

# COMMUNITY EMERGENCY MANAGEMENT PLAN



PREVENTION | PREPAREDNESS | RESPONSE | RECOVERY



# Document Particulars

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This Community Emergency Management Plan (the Plan) is part of a suite of emergency management documents implemented by the City of Marion and should be referenced in conjunction with the City of Marion's Business Continuity Plan and Workplace Emergency Management Plans.

## Acknowledgement

The City of Marion acknowledges significant parts of this Plan have been based on the Council Emergency Management Plan template produced by the Local Government Association in conjunction with the Commonwealth Attorney General's Department, SA Fire & Emergency Services Commission, Local Government Research and Development Scheme, State Emergency Service, Primary Industries & Regions SA, City of Tea Tree Gully, The Barossa Council, City of Playford, City of Charles Sturt, Adelaide Hills Council, Berri Barmera Council, City of Onkaparinga and Clare & Gilbert Valleys Council.

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# Executive Summary

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Emergency events can occur at any time with little warning, rapidly spread over designated boundaries and cause diverse and widespread impacts across affected communities.

The City of Marion can help to minimise these threats and contribute to the safety and wellbeing of its community by participating in local emergency management alongside neighbouring councils.

The State Emergency Management Plan (SEMP) articulates the roles and responsibilities that Local Government may play in the local emergency management planning and preparedness. These include ensuring all requisite local emergency management planning and preparedness measures are undertaken.

The City of Marion Community Emergency Management Plan (CEMP) forms part of Council's commitment to emergency management planning and ensures that Council has a coordinated and planned response to emergencies.

Emergency Management hazards outlined in the CEMP have been sourced from the Southern Adelaide Zone Emergency Management Plan (ZEMP) and have been risk assessed using the principles outlined in the City of Marion Risk Management Policy and Framework through consultation with identified key internal and external stakeholders. It considers these hazards across a scale of minor incidents to major emergencies including:

- Animal and Plant Disease
- Black Systems Event
- Earthquake
- Escape of Hazardous Materials
- Extreme Weather (Storm and Heatwave)
- Flood
- Human Disease (Pandemic)
- Rural Fire
- Terrorism
- Urban Fire

This CEMP contains strategic information relevant to local government. It follows the structure of the SEMP and contains information and actions relevant to Council across the spectrum of prevention, preparedness, response and recovery.

It closely aligns with Council's Business Continuity Plan (BCP) which is an operational document that contains processes templates and forms which can be used in the response phase of an emergency. A major component of the BCP is the development of Council's Incident Management Team (IMT) comprised of capable and trained employees who have the knowledge and capacity to make strategic decisions in the best interest of the community in the event of an emergency incident.

# Contents

## Document Particulars 1

Acknowledgement.....	1
Document Control: .....	1

## Executive Summary 1

### Introduction 5

Purpose .....	5
Council Profile.....	6
Relevant legislation .....	6
State Emergency Management Governance structures .....	6
Emergency Management Plans.....	8
State Emergency Management Plan .....	8
Zone Emergency Management Plans.....	8
Council Emergency Management Plan.....	8
Local government .....	9
Local Government Functional Support Group.....	9
Zone Emergency Management Committee.....	9
Zone Emergency Support Team.....	9

### Prevention 10

Standard council mitigation activities .....	10
Development Control/Planning .....	10
Bushfire Management and Prevention.....	10
Flood Mitigation .....	11
Tree and Vegetation Management .....	11

### Preparedness 12

Planning and Risk Assessment .....	12
Emergency Risk Management .....	12
AS/NZS ISO 31000:2018 Risk Management Standard .....	12
National Emergency Risk Assessment Guidelines.....	13
South Australian Emergency Risk Management Guide.....	13
Risk Assessments.....	13
Priority Hazards .....	13
City of Marion Resources .....	14
Insurance.....	14
Support Systems.....	14
i-Responda .....	14
Emergency Management Contact Officer .....	14
Local Government Functional Support Group.....	15
Community Education.....	15
Flood Mapping.....	15
Workplace Emergency Management Plans .....	15
Business Continuity Plan.....	15
Emergency Management Planning.....	16
Command, Control and Coordination .....	16
Incident Management Systems .....	16
Incident Classifications.....	16
Incident Management Team.....	17
Emergency Management Training.....	17
IMT personnel.....	17
LGFSG Local Government Representative and Council Commander .....	17
Response personnel .....	17
Exercising .....	18
Animal Emergency Management.....	18

### Response 19

Incident Management Team activation .....	19
City of Marion Emergency Operations Centre.....	20
Operational Functions.....	20
Staffing and Security.....	20

Record Keeping .....	20
Administration and Finance .....	21
Financial Management .....	21
Protocol around Sharing of Resources .....	21
Communications .....	22
Internal communications .....	22
Council Members .....	22
Inter-agency Communications .....	22
Local Government Functional Support Group .....	22
ZEST and Control Agency .....	23
Community Communications .....	23
Community Information .....	23
Public Warnings .....	23
Emergency Relief Centres .....	23
Animal Relief .....	24
Post Incident Debrief .....	24
Post Incident Evaluation .....	24
<b>Recovery      25</b>	
What is Recovery? .....	25
Recovery Management .....	25
State Recovery Committee .....	26
Local Recovery Committee .....	26
Recovery Centres .....	26
Natural Disaster Relief and Recovery Arrangements (NDRRA) .....	26
Local Government Disaster Recovery Assistance (LGDRRA) .....	26
Disaster Recovery Guide for Councils .....	27
Councils' Role in Recovery .....	27
City of Marion's Community Vision .....	27
Community Engagement .....	28
Recovery Governance .....	28
Recovery Action Plan .....	28
City of Marion's Recovery Arrangements .....	28
Council Employees .....	29
Volunteer Management .....	29
Community Safety .....	29
Food Safety in the Community .....	29
Disaster Waste Management .....	30
Donated Goods and Fundraising .....	30
References .....	30
• City of Marion Business Continuity Plan .....	30
• City of Marion Recovery Management Plan .....	30
<b>Appendices    31</b>	
Appendix A: Council Profile .....	31
Appendix B: Relevant Emergency Management Legislation .....	34
Appendix C: Hazard Leaders and Control Agencies .....	35
Appendix D: Relevant Emergency Management documents .....	36

# Introduction

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## Purpose

The CEMP provides a mechanism for the management of risks associated with emergency management in the context of Council as a community leader and in satisfying functions of Local Government under the Local Government Act 1999 and other South Australian legislation pertinent to emergency management. The CEMP provides the strategic policy and procedural framework for emergency management to meet the community safety objectives of the Marion community.

The purpose of the CEMP is to establish Council's role in the event of an emergency that could occur within the boundaries of, or impacts upon, the City of Marion.

The objectives of CEMP are to:

- Establish the City of Marion's commitment to emergency management with an aim to provide assurance to the Community
- Fulfil the City of Marion's roles and responsibilities as defined in the State Emergency Management Plan (SEMP)
- Assist Council to better support their community by identifying risks, preparing and planning for these risks and improving the efficiency and effectiveness of response and recovery arrangements when incidents do occur
- Provide guidance to Council employees on their roles and responsibilities in emergency management
- Provide a framework for Council to operate when responding to incidents of different natures and scales
- Manage arrangements for the provision of Council resources to support the emergency services
- Enable a coordinated response to an emergency by supporting broader state emergency management arrangements

This plan follows the principles of emergency management known as prevention, preparedness, response and recovery (PPRR) and is structured to replicate the SEMP.

In the *Emergency Management Act 2004*, PPRR are defined as:

### **Prevention**

In relation to an emergency, means measures taken to eliminate or reduce the incidence or severity of the emergency.

### **Preparedness**

In relation to an emergency, preparedness means arrangements made to ensure that, should an emergency occur, the resources and services needed to cope with the effect of the emergency can be mobilised and deployed efficiently.

### **Response**

Any measures taken in anticipation of, during or immediately after an emergency to ensure that the effect of the emergency is minimised and that affected individuals are given immediate relief and support.

### **Recovery**

The conduct of any measures (such as human, economic and environmental measures) taken during or after an emergency, being measures necessary to assist the re-establishment of the normal (or new normal) pattern of life of individuals, families and communities affected by the emergency.

## Council Profile

The City of Marion is one of the state's larger metropolitan councils covering an area of about 55 km sq. and is located 10 km south of Adelaide stretching from the Glenelg tramline in Glandore to the coastal suburb of Hallett Cove. The area is diverse in population and features a variety of housing, transport links and animals, which are outlined in Appendix A:

## Relevant legislation

Under Australia's constitutional agreements, state and territory governments have responsibility for emergency management within their jurisdictions. South Australia has various legislation in place to fulfil this responsibility, these are outlined in Appendix B:

## State Emergency Management Governance structures

The main committees and structures involved in the planning and response and recovery stages of emergency management are described below and further illustrated in Figure 1.

### Strategic

#### Emergency Management Council (EMC)

EMC is a committee of Cabinet, chaired by the Premier.

#### State Emergency Management Committee (SEMC)

SEMC is a committee which oversees emergency Management planning in SA and is chaired by the Department of Premier and Cabinet. The SEMC is supported by four advisory groups: mitigation, response, recovery and public information and warnings.

#### State Recovery Committee

Oversees planning and capacity development and coordinates recovery operations across government as well as non-government organisations and local government. It is chaired by the Department of Communities and Social Inclusion and has both a strategic and operational role.

#### Hazard Leader

The agency which has the knowledge, expertise and resources to lead planning for the preparedness, response and recovery associated with specific hazards as outlined in Appendix C.

### Operational

#### State Emergency Centre (SEC)

Operated and supported by the SA Police, the SEC brings together all relevant agencies and support employees to coordinate a state level response.

#### Control Agency

Takes charge of the emergency and provides leadership to all other agencies responding to an emergency. A Control Agency is allocated to each type of hazard.

#### Support Agency

When a Control Agency is not the designated lead for a particular emergency, they are referred to as a Support Agency and provide support to the Control Agency.

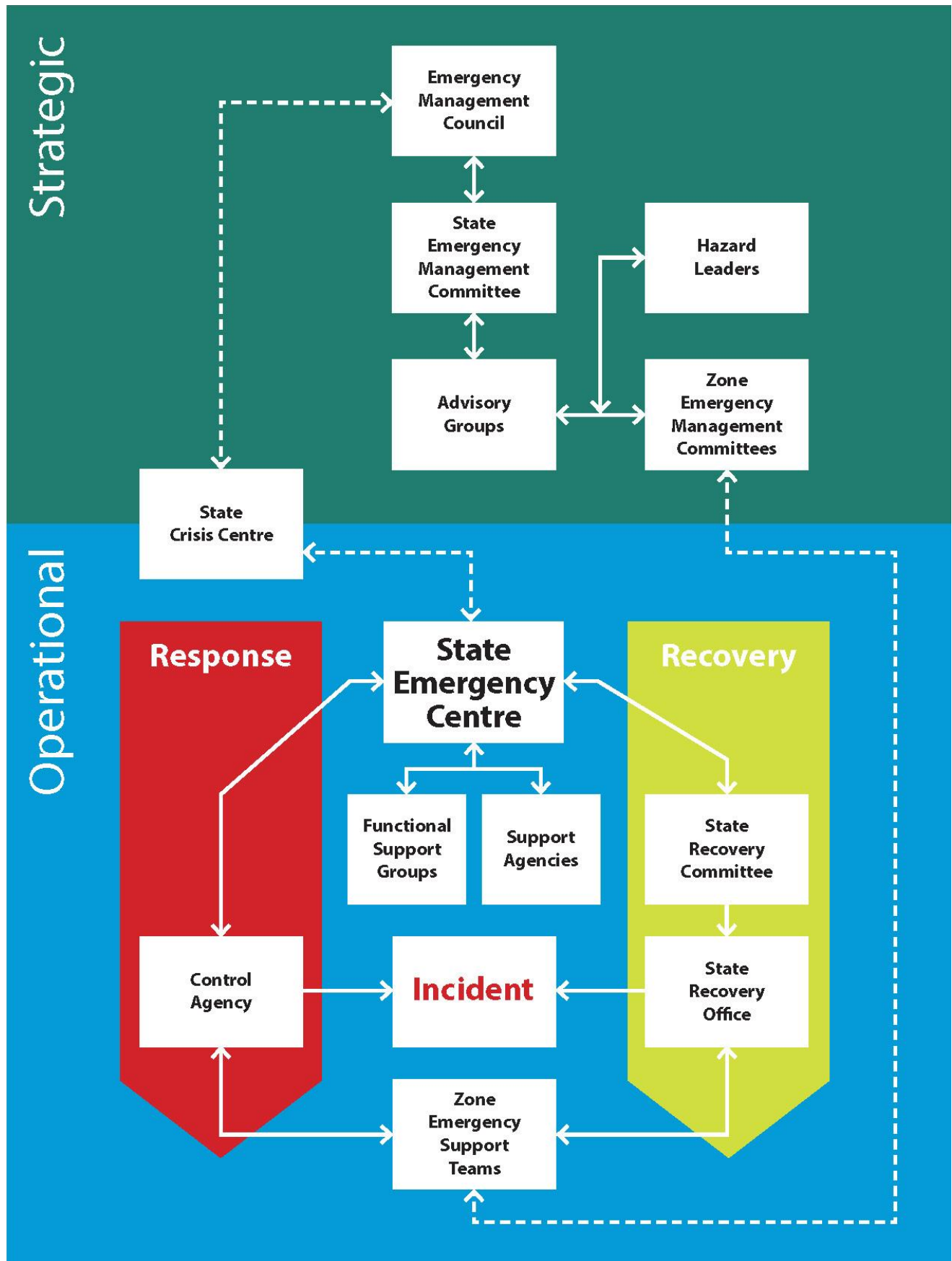
#### Functional Support Groups (FSG)

A group of participating agencies (government and non-government) that perform a functional role to support response and recovery operations. Each FSG has a nominated lead agency.

The following Functional Support Groups operate from the State Emergency Centre:

- Ambulance and First Aid
- Defence
- Emergency Relief
- Engineering
- Government Radio Network
- Local Government
- Logistics
- Mapping Support
- Public information

**Figure 1. Emergency Management committees and structures in SA**



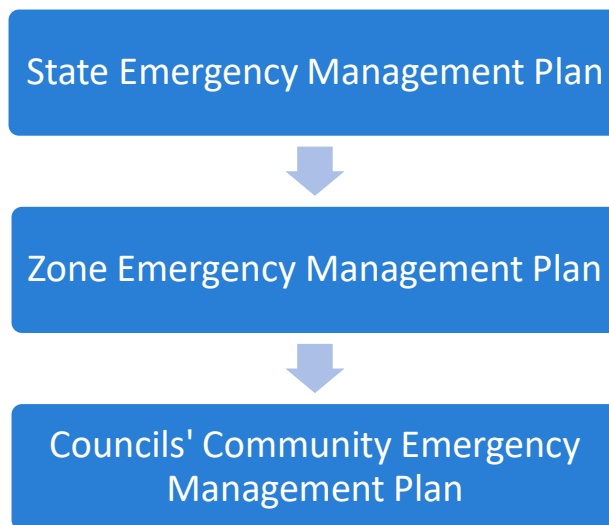
Source: State Emergency Management Plan Part 2 - Arrangements



# Emergency Management Plans

The hierarchy of key strategic emergency management plans in South Australia are illustrated in Figure 2 below:

**Figure 2. Key Emergency Management Plans in SA**



## State Emergency Management Plan

The SEMP and supporting documents outline roles and responsibilities for emergency management at a state level across the spectrum of PPRR including:

- Outlining the responsibilities, authorities and the mechanisms to prevent, or if they occur manage, and recover from incidents and disasters within South Australia
- Identifying and documenting structures and committees to support emergency management
- Documenting the State Hazards and listing Hazard Leaders and Control Agencies specific to each hazard (refer Appendix C).

There is no provision within the LG Act which expressly mandates that councils must comply with the SEMP. However, the SEMP references section 7(d) of the LG Act with respect to councils giving due weight in their plans, policies and activities to the SEMP. The principles set out in section 8 of the LG Act are matters which a council must act to observe and uphold in the performance of its roles and functions. However, there is a degree of discretion available to a council in the application of this section.

## Zone Emergency Management Plans

The Southern Adelaide Zone Emergency Management Plan focuses on the key hazards and emergency management arrangements within the Southern Adelaide Emergency Management Zone. These documents identify and prioritise the risks at the Zone level and the treatments available to mitigate these risks.

## Council Emergency Management Plan

This document is the Community Emergency Management Plan for the City of Marion. The purpose of this Plan is to identify hazards in the council area and document the emergency management arrangements, including key roles and responsibilities of Council, across the PPRR spectrum.

## Local government

### Local Government Functional Support Group

The Local Government Functional Support Group (LGFSG) is established under the SEMP and is responsible for coordinating the response from local government during an emergency. The LGFSG provides trained personnel to attend the State Emergency Centre and operational centres including State Control Centres.

The LGFSG is led by the Local Government Association (LGA) with participation from Local Government Organisations. Local Government Organisation in this context refers to the LGA SA, the 68 councils, regional LGAs and the LGA Schemes.

### Zone Emergency Management Committee

For the purpose of emergency management, South Australia is divided into 11 Emergency Management Zones based on the South Australian Government Regions. Each of these regions has a Zone Emergency Management Committee (ZEMC). The City of Marion is a member of the Southern Adelaide Zone Emergency Management Committee along with:

- City of Onkaparinga
- City of Mitcham
- City of Holdfast Bay

The ZEMC is a strategic committee responsible for risk management, planning and implementation of zone-level actions to build resilience and support state emergency management arrangements.

The ZEMC ensures emergency risk assessments, consistent with the National Emergency Risk Assessment Guidelines (NERAG) are conducted for priority risks, contributes to the development of risk treatment options, monitors implementation of risk treatments via Hazard Leaders and relevant treatment plans and develops a Zone Emergency Management Plan (ZEMP) and other plans.

### Zone Emergency Support Team

A Zone Emergency Support Team (ZEST) operates within each Emergency Management Zone. The ZEST brings together agencies and support employees to support the resolution of an emergency by providing coordination of resources to support the Control Agency.

The ZEST is coordinated by the South Australian Police (SAPOL). Any agency can request the activation of the ZEST but the decision to activate rests with the Control Agency. The ZEST may operate from a pre-planned facility as identified in the ZEST Operations Manual, a Control Agency's Incident Management Team location or any other suitable location. Council participation in the ZEST during an incident will generally fall within the operations of the LGFSG.

# Prevention

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Prevention measures aim to prevent hazards from developing into emergencies, or to reduce the effects of emergencies and to increase the resilience of the community.

## Standard council mitigation activities

Councils undertake many activities as part of normal service delivery to their communities. These often have the added benefit of risk mitigation. Some of these activities include:

- Land-use planning
- Public health measures, including immunisation
- Food safety, including proactively inspecting food businesses
- Bushfire Management Planning
- Land management
- Other environmental management such as dealing with stormwater pollution
- Tree management
- Road, traffic and parking management
- Stormwater infrastructure maintenance
- Vegetation management
- Building safety

## Development Control/Planning

In assessing development applications for Development Plan consent, Council's planning department must consider the appropriateness of the use/built form with respect to the established Development Plan policies. In assessing development applications for Building Rules consent, Council's building department must consider the appropriateness of the use/built form against the National Construction Code and other established standards.

Responsible land use planning can reduce the likelihood of hazards impacting the community. Building standards can mitigate the loss of life as well as damage to and/or destruction of property and infrastructure. There is no guarantee that the design conditions will not be exceeded during the lifetime of the structure.

## Bushfire Management and Prevention

Councils undertake inspections of private and council land pursuant to the *Fire and Emergency Services Act 2005*:

- To prevent or inhibit the outbreak of fire on the land
- To prevent or inhibit the spread of fire through the land
- To protect property on the land from fire
- To minimise the threat to human life from a fire on the land.

Bushfire Management Area Plans (BMAP) are produced by the Country Fire Service for the nine Bushfire Management Areas (BMA) in the state. The City of Marion is within the Adelaide and Mount Lofty Ranges area. The other areas are; Fleurieu; Flinders, Mid North and Yorke Peninsula; Kangaroo Island; Limestone Coast; Lower Eyre Peninsula; Murray Mallee; Outback and Upper Eyre Peninsula.

Councils have representation on the Adelaide and Mount Lofty Ranges Bushfire Management Committee and have input to the planning process. The BMAPs outline bushfire risks and identify strategies and actions to mitigate the risk of bushfire in the BMAs. These plans are accessible from the SA CFS website.

The City of Marion has a Fire Prevention Officer function which annually inspects all vacant land within the City of Marion to assess the extent of fire hazards and to take enforcement action to require owners to take action to prevent fire. The City of Marion has six Authorised Officers under the F&ES Act.

## **Flood Mitigation**

As a result of increasing demands on Council to install more infrastructure to improve the amenity and environment and reduce the risk of flooding, it became essential to rationalise the expenditure and therefore prioritise the provision of drainage works. To achieve this prioritisation, a Priority Matrix for Drainage was developed and approved by Council on the 28 June 2011. [The Priority Matrix for Drainage is reviewed and updated annually.](#)

The Drainage Matrix is considered to be a high level planning tool that allows Council to plan and manage its Capital Drainage Infrastructure Program. At the time, it was developed to align with the City of Marion's Strategic Plan 2008–2020, the Business Excellence Framework and the Asset Management Plan.

Applying a multi-level process (involving factors within categories such as social/political, economic, environmental and technical issues/conditions), has ensured that over the last 5 years Council has installed drainage systems that meet community requirements and expectations, while prioritising and reducing the flood risk to private property.

## **Tree and Vegetation Management**

Open Space Operations perform reactive and proactive tree management throughout the City. Tree issues raised by customer request are assessed by a qualified arborist and an industry accepted risk assessment is used to determine what actions are required to maintain the tree in best possible condition and representing an acceptable risk. Proactive tree management is carried out on all street trees over a three year cycle. A street tree pruning specification is followed to address all maintenance requirements of street trees.

A reserve tree risk audit is carried out to address tree risk in Councils 300 reserves throughout the city. A qualified arborist carries out a walkover assessment auditing trees that represent higher risk and a maintenance schedule to address this risk follows. This is an ongoing project that aims to control tree risk in reserves.

# Preparedness

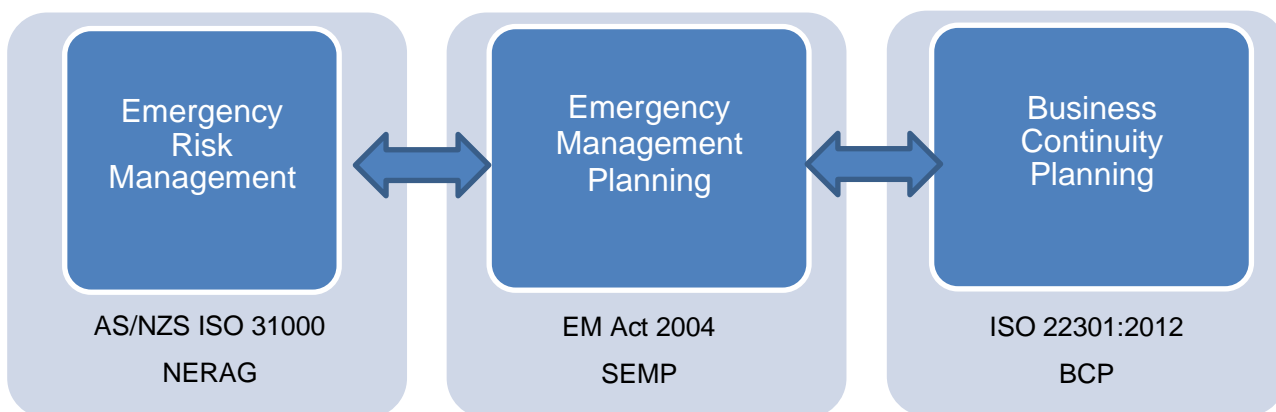
'Preparedness' are the arrangements made to ensure that, should an emergency occur, the resources and services needed to cope with the effect of the emergency can be mobilised and deployed efficiently.

The development of this Plan contributes to Council's emergency preparedness.

## Planning and Risk Assessment

Council undertakes a variety of planning activities in order to manage risks and emergencies. These are categorised in three overlapping areas as outlined in Figure 3:

**Figure 3. Key Emergency Management Plans in SA**



These overlapping areas are further explored in detail below.

### Emergency Risk Management

Emergency Risk Management (ERM) is a process that involves identifying and managing risks to the community from emergency events. Risk treatments can span across prevention and preparedness as well as response and recovery. Council is a key stakeholder in the ERM process because it is usually the first point of support for affected communities.

The ERM process spans the following activities of establishing the scope, risk identification, analysis, evaluation and risk treatment, shown in the below figure:

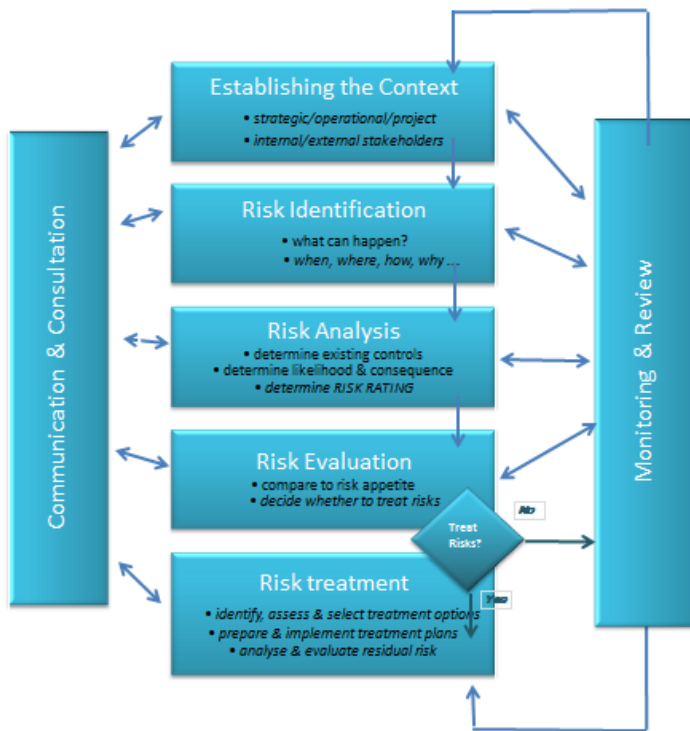
The CEMP has been developed with consideration of the following principles and methodology:

### **AS/NZS ISO 31000:2018 Risk Management Standard**

The AS/NZS ISO 31000:2018 Risk Management Standard provides for risk management processes which involve the exploration of realistic scenarios relating to the hazard of interest and involves ongoing communication, consultation, monitoring and review.

The ERM process spans the following activities of establishing the scope, risk identification, analysis, evaluation and risk treatments as shown in Figure 4.

**Figure 4. Key Emergency Management Plans in SA**



## National Emergency Risk Assessment Guidelines

The National Emergency Risk Assessment Guidelines (NERAG) provides a contextualised emergency risk assessment methodology consistent with the AS/NZS 31000:2018. This method has been developed for assessing emergency risks arising from any hazard and can be applied at local, regional, state/territory and national levels. NERAG focuses on the ‘All-Hazards’ approach.

## South Australian Emergency Risk Management Guide

The South Australian Emergency Risk Management Guide provides a guide to assist councils to facilitate an All-Hazards risk management process consistent with NERAG to identify priority risks for their council area. It is based on both the NERAG and AS/NZS 31000:2018, providing the methodology for council-based risk assessments. Risk Assessments are an important part of the risk management process and inform the development of emergency risk management plans.

## Risk Assessments

The Southern Adelaide Zone Emergency Management Committee has undertaken risk assessments using the NERAG methodology as part of the Zone Emergency Risk Management Program. This has provided information on priority risks to the Zone. Details of these risk assessments and the treatment options available to reduce the risk are provided in the Zone Emergency Management Plan (ZEMP) available on the Emergency Management page on City of Marion website.

## Priority Hazards

During the above Risk Assessment process, the Southern Adelaide ZEMC considered the nine state hazards identified in the SEMP and identified four prioritised hazards for the zone, these being:

- Extreme Weather (Storm & Heatwave)
- Flood
- Earthquake
- Rural Fire

# City of Marion Resources

## Insurance

The City of Marion is insured by the Local Government Association Mutual Liability Scheme and Local Government Association Asset Mutual Fund.

City of Marion's current insurance arrangements provide cover for council owned bridges, buildings, contents and site improvement including playgrounds and reserve improvements. Insurance does not cover road infrastructure or drainage infrastructure.

## Support Systems

City of Marion has a number of supporting policies, plans, resources and processes that form part of its emergency management strategies:

- i-Responda
- Emergency Management Contact Officer
- Local Government Functional Support Group
- Community education
- Flood Mapping
- Workplace Emergency Management Plans
- Business Continuity Plan
- 

## i-Responda

The i-Responda program has been developed by the LGA to assist councils in the planning and implementation of their response to emergency events. The key principle behind the program is *Ordinary Operations in Extraordinary Situations*. This is designed to ensure that Council employees can participate safely in emergency management and that risks to Council and City of Marion employees are appropriately managed. This program integrates with Council's existing risk management and work, health and safety (WHS) systems.

The i-Responda program can be used across all types of emergencies. Training for specific hazards has also been developed as part of this program, e.g. bushfire safety, working on the fire ground and flood and storm awareness modules. This training together with the Joint Operating Guidelines (JOG's), developed by the LGFSG, support Council employees in staying safe when providing support to emergency services during local incidents as well as those further afield.

The City of Marion has implemented the i-Responda program to ensure the CEO, Local Government Functional Support Group Representative, Emergency Management Contact Officer, Council Commander, managers and workers are equipped with information and tools that will enable a confident response to requests for Council to provide support in emergencies.

Council is committed to the support Emergency Management requirements requested through the Local Government Functional Support Group and pre-identified relevant employees and equipment that may be made available upon request.

Council recognises the importance of ensuring that its workers are only involved in types of emergency work that is appropriate to their level of skill and training. Appropriate employees, pre-approved to provide support outlined within the CEMP, are identified on the i-Responda Personnel Register. Required training will be identified, provided and recorded in Council's training database.

Council equipment, identified on the i-Responda Equipment Register, is pre-approved to be provided for support outlined within the CEMP. These will be provisioned through a request from the LGFSG to the Council Commander.

## Emergency Management Contact Officer

Council has nominated a primary point of contact for emergency management outside of an emergency, the Emergency Management Contact Officer (EMCO). This role is the Unit Manager Risk,

as this role is non-operational and will ensure consistent communication on non-urgent emergency management matters. Should the Unit Manager Risk be absent, this role will be covered by the Risk Coordinator.

### **Local Government Functional Support Group**

Council has nominated two Local Government Liaison Officers (LGLOs) to demonstrate its commitment to Emergency Management within the City of Marion boundaries, across the Southern Adelaide Zone and throughout all local government areas of South Australia. The Manager Corporate Governance and the Unit Manager Risk have been nominated as LGLOs.

This LGFSG provide a database to record the contact details and information about resources for ease of contact and coordination of resource sharing across council boundaries during an incident. The EMCO is responsible for updating this information quarterly, in line with ZEMC meetings.

### **Community Education**

Council recognises the importance of ensuring the community is aware of ways of mitigating the adverse effects of emergency events. Council's website provides the community with general information regarding emergency management and provides links to the websites of relevant hazard leaders and control agencies.

City of Marion, through its neighbourhood centres and libraries, provides both community engagement and community education programs. Where relevant and when funding is available, these courses and programs aim to build community resilience, through skill development, knowledge and confidence in community members to better support them during times of emergency and recovery.

In addition, the City of Marion Administration Building on Sturt Road carries a range of educational brochures and leaflets providing key community safety information relative to community emergency events including extreme heat, storm or flood.

### **Flood Mapping**

Flood mapping has been undertaken for the Hallett Cove creeks catchment and the catchment west of the Sturt River. The flood mapping data is available on Council's GIS system and Council website.

### **Workplace Emergency Management Plans**

Council's Workplace Emergency Management Plans provide an emergency control framework and incident response guide with the intention of preventing injury to workers, visitors and immediate neighbours, including damage to premises for localised (site-contained) emergency situations.

### **Business Continuity Plan**

Council's Business Continuity Plan (BCP) is a whole of business approach to ensure critical strategic, operational and project functions can be maintained and/or restored as a result of an event resulting in disruption to business. The purpose of this Plan is to build organisational capabilities, through decisive and responsible actions and support the continued achievements of critical business objectives in the face of uncertainty or disruption. The plan acts as a guide for the organisation to respond, recover, resume and restore functions in a clear and transparent manner, to a pre-defined level of operation following a business interruption event, as a result, minimising any adverse consequences for usual business operations.

(Council invested in a diesel run generator at the Administration Building which ensures continuity of Council's critical systems and services for an extended period of time during a power outage). This generator will not power the whole building.



# Emergency Management Planning

## Command, Control and Coordination

The concepts of command, control and coordination are crucial to the understanding of emergency management. These are explained below:

- **Command** is the internal direction of resources in an agency to undertake tasks. Council resources and employees will be retained by the employing Council in an incident. Command operates vertically within an organisation.
- **Control** operates horizontally across agencies or organisations. The Control Agency is the agency who provides leadership to other agencies in the response phase of an incident. Control Agencies for emergencies in South Australia are determined by the nature of the emergency and identified in legislation and/or the SEMP (refer Appendix C).
- **Coordination** of response is the bringing together of organisations and other resources to support emergency management response. This role includes declaring a major incident or emergency and ensuring that if a declaration is made under the Act that the Emergency Management Council and the State Emergency Management Committee are provided with adequate information to undertake their roles and functions. Within South Australia, coordination for the incident is the responsibility of SAPOL.

## Incident Management Systems

Incident management systems provide a common system for all responding agencies and personnel, enabling seamless integration of activities and resources for the effective and safe resolution of any emergency with the most common system being the Australasian Inter-Agency Incident Management System (AIIMS).

The principles of AIIMS are:

- **Flexibility** – the structure is adaptable dependant on the nature of the emergency
- **Management by objective** – a process of management where the Incident Controller in collaboration determines the desired outcomes
- **Functional management** – applied during emergencies at all levels this concept relates to grouping of similar responsibilities, tasks or resources
- **Unity of command** – there is one set of common objectives for everyone involved in response
- **Span of control** – relates to the number of tasks, groups or individuals that can be successfully managed by one individual

Councils should proactively manage local incidents and escalate to State agencies when it is apparent that a significant commitment of resources may be required to manage the incident.

## Incident Classifications

Councils are often the first agencies to respond to a local incident and can often manage this type of incident without additional assistance. Other agencies will become involved if the incident escalates and becomes a broader emergency. The City of Marion has adopted the incident levels outlined in Figure 5 to describe the severity of an incident and the impact on its resources.

***Figure 5. Incident Levels***

INCIDENT LEVEL	DESCRIPTION & EXAMPLE
Incident Level 1	Council able to resolve incident within existing resources in a business as usual capacity

	Eg: low level flooding, mild storm damage, short period of extreme heat
Incident Level 2	The incident is more complex in size, resource or risk and Council is required to assign additional resources above business as usual Eg: widespread flooding, significant storm damage, prolonged localised power outage
Incident Level 3	The incident is unable to be managed using existing Council resources and external support is required: Eg: Statewide emergency, earthquake, terror attack, public health epidemic

It should be noted that in a large and complex incident where a multi-agency response is required, the City of Marion will need to adapt to changes in command and control structures and be aware of its role in state level structures including the LGFSG and the ZEST. These roles are documented in the LGFSG Plan and ZEST Operations Manual.

## Incident Management Team

The Council has established an Incident Management Team (IMT) to manage emergency situations. The IMT is a flexible structure, with the number of employees and areas of expertise dependent on the scale and nature of the emergency.

The IMT is comprised of capable and trained employees who have extensive business, operational and corporate knowledge and have the capacity to make strategic decisions in the best interest of the community in the event of an emergency incident.

The IMT structure and responsibility statements for the identified functions within the IMT are outlined in the Business Continuity Plan.

## Emergency Management Training

### IMT personnel

City of Marion employees attending the IMT, as outlined in the BCP, are provided training in emergency management principles, this CEMP, the BCP and will participate in regular BCP exercises and/or simulations.

### LGFSG Local Government Representative and Council Commander

These roles have specific training requirements which are identified by the LGFSG in the LGFSG Operations Manual. These roles will require knowledge of AIIMS, i-Responda, relevant EM legislation and responsibilities and capabilities of Local Government.

- **Local Government Liaison Officer;** responsible for the liaison and coordination of Local Government at an IMT, ZEST or a State Emergency/Command Centre (SEC/SCC) level. The City of Marion has appointed two officers to provide cover for this role; the IMT Coordinator and the IMT Council/Organisational Governance.
- **Local Government IMT Commander;** an operational role that is the primary point of contact for all emergency related matters. Council doesn't employ a specific person for this role, but has nominated a person of sufficient authority, knowledge and experience from within existing employees. The City of Marion has appointed the Chief Executive Officer for this role.

### Response personnel

City of Marion Operational employees who are identified to support the Emergency Management requirements of control agencies (CES/SES/SAPOL) requested through the Local Government

Functional Support Group will be identified on the i-Responda Personnel Register which is provided as an appendix to the Business Continuity Plan. These employees will be required to undertake training in emergency management principles and the i-Responda framework with their training recorded in the organisation's training database.

## Exercising

Benefits of testing the CEMP include:

- Determining its effectiveness of the plan
- Bringing together all the relevant stakeholders to promote knowledge of and confidence in the plan
- Providing an opportunity for testing stakeholder integration, operational procedures and skills in simulated emergency conditions
- Improving the plan in accordance with outcomes identified in post-exercise review

The plan should be exercised, annually in alignment with BCP exercises, which may include:

- Desktop exercises that include orientation, agency presentations and discussing responses to a hypothetical event
- Functional exercises which take place in an operational environment where participants are required to perform the functions of their emergency management role
- Field exercises involve the deployment of personnel to a simulated incident or emergency and can often follow a series of discussions or functional exercises

The exercise may be conducted and reviewed by an employee or by an independent facilitator and/or panel of appropriately qualified people. The review will include a debrief process and recommendations for improving the plan.

## Animal Emergency Management

Types of animals relevant to the City of Marion are outlined in the 'Council Profile' and typically include domestic pets including dogs, cats, birds with the addition of horses and minimal livestock such as sheep and goats on some properties.

The City of Marion has authorised Dog and Cat Management Officers who will assist the community to ensure the welfare of their animals, help prevent animals from becoming a health and safety hazard to the wider community and may dispose of deceased animals.

The City of Marion will promote that animal owners include their animals in their personal emergency plans and refer them to the Managing Animals in Emergencies SA Framework produced by Primary Industries and Regions SA (PIRSA) available at [pirsa.sa.gov.au](http://pirsa.sa.gov.au)

# Response

Response operations are any measures taken in anticipation of, during or immediately after an emergency to ensure that the effect of an emergency is minimised and that affected individuals are given immediate relief and support.

The City of Marion’s Business Continuity Plan provides more detail on specific actions to be undertaken by the IMT in response to an emergency.

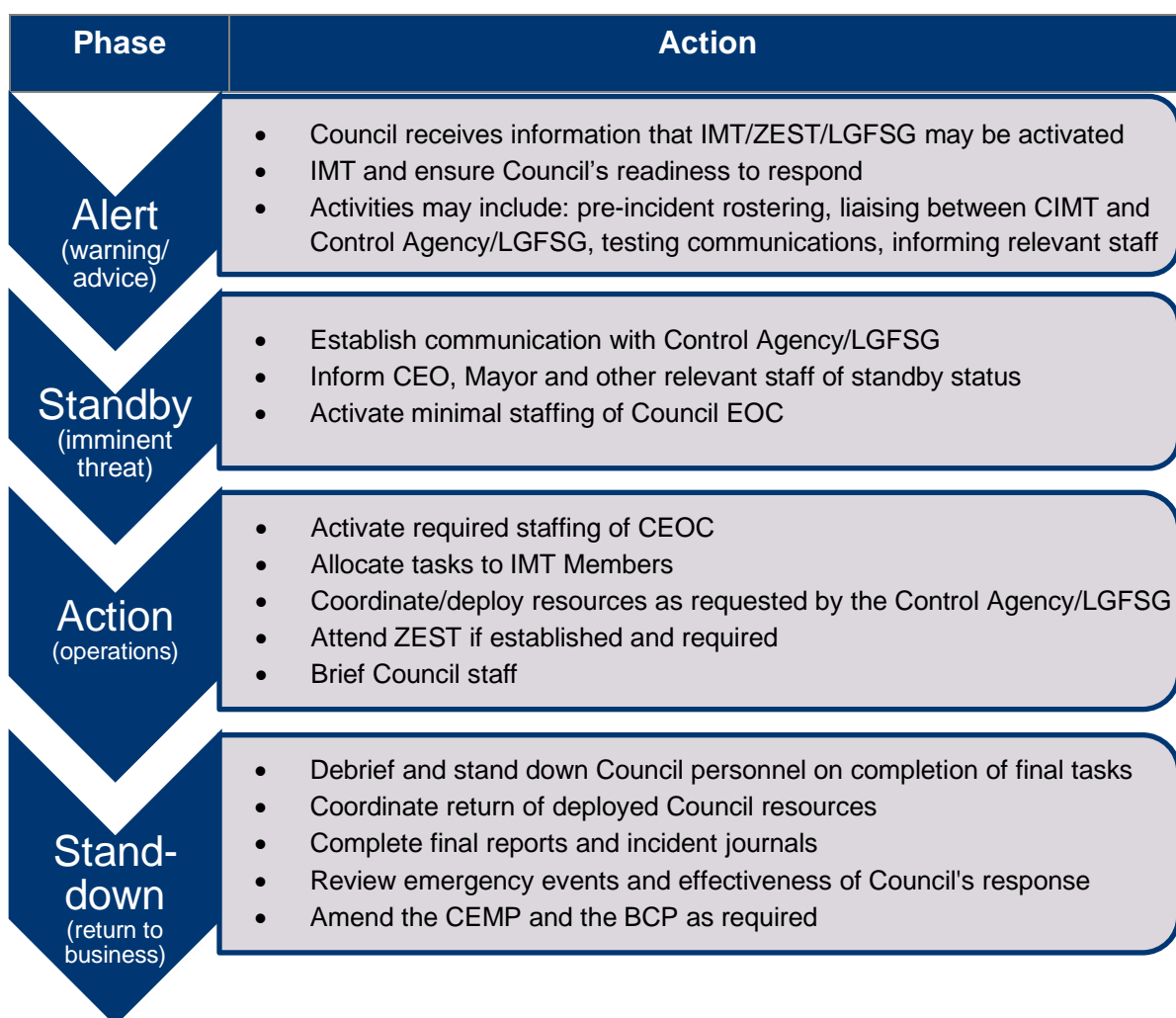
## Incident Management Team activation

The IMT may be activated when the organisation has:

- Received advice from a Control Agency or the LGFSG that an emergency has or is about to occur
- Become aware of an incident within their jurisdiction that has the potential to become an emergency
- Been notified that an emergency in an adjoining area is likely to impact on the City of Marion
- Been requested to attend a ZEST activation

The process of activation of the Council IMT is outlined in Figure 6.

**Figure 6. Response Phase Actions for IMT**



# City of Marion Emergency Operations Centre

The City of Marion may activate an 'Emergency Operations Centre' (EOC) to coordinate resources for response and recovery operations in an emergency. The resourcing and activation of this centre is the responsibility of the IMT Coordinator. Given the variable nature of emergency events, the following sites have been identified and prioritised as follows:

1. Governance Area, Level 1, Administration Building, 245 Sturt Road, STURT, 5047; or
2. Council Chambers, Ground Floor, Administration Building, 245 Sturt Road, STURT, 5047; or
3. City Services Depot, 935 Marion Road, MITCHELL PARK, 5046.

If these sites are unavailable or unsuitable for use, an alternative will be nominated by the IMT Commander.

The BCP contains specific operational information including template documents relevant to the establishment and operation of the EOC including the following:

## Operational Functions

The main operational functions of the EOC may include, but are not limited to:

- Liaise with Control Agencies and other external agencies
- Coordinate and deploy resources to assist response and recovery
- Coordinate the provision of additional resources required to support operations
- Collect, process, interpret and distribute information and intelligence
- Provide communications facilities
- Carry out any other directions issued by the IMT

## Staffing and Security

The EOC will be staffed by City of Marion employees with appropriate skills and training. Rostering of all personnel for duty in the EOC will be determined by the relevant IMT member, in accordance with appropriate work health and safety conditions. A roster template is available in the BCP.

The EOC will be a secure area with access restricted to employees with valid identification.

## Record Keeping

City of Marion recognises the importance of maintaining appropriate records during an emergency event. Good record keeping practices are critical for:

- Substantiating decisions and actions
- Cost recovery and reimbursement
- Insurance purposes
- Subsequent investigations
- Litigation and Court matters
- Coronial inquiries
- Risk management
- Reviewing the performance of this plan

All decisions made and actions taken during an emergency will be recorded in an incident log to ensure consistency and accuracy of the information. The incident log will remain active until the conclusion of the incident as determined by the IMT Commander. An incident log template is available in the BCP

Records related to emergency events will be managed in accordance with the City of Marion's Records and Information Management Policy which aligns with the General Disposal Schedule 20 (Local

Government Records) and General Disposal Schedule 33 (Across-Government Emergency Management) and provides document retention provisions for government emergency management.

## **Administration and Finance**

### **Financial Management**

The cost to the organisation of providing emergency-related support is generally unbudgeted, as the timing, nature, scale and duration of such requirements are unpredictable.

The Control Agency will generally meet its own costs associated with responding to an emergency. If Council provides personnel, plant and/or equipment in response to an emergency, it may incur costs relating to:

- Employees (the scale and nature of the emergency will determine the number and type required)
- Plant and equipment
- Materials
- Repair of materials or sites used for emergency management purposes
- Disposal of rubbish and debris

Council may seek cost re-imburement from the Control Agency post-event, discussions will occur direct with the Control Agency to determine the level of cost recovery being sought by Council. For this reason, it is very important that any expenditure in response to an emergency is separately recorded and allocated a separate budget line at the commencement of an incident. This will allow for the cost of this support to be readily identified and reimbursed as appropriate.

The IMT Member Operations is responsible for the provision of Council's limited supply of personnel, plant and/or equipment and materials. Wherever possible, normal council purchasing procedures are to be used for the acquisition and supply of goods and services.

The IMT Member Operations and IMT Member People are responsible for ensuring employees involved in the emergency operations are appropriately supported with breaks, catering and other requirements.

All Council Employees will be paid in accordance with Council policies and the relevant Enterprise Agreements, Awards and legislation.

### **Protocol around Sharing of Resources**

Resources may be requested at any time during the response and recovery phases of an emergency and requests may come from a number of sources including:

- the Control Agency
- an impacted council
- the LGFSG
- members of the community, including community groups

The City of Marion is committed to provision of assistance, where possible, outside its boundaries in response to an emergency. All requests should be recorded using the template in the Business Continuity Plan.

Requests for assistance should be directed to the City of Marion IMT Commander.

When supporting another council or the Control Agency in an incident it is important to remember that:

- The City of Marion is supported by the LGA Mutual Liability Scheme, Workers Compensation Scheme and Asset Mutual Fund
- i-Responda principles of “**Ordinary Operations in Extraordinary Situations**” must remain in place

The provision of resources is based on the Ask, Assess, Arrange, Act principles.

- **Ask** – make sure you understand what is being requested
- **Assess** – understand the job and associated risks
- **Arrange** – internal and external operational details
- **Act** – mobilise resources

## Communications

### Internal communications

Communications within the IMT are crucial to ensure that all IMT members are aware of the current situation, actions being undertaken and objectives to achieve to resolve the emergency. During an emergency, communications within the IMT will include:

- Regular briefings
- Handover documents
- Situation reports

Templates for a number of these communication documents are provided in the BCP.

City of Marion employees not involved in the IMT may be involved with the situation via meetings, face-to-face briefings, email or other media as deemed appropriate by the IMT Member Communications.

### Council Members

The IMT Council/Organisational Governance will be responsible for briefing the Mayor and Councillors to keep them informed regarding the emergency event including Council’s role and responsibilities in response to the incident. The IMT Member Communications will provide support to the Mayor as the Council spokesperson.

## Inter-agency Communications

### Local Government Functional Support Group

The LGSFG is active and in standby mode at all times.

If the City of Marion becomes aware of information or warnings relating to any emergency within their jurisdiction, the Council Commander will contact the LGFSG State Duty Officer (SDO) by phoning 8120 1720. This number is available 24 hours per day, seven days a week.

When contacted, the SDO will determine the LGFSG Mode of Operation for the incident as based on the incident levels identified in the Local Government Functional Support Group Plan.

The SDO and City of Marion Commander will communicate throughout the incident to coordinate resources and share information.

## ZEST and Control Agency

When a ZEST is activated, communication between City of Marion and the Control Agency will be through the LGFSG nominated LG Liaison Officer at the ZEST and the Commander at the relevant council.

## **Community Communications**

### Community Information

The provision of information to the public regarding an emergency is the responsibility of the Control Agency as identified in the SEMP- Annex C Public Information and Warnings.

The organisation recognises that their role is to strengthen and support these messages by timely sharing through existing channels and ensuring that relevant information is shared internally.

Any information released by the City of Marion will be undertaken as outlined in the BCP Communications Strategy, will be in conjunction with key stakeholders and must be approved by the IMT. The City of Marion will only issue media statements that relate to the impact on their organisation. It will not comment on matters that fall within the jurisdiction of other agencies.

### Public Warnings

The core principle of public information and warning is to ensure public safety as the highest priority, with the provision of public warnings the primary responsibility of the Control Agency. All agencies, including councils, can assist in amplifying the messages distributed from the Control Agency through their communication channels.

The City of Marion is likely to receive numerous enquiries from members of the public during an emergency about current status and impacts. It is important that customer service employees receive recent updates from communications employees in the IMT so that they are able to communicate messages to the public clearly and effectively.

The EM Splash page may be used on the home page of Council's website to provide the community with direct links to Hazard Leader and Control Agency information on relief and recovery.

The City of Marion may also use social media posts at times to publish links to public warnings as issued by the Hazard Leaders and Control Agencies. Scripts may be useful for customer service employees to provide information to the public when responding to telephone calls. These scripts should include details of where to access additional information and any necessary public safety messages.

## **Emergency Relief Centres**

An emergency relief centre is a temporary facility established to provide immediate support and essential needs to persons affected by an emergency. Housing SA is the agency responsible for establishing and managing emergency relief centres. Other organisations/agencies such as Red Cross, Salvation Army, churches, service clubs (e.g. Rotary, Lions), along with the City of Marion may be involved in the provision of community services at emergency relief centres. Services may include grants for temporary accommodation, counselling, personal support and financial assistance.

The organisation may be requested to provide facilities for the establishment of emergency relief centres. Facilities will need to be considered fit for purpose as identified by the recovery lead agency. In these circumstances, the City of Marion would not be responsible for the management of the emergency relief centre but may assist the Control Agency with personnel if they are able.



A number of suitable relief centres have been identified and this information provided to Housing SA. Housing SA, who in conjunction with the Control Agency, will determine the most suitable sites to establish relief centres.

## **Animal Relief**

The City of Marion supports the use of its venues, when in use as nominated relief centres, for the assembly of people with animals during an emergency event, where appropriate, for domestic animals under the control of their owner.

Lost or wandering animals reported to the City of Marion will be collected by our Dog and Cat Management Officers and delivered to the owner if identified and located. If unable, and more appropriate given the emergency incident, it will be delivered to the Royal Society for the Prevention of Cruelty to Animals (RSPCA) shelter at Lonsdale, or alternate provider if required.

Disposal of deceased animals is the responsibility of the animal owner and the City of Marion provides a service where, if a deceased animal is found in a public place and the owner can be identified, the owner is contacted. However if the owner cannot be identified, the deceased animal is transported and held so the owner can later claim the animal. Unclaimed deceased animals are respectfully disposed of through an external provider experienced in dealing with animals.

The City of Marion will also (subject to availability of resources) support emergency-affected livestock owners who are overwhelmed or unable to manage disposal of large numbers of deceased livestock by assisting them with their request for services to PIRSA. All animal relief issues arising from an emergency that require management beyond the ability of the animal owner or Council will be referred to PIRSA.

## **Post Incident Debrief**

As soon as practicable after an emergency operation, the IMT will coordinate the operational debrief/s with representatives from each involved City of Marion work area and any other external agency involved as the IMT considers appropriate. Sample questions for this debrief are included in the BCP.

## **Post Incident Evaluation**

After significant events, it may be appropriate for the City of Marion to participate in a formal debrief or multiagency debrief. This should occur within a reasonable timeframe of the emergency event, optimally no more than a month later. The Post Incident Evaluation may follow a more structured process will involve the production of a written report. Recommendations arising from this review may result in a review of the CEMP, the BCP and any other relevant documentation.

# Recovery

## What is Recovery?

Recovery is the process of restoring emotional, social, economic and physical wellbeing, reconstructing physical infrastructure and restoring the environment following an emergency. It is the conduct of any measures taken during or after an emergency that are necessary to assist in the re-establishment of the typical pattern of life of individuals, families and communities affected by the emergency. An emergency is generally not considered to be “over” until the community has been recovered to the new situation.

Being ‘recovered’ is being able to lead a life that people and communities value living, even if it is different to the life they were leading before.

Recovery can be broadly envisaged in the following phases and will require a dynamic and flexible approach based on specific needs in the community.

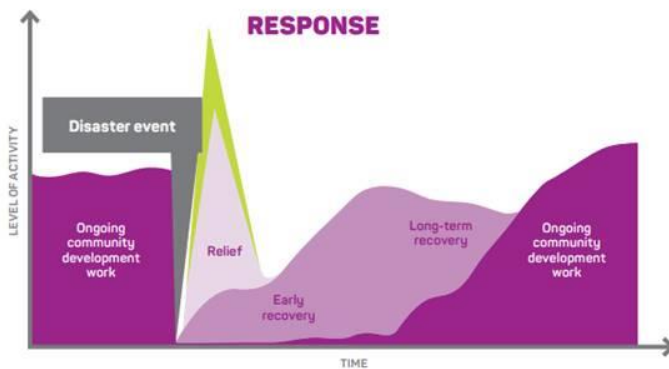


Figure 5 Effect of disaster on ongoing community development and interface with relief and recovery  
Source: Sally McKay

(Note this image is a sample & will be redrawn)

Some phases which may be observed include:

- **Relief** – focused on meeting immediate needs of individuals and restoring essential services.
- **Early Recovery** – assist communities dealing with the aftermath of the emergency.
- **Long-term Recovery** – restoring of the community to the ‘new normal’.

Recovery needs will vary depending on the scale of the incident i.e. size, complexity, impact and likely duration. Recovery actions may be based on the normal business of the Council or may require additional resources and management structures.

## Recovery Management

Local government has an important role in community recovery due to its local level services and functions.

The four domains of recovery as recognised in the State Recovery Plan are:

- **Social** – people, families and communities
- **Economic** – businesses, tourism, local economies and agriculture
- **Natural** – land management, air quality, natural heritage, culture, history and ecological conservation

- **Built environment** – public and commercial buildings, transport infrastructure, gas, electricity and fuels, water and wastewater infrastructure and essential services and other infrastructure

Recovery is a whole-of-government activity and involves cooperation with other agencies, community service organisations and the private sector to assist the community to achieve a proper and effective level of functioning following an emergency/disaster event.

Recovery can be a traumatic time for the community and the City of Marion may be the first point of contact for many community members. In order to minimise this trauma, information (written and oral) needs to be available to employees to convey to the community. Information needs to be factual, timely and distributed through a range of communication channels to ensure accessibility.

As soon as the need for coordinated recovery is identified, it must be planned. The State Recovery Office provides management and administrative support to the assigned recovery leaders and coordinates the formal recovery process. Councils may have a role in this process as needed through the LGFSG, or independently. The City of Marion or LGFSG may liaise with the recovery lead agency to determine any special arrangements and immediate recovery requirements.

## **State Recovery Committee**

The State Recovery Committee is chaired by the Department of Human Services. It oversees recovery planning as well as coordinating recovery operations across government and non-government organisations.

## **Local Recovery Committee**

To ensure recovery activities are locally driven and reflective of local needs, a Local Recovery Committee (LRC) may be established as soon as practicable following an emergency. The LRC will be supported by the State Recovery Committee and State Recovery Office and would include a range of local and state agencies. Councils are a vital members of this group and will be expected to attend meetings and provide support to the LRC. Depending on the scale of the event, public community meetings may also be held to provide and gather information on a range of issues.

## **Recovery Centres**

A recovery centre may be established by the State Recovery Office to coordinate recovery following an emergency event. Recovery centres provide a 'one-stop-shop' for people affected by an emergency to seek support and assistance from recovery agencies.

## **Natural Disaster Relief and Recovery Arrangements (NDRRA)**

In recognition of the significant cost of natural disasters, the Australian Government established the NDRRA to alleviate the financial burden on the states and to facilitate the early provision of assistance to disaster affected communities. Through the NDRRA, the Australian Government provides financial assistance directly to the states to assist them with costs associated with certain disaster relief and recovery assistance measures.

## **Local Government Disaster Recovery Assistance (LGDRRA)**

The South Australian Government disaster assistance arrangements provide a mechanism to assist councils with managing the costs associated with disaster recovery following a natural disaster. An act of relief or recovery that is carried out by a council to alleviate damage arising as a direct result of a natural disaster may be eligible for financial assistance.

# Disaster Recovery Guide for Councils

The LGA has developed a Disaster Recovery Guide for Councils. This guide is designed to help councils understand their role and contribution to recovery, consider recovery arrangements and build capability of their organisation, communities and recovery partners.

## Councils' Role in Recovery

In accordance with the Local Government Emergency Management Framework <sup>1</sup> and State Emergency Management Plan<sup>2</sup>, councils have a responsibility to:

- Plan for recovery to establish the principles, structures, partnerships and approaches that will guide council
- Provide leadership, co-ordination and advocacy when the community is impacted by disasters
- Support the identification and assessment of community impacts
- Secure grants and other funding assistance to support disaster recovery.

The City of Marion may be involved across the four recovery domains, consistent with Council's service delivery levels and within its areas of influence and control. The priority of recovery activities against regular council activities will be based on risk and impact to the community as well as alignment to existing service levels.

## City of Marion's Community Vision

The City of Marion's Community Vision is an articulation of the communities' collective values and vision for how Marion will look and feel in 30 years.

The following principles, based on the *National Principles for Disaster Recovery*<sup>3</sup> will be used to guide Council's decision making and actions in disaster recovery:



### Understand the context:

*The City of Marion will work with those impacted to understand their unique needs, in recognition that each community has its own history, values and dynamics.*

### Recognise complexity:

*Acknowledging the diversity of community and changing needs during recovery, the City of Marion will implement ways to maintain awareness of community needs, strengths and vulnerabilities.*

### Use community-led approaches:

*Because they understand their community on the ground, the City of Marion will establish recovery processes that engage the community to participate in decision making to drive the outcomes they want.*

### Coordinate all activities:

*The City of Marion will work with external partners to coordinate quick responses to the resource and support needs of the community to fast track recovery.*

### Communicate effectively:

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[https://www.lga.sa.gov.au/webdata/resources/files/ECM\\_672733\\_v18\\_Local%20Government%20Emergency%20Management%20Framework%202019%20update.pdf](https://www.lga.sa.gov.au/webdata/resources/files/ECM_672733_v18_Local%20Government%20Emergency%20Management%20Framework%202019%20update.pdf)  
<https://www.dpc.sa.gov.au/responsibilities/security-and-emergency-management/state-emergency-management-plan>  
<https://knowledge.aidr.org.au/resources/national-principles-disaster-recovery/>

The City of Marion acknowledges that effective communication is key to successful recovery and will provide relevant, timely and accessible information to the impacted community in a variety of ways. We will encourage input and feedback through a range of communication channels, networks and structures.

### Acknowledge and build capacity:

As they have chosen to live in the community, and feel connected here, the City of Marion will support individuals and communities to build capacity and resilience through recovery; this also supports Council to get back to delivering services more quickly.

## Community Engagement

During recovery, Council will engage with the community based on the Guiding Principles identified in this Plan and encourage input and feedback from the community through a range of communication channels and networks. Council may also refer to the Public Consultation Policy to further engage with the community.

## Recovery Governance

Recovery management and coordination will vary based on the scale of the emergency incident –event size, complexity and impact. The table below provides an indication of council’s involvement and how this relates to likely actions of other agencies.

Scale of emergency	Recovery Management	Council Actions	Other agency actions
<b>Small</b>	Formal structures not required. Council partners with community and/or business leaders.	Council responds through business as usual.	No support from other agencies.
<b>Medium</b>	Formal recovery structures required for multi-agency coordination. State Government likely to appoint a Local Recovery Coordinator.	Council sits on Local Recovery Committee and liaises with other agencies.	Wider range of community groups and services from outside the region are required.
<b>Large (undeclared or declared)</b>	State Government recovery processes with coordination of multiple agencies. Enhanced governance arrangements e.g. task force, new authority.	Councils work with and support other agencies. Manage new grant funded programs. Work closely with state/Federal coordination and support.	Wide range of support required and high level coordination of support services coordinated by state agencies.

## Recovery Action Plan

Where an incident cannot be managed through business as usual, council will develop an incident specific Recovery Action Plan. The Plan will focus on delivering outcomes consistent with the guiding principles described above and document priority actions based on an impact assessment across the four recovery domains.

The *Recovery Action Plan* will consider:

- Whether recovery is manageable within existing resources, additional resources that Council will commit and extra resources that may be needed.
- Recovery phases and timeframe based on event scale and complexity.

The Recovery Action Plan will be regularly monitored and reviewed to reflect changing needs and opportunities during the recovery process.

## City of Marion’s Recovery Arrangements

In alignment with the LGA Disaster Recover Guide for Councils, the City of Marion has adopted the following recovery arrangements:

## Council Employees

Identified employees have been trained to respond during emergency events however, involvement in emergency and recovery response can still have a significant impact on those who respond. Council employees can be impacted financially, physically and emotionally during an emergency event and it is important that their recovery is considered and planned for.

The City of Marion may support the recovery of impacted employees through the provision of:

- Leave from work or flexibility around working arrangements and hours;
- Employee Wellbeing Program (EAP); and
- Additional counselling services, where required.

## Volunteer Management

Council recognises the vital role that volunteers can play in an emergency such as providing access to community resources and local knowledge and providing a link in the information chain between Council, emergency services agencies and the community.

Council also recognises the importance of effectively managing volunteers in order to ensure a coordinated and uniform approach. Poor management of volunteers can add confusion and create unnecessary work for agencies.

The types of volunteers commonly involved following emergency events are:

- **Formal response volunteers** – mainly the CFS, SES and Red Cross. Volunteers of these agencies are well-organised and trained.
- **Council volunteers** – volunteers that are registered with Council and contribute to the provision of services to the community on an ongoing basis in a wide range of areas (e.g. library services, transport, aged care, community centres).
- **Specialist volunteers** – volunteers that are affiliated to and registered by specialist public and private organisations (e.g. Lions, Rotary, BlazeAid etc).
- **Spontaneous volunteers** – people who are not affiliated to or registered with any organisation but are motivated to assist in times of trouble, in particular following emergency events. Spontaneous volunteers can register with Volunteering SA & NT at their website: <https://www.volunteering-sa-nt.org.au>

Council has a number of registered volunteers who contribute to the delivery of services in the local community using their local knowledge, and a range of skills and abilities. These skills may be directly relevant or transferable to volunteer tasks commonly needed during the recovery phase.

Council maintains a database of its registered volunteers, which will allow volunteers to be appropriately matched to recovery tasks depending on their skills, knowledge and other relevant qualifications. Council volunteers will be managed in accordance with the Council's Volunteer Management Policy and associated procedures.

## Community Safety

Community Safety Inspectors deliver a range of services to protect the safety of the community including fire prevention activities, dog and cat management, noise and nuisance complaints, parking management and other education and enforcement activities.

## Food Safety in the Community

The City of Marion has authorised Environmental Health Officers who will assist the community by liaising with and inspecting food businesses within the City of Marion boundaries to ensure that food is

kept in safe and appropriate conditions to prevent the risk of food poisoning to members of the community.

### **Disaster Waste Management**

During an emergency event there is often a large amount of waste produced which needs to be managed post-incident. This can include damaged building materials, personal property, garden materials, vehicles, soil, effluent and chemicals. Council will endeavour to respond through its hard waste management program or use of external contractors.

Green Industries SA have produced a Disaster Waste Management Capability Plan and supporting Guidelines which outline agreed State arrangements, including identifying roles and responsibilities, around waste generated in a disaster.

### **Donated Goods and Fundraising**

The *National Guidelines for the Management of Donated Goods (Australian Government)* enables all levels of government, corporate and non-corporate sectors, communities and individuals to more effectively address the needs of people affected by disasters.

While it is important to manage the desire of many community groups and organisations to undertake donation drives, donated goods can cause major logistical problems. This includes managing large inflows of items which can create issues around the storage and disposal of unwanted or non-useful products. Unless very specific goods are required to assist in recovery, the public will always be encouraged to donate money in preference to goods, as this allows agencies, or the affected individuals and families, to purchase what is needed and support the local economy to return to business as usual.

The State Emergency Relief Fund Committee administers the fund established under the Emergency Management Act. The Red Cross is usually the front-line management agency for fundraising efforts and it is commonly accepted that diverting fundraising efforts through one avenue provides for the best outcomes for the community.

## **References**

- City of Marion Business Continuity Plan
- City of Marion Recovery Management Plan





## **Population**

The population of the City of Marion is approximately 88,000 residents and is showing healthy growth, due in part to overseas migration which welcomes newcomers from countries such as the United Kingdom, India, China, the Philippines, the eastern countries of Africa and many others. The southern communities of Hallett Cove, Trott Park and Sheidow Park continue to experience significant growth, including a new shopping centre redevelopment and connector road supported by Council as part of its Marion South Plan. Other initiatives include redevelopment opportunities at Tonsley together with the upgrade of South Road and Oaklands Crossing.

Whilst no critical infrastructure is located within the City of Marion boundaries, significant levels of low-medium density housing has, and continues to occur adjacent the Tonsley Innovation District, Marion Shopping Centre and Oaklands Crossing. The Seaford and Tonsley rail lines have also been electrified.

The demographic of the City of Marion population has more people aged over 75 years than the metropolitan Adelaide average, approximately 1 percent of residents are indigenous and almost a quarter of residents born overseas with more than half of those from non-English speaking backgrounds.

## **Housing and Transport Links**

Housing stock is made up predominantly of detached three-bedroom homes and transport consists of the Seaford and Tonsley rail corridors, the Glenelg tramway and five major north-south and four east-west arterial roads with bus routes throughout.

As part of the 30 Year Plan for Greater Adelaide, and in accordance with Council's Development Plan, it is anticipated the City of Marion will continue to experience high levels of low-medium density in-fill development, due in part to ageing housing stock located on large parcels of land. This is likely to include:

- Housing growth along key transport routes including the Seaford and Tonsley train lines, arterial roads surrounding the Marion Shopping Centre and in selected areas adjacent the Glenelg tram line;
- A variety of housing forms and sizes, up to 4 stories in height, to cater for the wide variety of households and demographics.

## **Vulnerable groups**

Community Care Services within the City of Marion are jointly funded by the Commonwealth and State Governments, allowing provision of a subsidised service to eligible clients who require someone to stand beside them, advocate on their behalf or need minimal support to manage activities of independent living and are not receiving a similar service from any other provider. Services are designed to support vulnerable people in all aspects of their life through social connections, positive ageing, lifelong learning and activities around the home e.g. cleaning, basic home maintenance, modification, gardening, social support and transport options.

## **Climate Change**

Climate change is emerging as a vital issue for our community, with recent scientific research showing that societies and ecosystems are highly vulnerable to even modest levels of climate change.

South Australia's temperatures are increasing and rainfall is decreasing. For the Adelaide and Mount Lofty Ranges region this means a general warming and drying trend. This means that we can expect more frequent and intense heatwaves, and increasing number of days of extreme fire danger, an increased intensity of rainfall, and more extreme storm events.

Our approach to climate change is to partner with our community in response to the risks and opportunities posed and to enable climate change resilience into the future with the implementation of two closely related strategies:

**Abatement/Mitigation** – to focus on reducing the amount of greenhouse gases we emit into the atmosphere via active measures such as improving energy efficiency, using renewable and low emission technologies, and offsetting emissions to help avoid future impacts of climate change beyond what is already projected; and

**Adaptation** – to address the climate change already projected to occur by increasing, as far as possible, our capacity to cope with the impacts of climate change, including variability and extreme events.

## Topography

The City of Marion is predominantly residential across the Adelaide Plains whilst also including a significant industrial sector. It has seven kilometres of beautiful, rugged coastline, hundreds of hectares of open space and bushland which lie side by side with modern suburban development.

Important areas of large open space are located across the city including Edwardstown Oval, Morphettville Sports and Community Club, Morphettville Racecourse, Mitchell Park Sports Club, Marion Sporting Complex, Hallett Cove Sports Club, Marion Golf Club, Glenthorne Farm, the Marino and Hallett Cove Conservation Parks and the O'Halloran Hill Recreation Park.

## Animals

A large number of households within the City of Marion have domestic animals, the most common of which are dogs and cats, birds and other domestic pets. The City of Marion has an Animal Management Plan to provide a sustainable and strategic approach to the management of dogs and cats within the context of creating a safe public environment and enhancing the amenity and environment of the City of Marion while considering the importance of pet ownership.

The area does not contain farmland with large quantities of livestock, however the Morphettville Racecourse and Trott Park Pony club is located within the City of Marion and there are a number of commercial and domestic horse stables located nearby.

State-owned conservation parks to the south of the city (Hallett Cove & Marino Conservation Parks, Glenthorne Farm and O'Halloran Hill Recreation Park) along with Hallett Headland and Glenthorne farm also provide habitat for native fauna populations.

## Appendix B: Relevant Emergency Management Legislation

### Emergency Management Act 2004

The *Emergency Management Act 2004* (EM Act) outlines the strategies and systems for the management of emergencies in South Australia. This Act includes the guiding principles that emergency management arrangements are based on:

- an All-Hazards approach addressing the spectrum of PPRR
- reflect the collective responsibility of all sectors of the community
- recognise that effective arrangements require a coordinated approach from all sectors of the community

The Act establishes the State Emergency Management Committee and requires the State Emergency Management Plan (SEMP) to be prepared and be kept under review. It also identifies key roles and responsibilities in an emergency including those of the Control Agency and Coordinating Agency.

### Fire and Emergency Services Act 2005

The *Fire and Emergency Services Act 2005* (F&ES Act) establishes the structure, powers and duties of the South Australian Fire and Emergency Services Commission, the SA Metropolitan Fire Service (MFS), SA State Emergency Service (SES) and the SA Country Fire Service (CFS).

The Act further establishes the State Bushfire Coordination Committee (SBCC) and prescribes functions including: providing advice to the Minister on bushfire risk and management, preparation and review of the State Bushfire Management Plan.

Under the F&ES Act, the state is divided into Bushfire Management Areas with the establishment of a Bushfire Management Committee for each area. Each Committee is required to undertake a variety of functions including advising the SBCC of bushfire prevention in its area, preparation of a Bushfire Management Area Plan (BMAP) and convene local or regional forums to discuss issues relating to bushfire.

Some sixty councils are located within “country areas and urban bushfire risk areas” which requires that each of these councils must appoint at least one Fire Prevention Officer for its area.

### Local Government Act 1999

Section 7 of the *Local Government Act 1999* (LG Act) outlines a range of functions for councils including:

- To provide for the welfare, wellbeing and interests of individuals and groups within its community;
- To take measures to protect its area from natural and other hazards and to mitigate from the effects of such hazards; and
- To provide infrastructure for its community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area).

Section 8 of the Act states that a council must, “give due weight, in all its plans, policies and activities to regional, state and national objectives and strategies concerning the economic, social, physical and environmental development and management of the community.” This includes considering the objectives and strategies of the SEMF.

Section 298 of the LG Act advises of a councils’ power to act in an emergency specifically related to flooding, “if flooding in the area of a council has occurred or is imminent and the council is of the opinion that a situation of emergency has arisen in which there is danger to life or property, it may order that action be taken as it thinks fit to avert or reduce the danger.”

## Appendix C: Hazard Leaders and Control Agencies

Hazard	Hazard Leader (prevention & preparedness)	Phone
Animal & Plant disease	Primary Industries & Regions SA	
Earthquake	Dept for Planning, Transport & Infrastructure	
Extreme Weather	SA State Emergency Service	
Flood	Dept of Environment, Water & Natural Resources	
Hazardous materials	Safe Work SA	
Human disease	SA Health	
Rural fire	SA Country Fire Service	
Terrorism	SA Police	
Urban fire	SA Metropolitan Fire Service	

Emergency Incident	Control Agency (response)	Phone
Aircraft accident	SA Police (SAPOL)	
Animal, plant & marine disease	Primary Industries and Regions SA	
Bomb threat	SA Police	
Earthquake	SA Police	
Extreme weather	SA State Emergency Service (SES)	
Fire - Country	SA Country Fire Service (CFS)	
Fire - Urban	SA Metropolitan Fire Service (MFS)	
Flood	SES	
Food/drinking water contamination	SA Health	
Fuel, gas & electricity shortages	Department of State Development	
Hazardous materials emergencies	CFS or MFS	
Human disease and/or epidemic	SA Health	
Information & communication (ICT) failure	Department of Premier and Cabinet	
Marine transport accidents	SA Police	
Marine pollution	Department of Planning, Transport and Infrastructure	
Rail accident	SA Police	
Riverbank collapse	SA Police	
Road/transport accident	SA Police	
Search & rescue – land & sea	SA Police	
Search & rescue - structure	SA Police	
Siege/Hostage	SA Police	
Terrorist incident	SA Police	

## Appendix D: Relevant Emergency Management documents

Name	Version/Edition	Date
<b>Strategies</b>		
National Strategy for Disaster Resilience	first	2011
<b>Legislation</b>		
<i>Emergency Management Act 2004</i>		2004
<i>Fire and Emergency Services Act 2005</i>		2005
<i>Local Government Act 1999</i>		1999
<b>Plans</b>		
State Strategic Plan		
State Emergency Management Plan	second	2016
Zone Emergency Management Plans	various	various
Business Continuity Plans	various	various
State Bushfire Management Plan		
Bushfire Management Area Plans	various	
Functional Support Group Plans		
Public Information Functional Support Group Plan	various	
Local Government Functional Support Group Plan	draft	2017
Hazard Plans	various	
Response Plans		
Community Emergency Management Plans		
Red Cross Rediplan		
Zone Recovery Plans		
<b>Risk Assessment Guidelines</b>		
Emergency Risk Management Applications Guide – Manual 5 – Emergency Management Australia, Commonwealth of Australia		
South Australian Emergency Risk Management Guide	first	2017
Australian Emergency Management Handbook Series - Handbook 10 - National Emergency Risk Assessment Guidelines	second	2014
Australian Emergency Management Handbook Series - Handbook 11 - National Emergency Risk Assessment Guidelines: practice guide		
AS/NZS 31000:2018		
<b>Guides/Guidelines/Frameworks</b>		
Disaster Recovery Guide for Councils	first	2017
Disaster Waste Management Guide	In progress	2017
Managing Animals in Emergencies Framework	first	2017
Local Government Emergency Management Framework		2017
i-Responda guidelines		
LGFSG Joint Operating Guidelines (sandbags, bushfire)		
<b>Manuals (including operations manuals)</b>		
State Control Centre Operations Manual		
State Emergency Centre Operations Manual		
Zone Emergency Support Team Operations Manual	first	2017
The Australasian Inter-Service Incident Management System	4 <sup>th</sup> edition	2013
Local Government Functional Support Group Operations Manual		
Zone Emergency Management Committee Induction Manual	2 <sup>nd</sup> edition	2017



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