ONLY (See [Checklist CMD A.2](#) if casualties are confirmed)
2. Consider **OBJECTIVES**:
 - a. Preservation of life (staff or resident safety)
 - b. Preservation of property
 - c. Business continuity – Understand Critical Functions ONLY at this stage
 - d. Focus on getting quality information and intelligence
3. **COMMUNICATE**
 - a. Internally to staff – holding message if required. Do NOT send staff home yet
 - b. Internally with Council Commander – receive a briefing on LGFSG activities
 - c. Externally if required – Requests for information and/or holding statement
4. Set next CMT meeting time

Early Actions (Day 1-2)

OBJECTIVE: Assess and prioritise

Orient the CMT to the situation

Step	Information	Delegate: Who will find out more details?
This is what we know	<ul style="list-style-type: none"> • • • 	
This is what we <u>don't</u> know	<ul style="list-style-type: none"> • • • 	
These are the services or operations that are affected	<ul style="list-style-type: none"> • • • 	
This is what we will do immediately	<ul style="list-style-type: none"> • • • 	

1. Ensure Staff are **SAFE** – Confirm information.

IF staff have been injured/affected:	Delegate:
<ul style="list-style-type: none"> • Ensure first aid treatment, • OOO for ambulance attendance, or • Delegate supervisor to accompany staff to hospital 	<ul style="list-style-type: none"> • Line management and/or Manager People and Culture
<ul style="list-style-type: none"> • Prepare and send statutory notifications to regulators 	<ul style="list-style-type: none"> • Team Leader Work Health Safety
<ul style="list-style-type: none"> • Liaise with Control Agency to notify next of kin – DO NOT notify ourselves, Control Agencies have trained staff for this 	<ul style="list-style-type: none"> • Team Leader Human Resources

2. Consider **OBJECTIVES**:
 - a. Business continuity – Understand Critical Functions ONLY at this stage:

Objective	Delegate:
<ul style="list-style-type: none"> • Preservation of life and property - Remove staff and equipment from the incident site 	<ul style="list-style-type: none"> • Line management
<ul style="list-style-type: none"> • Business Continuity – Consider Critical Functions ONLY <ul style="list-style-type: none"> ○ Waste Team – Kerbside collection ○ Financial Accounting Team– Transaction processing ○ Revenue Team – Rates ○ Human Resources Team – Payroll 	<ul style="list-style-type: none"> • PLANNING function • Senior Emergency Management Officer (SEMO) and line management of these areas

<ul style="list-style-type: none"> ○ Community Safety Team – Animal management ○ ICT Team ○ Marketing and Communications team 	
<ul style="list-style-type: none"> ● Resourcing: What is required to ensure these critical functions continue? <ul style="list-style-type: none"> ○ Workspaces ○ ICT equipment and access ○ WFH arrangements ○ Leave, rostering and Enterprise Agreement factors ○ What other resources are needed? 	<ul style="list-style-type: none"> ● LOGISTICS function ● SEMO ● Mgr ICT ● Mgr People & Culture ● Mgr People & Culture
<ul style="list-style-type: none"> ● Consider doing an immediate impact assessment and/or closing of council assets, land and property if safe to do so. 	<ul style="list-style-type: none"> ● OPERATIONS function ● Mgr Assets & Technical Svcs ● Mgr Parks & Facility Ops ● Mgr Com Safety & Property
<ul style="list-style-type: none"> ● Consider activating early actions from the <i>City of Onkaparinga Recovery Plan</i> 	<ul style="list-style-type: none"> ● SEMO ● Mgr Community Capacity

3. COMMUNICATE

Internally	Delegate:
<ul style="list-style-type: none"> ● Confirm all staff are accounted for – use line management to cascade calls confirming contact with ALL staff 	<ul style="list-style-type: none"> ● INFORMATION function ● Line management
<ul style="list-style-type: none"> ● Consider message to staff informing them of situation 	<ul style="list-style-type: none"> ● Internal Comms
<ul style="list-style-type: none"> ● Consider staff welfare – offer EAP 	<ul style="list-style-type: none"> ● TL Human Resources
<ul style="list-style-type: none"> ● Consider sending non-critical staff home (first consider alternate duties) <ul style="list-style-type: none"> ○ Ensure we can communicate with <u>all</u> affected staff ○ Provide clear guidance on next day attendance ○ Inform staff if stand down v's leave ○ Remind staff of social media policy and to be prudent about commenting on the incident 	<ul style="list-style-type: none"> ● Internal Comms ● SEMO ● Mgr People & Culture ● Mgr People & Culture
<ul style="list-style-type: none"> ● Receive a briefing from Council Commander 	<ul style="list-style-type: none"> ● Council Commander, SEMO
<ul style="list-style-type: none"> ● Brief CEO, Mayor and Elected Members 	<ul style="list-style-type: none"> ● CMD
Externally	Delegate:
<ul style="list-style-type: none"> ● Consider Media Statement and/or website and social media post outlining any service interruptions 	<ul style="list-style-type: none"> ● Mgr Communication & Engagement
<ul style="list-style-type: none"> ● Consider asking the Local Government Functional Support Group (LGFSG) for assistance (08 8120 1720) 	<ul style="list-style-type: none"> ● SEMO

4. Delegate Crisis Management Team (CMT) members to commence work on [Crisis Management Team Checklist CMT B.1](#) and report back by next CMT meeting.

5. Set next CMT meeting time and frequency/schedule of future meetings.

OBJECTIVE: Assess and prioritise options

PLANNING		
Item	Impact	Delegated to:
Staff safety	Ensure all staff are safe and can communicate with Leaders	Mgr People & Culture
	Ensure all staff still working are fit for work (assess if required)	TL Work Health Safety
	Ensure clarity of direction if staff stood down or taking leave and expectation for return to work	Mgr People & Culture
Staff welfare	Offer EAP	TL Human Resources
	Ensure rostering for adequate rest between shifts	TL Work Health Safety
	Consider transport options for staff to attend work locations (also inductions)	Mgr Fleet, Civil & Waste Mgr Community Capacity
Staff capacity	Consider Temp contracts, volunteers, increasing Casual and Part time hours for existing staff	TL Human Resources and Line management
	Consider Day 1-7, week 1-4, and ongoing rosters	
	Consider external staff through Local Government Functional Support Group (LGFSG) or other councils	Senior Emergency Management Officer (SEMO)
Events	Liaise with Events Team to check schedule of events and any potential cancellations/changes	Mgr Communication & Engagement
Council meetings	Consider impact on Council and Committee meetings – alternate locations or methods	Mgr Governance
Business Continuity	Consider Critical Functions first	SEMO and line management
	Consider other functions next, per BCP	
Recovery phase	Commence planning for Recovery phase: <ul style="list-style-type: none"> • Contact affected residents – phone (Pathway record) or doorknock • Organise community meeting • Activate website FAQs 	Mgr Community Capacity
INFORMATION		
Item	Impact	Delegated to:
Internal communications	Brief the CEO, Mayor and Elected Members	CMD
	Decide schedule and content of internal comms, including predicted timeframe for updates	Organisational Development Partner (ODP)
	Comms re pay & conditions, work patterns, WFH	TL Human Resources
	Include staff on long term leave in any comms	ODP
	Consider passing on Control Agency or LGFSG situation updates	SEMO ODP

Item	Impact	Delegated to:
External communications	Prepare Media statements and talking points	Mgr Communication & Engagement
	Provide statutory notifications to regulators	TL Work Health Safety
	Inform insurers	Mgr Governance
	Consider request for support through LGFSG (08 8120 1720)	Council Commander – Dir City Operations
Public messaging	Consider content for public messages, website and social media content for updates; Infonet	Mgr Libraries and Customer Relations
Information management	Establish structure for recording and storing CMT activities and decisions – Ci Anywhere preferred	Mgr Governance
OPERATIONS		
Item	Impact	Delegated to:
Impact assessments	Consider immediate impact assessments for council land, assets and property	City Operations Managers
	Collate register of damages	
Service interruptions	Estimate time to recover affected services	SEMO and line management
Document damage	Remind staff to document (photo) any damages prior to repairs	City Operations Managers
Contingencies	Develop contingencies for services/functions that are affected	SEMO and line management
Customer Relations	Consider public-facing services and how to support/maintain them	TL Customer Relations
Security	Consider building and vehicle security	Mgr Parks and Facility Services
	Deploy contract security for cordons, security if electronic access control is affected	
LOGISTICS		
Item	Impact	Delegated to:
Business Continuity	What resources are required to support the Critical Functions?	Mgr ICT
	What resources for other functions?	Mgr ICT
	Relocation of functions to other sites if required	SEMO, Mgr ICT
	Redirection of phones, support to WFH	Mgr ICT
	Provide notification and inductions to staff relocating to other locations	TL WHS TL HR
Emergency Relief	Liaise with SA Housing as Emergency Relief FSG re emergency relief/recovery Centres	SEMO
Finance	Create a cost centre for recording expenses relating to the incident	Mgr Finance
	Ensure funds are available for immediate rectification works	'Council Commander' role (Dir City Operations)
	Create a mechanism to track lost time	Mgr Finance
Procurement	Consider immediate acquisition of stores and equipment, repair services	TL Procurement

The 'SITREPS' (Situation report) Briefing template is used to provide consistent, accurate and relevant advice. It should be used by:

- The Council Commander or Emergency Management Contact Officer to brief the Crisis Management Director or Team;
- The Crisis Management Director to Brief the Chief Executive Officer; and
- The Chief Executive Officer to brief the Mayor and Elected Members.

Emergency description:	Briefing by:	Date and time:
	Briefing to:	
Situation	What is happening? Confirm exact location of the incident Condition/Status of the incident? Are there gaps in our understanding of the incident?	
Impact	What are the possible consequences of the emergency? What is it going to impact on? Life / assets at risk? Direction / rate of travel? What services are interrupted?	
Tactics	What is our objective? What are we doing? Current Activity and Planned Activity	
Resources	What resources do we have on the scene? What / who is required or requested? Access and egress routes, location of assembly / staging areas?	
External agencies	Confirm who is the Control Agency. Who else is involved? Emergency Services / LGFSG / Other Councils? – Summarise their activities:	
Problems	What problems exist or may arise?	
Safety	Safety issues or hazards personnel need to be aware of?	