DCP Emergency Management Plan

4th May 2020

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1. Document Review Summary

Whenever this document is reviewed and or amended, details must be recorded.

Date	Review Summary
Nov. 2011	Emergency Management Plan V1.0 developed.
Dec. 2012	DCP Emergency Services/ Fire Fighting Policy, and Business Continuity Management Plan updated.
Dec. 2013	DCP Emergency Services/ Fire Fighting Policy updated. 'one system' WHS Emergency Management Policy & Procedure added
Dec. 2015	DCP Emergency Services/ Fire Fighting Policy, 'one system' WHS Emergency Management Policy updated.
Dec. 2016	'one system' WHS Emergency Management Procedure updated.
Dec. 2017	DCP Emergency Services/ Fire Fighting Policy updated.
Dec. 2018	'one system' WHS Emergency Management Procedure updated.
April 2020	DCP Emergency Management Plan updated (V2.0) to align with LGA SA Emergency Management Framework 2019. DCP Informal Gatherings Policy, Adverse Event Plan, Climate Change Adaptation Plan & DCP Development Plan added.

2. Abbreviations

Abbreviation	Explanation
Adverse event	Adverse events in general means an acute water shortage. The Bureau of Meteorology provides adverse events maps which often show areas where the rainfall is lowest on record for given time periods.
AM	Administration Manager
BCMP	Business Continuity Management Plan (DCP)
CCAP	Climate Change Adaptation Plan (DCP)
CEO	Chief Executive Officer
CFS	Country Fire Service (SA)
DCOC	District Council of Ororoo Carrieton
DCP	District Council of Peterborough
Disaster resilience	The ability to survive, adapt and grow, no matter what happens.
Disaster risk	The potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time.
Disaster risk reduction	Activity aimed at preventing new and reducing existing disaster risk and managing residual risk.
EMP	Emergency Management Plan
EMT	Emergency Management Team
EPC	Emergency Planning Committee (DCP)
FMNYBMC	Flinders Mid-North Yorke Bushfire Management Committee
FMNRDA	Flinders Mid-North Regional Development Association
FRC	Flinders Ranges Council
LEGATUS	A working group of CEOs from the Councils within the Central Local Government Region (including DCP).
LGA SA	Local Government Association, South Australia
SAPol	South Australian Police
SMT	Senior Management Team
WHS	Work Health and Safety
WM	Works Manager

3. Introduction

Across South Australia, councils play important and diverse roles in emergency management. This is because councils have:

- strong relationships with communities,

- knowledge of local hazards, risks and environmental issues,

- ability to mobilise local resources, and

- experience in mitigating, responding to, and recovering from emergencies.

Purpose

The purpose of the updated District Council of Peterborough (DCP) Emergency Management Plan (EMP) is to:

- consolidate DCP Plans with relevant emergency management actions,

- provide a reference point for Policies and Procedures relevant to emergency activities, and

- align with the format of the new Local Government Association of South Australia's Emergency Management Plan which was published in July 2019.

Scope

This Emergency Management Plan relates to all emergencies, regardless of size, frequency and speed of onset. The emergency event may be caused by natural or human interaction as well as related environmental, technological and biological hazards *(LGA SA EMF, 2019).*

Audience – Distribution

The intended audience for the District Council of Peterborough EMP is:

- Senior Management Team and

- Members of the Emergency Management Team as identified in sections 9 and 10 of this document.

The plan is available to all Managers and staff via Councils GDS 20 and is to be reviewed annually by the Senior Management Team (SMT).

Authority

The District Council of Peterborough EMP has been developed under the authority of the SMT. Prior to implementation the plan was reviewed and approved by that body.

Training and Communication

A key objective of the DCP's Emergency Management Plan is to increase the awareness and capabilities within the District Council of Peterborough for planning, responding to and recovering from emergency events.

The members of the Senior Management Team (SMT) will be provided with training as soon as reasonably practicable after the DCP's Emergency Management Plan (Version 2) has been endorsed.

It is the responsibility of the various members of the SMT to ensure that the requirements of the Emergency Management Plan are communicated to all staff and that induction/ training programs include reference to the Plan.

Managers should be familiar with key deliverables as detailed in the Key Areas of the Plan and ensure that staff are aware of their roles and responsibilities within the Plan.

Validation and Testing

Emergency management planning is a process, not an event. In order for the Council to ensure that the EMP remains viable into the future, there must be:

- Annual review of the emergency management sections of the associated DCP Plans; and
- An annual test of the EMP.

4. LGA SA Emergency Management Framework

The Local Government Association SA Emergency Management Framework 2019 reflects the evolving role of local government in emergency management. It emphasises the critical role that Councils play in reducing the level of disaster risks before emergencies happen.

The framework lists four strategic drivers and seven legislative drivers.

Strategic drivers are:

- Adverse event preparation
- Business continuity during disruption events
- Climate change adaption
- Increasing costs of disasters
- Strengthening community resilience

Legislative drivers are

- Local Government Act (SA) 1999
- Emergency Management Act (SA) 2004
- Fire and Emergency Services Act (SA) 2005
- Planning, Development and Infrastructure Act (SA) 2016
- Public Health Act (SA) 2011
- Natural Resources Management Act (SA) 2004
- Work, Health and Safety Act (SA) 2012

The framework also replaces the traditional emergency management process with three key areas: disaster risk reduction, incident operations, and recovery.

	Disaster Risk reduction	Incident operations	Recovery
Prevention			
Preparedness			
Response			
Recovery			

Table 1: Relationship between key areas of LGA SA Emergency Management Framework and the traditional Prevention – Preparedness – Response – Recovery model. *(Reference: LGA SA Emergency Management Framework 2019, p.15)*

5. Aligning with LGA SA EMF

The DCP's previous Emergency Management Plan (Version 1.0) was developed in 2010. This document, the DCP Emergency Management Plan Version 2.0 has been developed to update the Council's emergency management processes to align with the current LGA SA Emergency Management Framework 2019.

Key area 1 – disaster reduction, involves the areas of:

- Waste management
- Fire prevention
- Community development
- Storm water management
- Tree management
- Climate adaptation
- Development assessment
- Environmental health

Key area 2 – incident operations, involves the areas of:

- I-responder
- Community support
- Fire response
- Tree management
- Community support
- Environmental health
- Extreme weather events

Key area 3 – recovery, involves the areas of:

- Infrastructure
- Social support & a community led approach
- Economic
- Natural land management
- Eco system
- Natural heritage
- Communication

6. Disaster Reduction

Council makes a significant contribution to disaster risk reduction through direct activities such as fire prevention and also the development and implementation of strategic plans in key areas such as business continuity and climate adaptation.

Actions taken	Adverse Event Plan	Business Continuity Management Plan	Climate Change Adaptation Plan	WHS Emergency Management
Reducing existing disaster risks	**Appendix A**. - Prepare. Council Operations - Regular engagement with community and industry groups.	**Critical Function 2** : ITC Platform	**Key Area 1**: Bio-Diversity Management – Tree Management	Council has an active Emergency Planning Committee (EPC).
	Appendix A. - Prepare. Agribusiness - Primary producers plan and prepare for adverse event conditions.	**Critical Function 7** : Emergency Management -Bushfire Prevention	**Key Area 2**: Water Resource Management. – Support SA Water, NRM & PIRSA in sustainable water use education.	Identify reasonably foreseeable emergency related hazards and assessing the level of risk.
	Appendix A. - Prepare. Community - Community networks plan and prepare for adverse event conditions.	**Critical Function 8** : Environmental Protection - Management of hoarding and squalor	**Key Area 5**: Health & Wellbeing - Facilitate CFS bushfire preparedness workshops.	Emergency evacuation practices & emergency scenario testing activities
	Appendix A. - Prepare. Environment and natural resources - Routine management as per local needs and services	**Critical Function 12 :** Storm water, drainage and flood mitigation		
	Appendix A. - Prepare. Business and regional Economy – Council BCMP			
Avoiding creation of new disaster risks	**Appendix A**. - Prepare. Council Operations - Regular engagement with community and industry groups. Identify changes and assess risk.	**Critical Function 11** : CWMS (waste water treatment) *NOTE - CWMS is a relatively new asset & activity at DCP.*	**Key Area 2**: Water Resource Management - Consult CWMS Management experts	Identify and assessing the level of risk when there are going to be changes to the workplace, and work tasks.
	Appendix A. - Prepare. Environment and natural resources - Routine management - Identify changes and assess risk.		**Key Area 2**: Water Resource Management - Investigate drought tolerant trees & plants for parks, gardens and streets.	Identify and assessing the level of risk when there are going to be new plant/ equipment, hazardous chemicals or work tasks.
	Appendix A. - Prepare. Environment and natural resources - Routine management - Identify changes and assess risk.		**Key Area 6**: Regional Coordination - Council involvement with YMNRDA, LEGATUS, FMNYBMC, and ZEMC	Debriefing from emergency evacuation practices & emergency scenario testing activities.
Managing any residual risks	**Appendix A**. - Prepare. Council Operations - Develop actions to address increased level of risk.	**Critical Function 13** : Emergency Management - Preparation for, identifying and managing general emergencies.	**Key Area 1**: Bio-Diversity Management - Factor in climate change while managing weeds	Scheduled inspections of Council assets: e.g. playgrounds, aerodrome, swimming pool, buildings.
	Appendix A. - Prepare. Environment and natural resources - Routine management - Develop actions to address increased level of risk.		**Key Area 4**: Infrastructure Planning - Consider bio-diversity function & water needs for parks, gardens.	Compliance with building safety measures. e.g. fire extinguishers, emergency exit signs, emergency lights.
	Appendix A. - Prepare. Environment and natural resources - Develop actions to address increased level of risk.			

Table 2: Summary of DCP 'disaster reduction' strategies and associated activities.
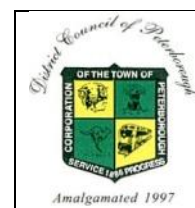
7. Incident Operations

In incident operations, the Council typically takes action to support their community, neighbouring Councils, and/ or control agencies (CFS, SAPoI) and other parties through the South Australian emergency management arrangements.

Actions taken	Adverse Event Plan	Business Continuity Management Plan	Climate Change Adaptation Plan	WHS Emergency Management
Immediately before an incident	**Appendix A. - Monitor.** Council is monitoring the conditions and assessing potential impacts and response requirements.	**Critical Function 7:** Emergency Management - Bushfire Prevention	**Key Area 6:** Regional Coordination - Communication with Zone Emergency Management Committee	Implement work zone traffic management signs etc, where relevant.
	Appendix A. - Monitor. Communication with industry groups and government to understand their perspective on the conditions.	**Critical Function 13 :** Emergency Management - general	**Key Area 8:** Emergency Management - Review existing FMNY Bushfire Management Plan	Pre-operation check of plant & equipment to be used in emergency response.
	Appendix A. - Monitor. Council seeking feedback from farmers, agricultural businesses.		**Key Area 8:** Emergency Management - Maintain capability and readiness of DCP i-responder	Communication with Council workers who are CFS/ SES volunteers.
During an incident	**Appendix A. – Stages of adverse events.** Stage 1 : mild - (i) Regular monitoring and assessing issues; (ii) Communication with local businesses and industries; (iii) Referring to relevant DCP plans; (iv) Seeking advice from relevant industry bodies and committees	**Critical Function 9 :** Waste Management	**Key Area 2:** Water Resource Management. - Consult CWMS Management experts -potential flooding issues.	i-responder activities in accordance with DCP's Emergency Services/ Fire Fighting Policy
	Appendix A. – Stages of adverse events. Stage 2 : moderate - (i) Regular monitoring and assessing issues; (ii) Referring to relevant DCP plans and implementing relevant actions; (iii) Seeking advice from relevant industry bodies and committees; (iv) Refocus of council works programs, eg trucking of water to areas without mains water to maintain town supplies ; and (v) Tree management (falling limbs)	**Critical Function 12:** Storm water, drainage and flood mitigation		Activate Informal Gatherings Policy, where relevant.
	Appendix A. – Stages of adverse events. Stage 3 : severe - (iii) Consultation with industry experts, environmental agencies State and Federal authorities; (iv) Refocus of council works programs, eg trucking of water to areas without mains water to maintain town supplies ; (v) Tree management; and (vi) Seeking assistance from neighboring councils, state and federal government	**Critical Function 13 :** Emergency Management - general		
Immediately after an incident	**Appendix A. – Stages of adverse events.** Stages 1, 2, and 3 - (i) Regular monitoring and assessing issues; (ii) Communication with locals.	**Critical Function 12 :** Storm water, drainage and flood mitigation	**Key Area 1:** Bio-Diversity Management - Review and update DCP Tree Management Policy	Debrief with workers, LEGATUS group and emergency services groups
	Appendix A. – Stages of adverse events. Stage 3 : severe - (iii) Consultation with industry experts, environmental agencies State and Federal authorities; (iv) Refocus of council works programs. (v) Seek assistance	**Critical Function 13 :** Emergency Management - general	**Key Area 6:** Regional Coordination	Council's Emergency Planning Committee (EPC) to review incident debrief and make recommendation to Health & Safety Committee and SMT.

Table 3: Summary of DCP 'incident operation' strategies and associated activities.

8. Recovery

It is important to recognize that councils do not undertake the recovery activities alone. It is a shared activity between affected communities, all levels of government, private sectors and non-for-profit sections.

Actions taken	Adverse Event Plan	Business Continuity Management Plan	Climate Change Adaptation Plan	WHS Emergency Management
Restoring emotional, social, economic, and physical wellbeing.	Recovery phase may occur after phase 1, 2 or 3 depending on the severity of the adverse event.	**Critical Function 1** – Tourism	**Key Area 1**: Bio-Diversity Management. _4._ Investigate increasing tree canopy coverage etc.	None identified
	Appendix A. – Recovery Council Operations – (i) Review, update and implement council services, programs and planning to build economic, environmental and social resilience .; (ii) Restoration of impacted council assets; (v) Exit from drought activities and transition to regular services; and (vi) Evaluation and reporting	**Critical Function 2** – ITC Platform **Critical Function 3** – RTC **Critical Function 5** – Dog management and control	**Key Area 3**: Business Development. _2._ Encourage expansion of solar panel farms	
	Appendix A. – Recovery Community Groups - Council encourages community groups and sports groups to apply for local government assisted 'Star Group' funding.	**Critical Function 6** – Noise & Nuisance Control	**Key Area 5**: Health & Wellbeing _1._ promote & engage social consecutiveness & community resilience programs	(i) Review, update and implement council services, programs and planning to build economic, environmental and social resilience . e.g.
	Appendix A. – Recovery Community Groups and local businesses - Council encourages community groups and sports groups to seek funding through local Regional Development Australia contacts.	**Critical Function 11** – CWMS (waste water treatment)		(ii) Restoration of impacted council assets
Reconstructing physical infrastructure.	**Appendix A. – Recovery** Council Operations – (ii) Restoration of impacted council assets; (iii) apply for insurance payment for damages; and (iv) apply for relevant grant to assist with cost of works.	**Critical Function 9** – Waste Management	**Key Area 2**: Water Resource Management. _5._ Review & update DCP Water Management Plans	None identified
		Critical Function 12 – Storm water, drainage and flood mitigation	**Key Area 4**: Infrastructure Planning _2._ Use digital technology, supporting infrastructure maintenance/ development	
Restoring the environment	**Appendix A. – Recovery** Council Operations – (ii) Restoration of impacted council assets (which affect the environment)	**Critical Function 9** – Waste Management	**Key Area 3**: Business Development. _2._ Promote climate change initiates	None identified
	Appendix A. – Recovery Council Operations – (iii) apply for insurance payment for damages.; and (iv) apply for grant funding	**Critical Function 12** – Storm water, drainage and flood mitigation	**Key Area 4**: Infrastructure Planning _5._ Consider bio-diversity function & water needs.	
			Key Area 5: Health & Wellbeing _5._ utilise opportunities from existing & emerging digital technologies	

Table 4: Summary of DCP 'incident operation' strategies and associated activities.

9. Emergency Management Team

The DCP Emergency Management Team (EMT) consists of:

- EMT Director
- EMT Coordinator
- EMT Support
- EMT General Member – Finance
- EMT General Members - General

For additional information refer EMT Responsibility Statements (in the next section of this document).

10. EMT - Responsibility Statements

Emergency Management Team (EMT) Director			
Position	EMP Director	**Staff Position**	CEO
During absence this role will be assumed by	Works Manager		
Position Statement	The **EMT Director** is <u>responsible for</u> declaring an emergency management event and invoking the EMP. The **EMP Director** is <u>required to</u> oversee and manage all emergency management activities. <u>NOTE</u> : during a DCP workplace emergency, the DCP Chief Fire Warden has authorised control of the situation.		
Knowledge Requirements	1. High level of organisation activities and service delivery priorities 2. Community, Business and Regulatory contacts		
Responsibilities	The **EMT Director** must make decisions as to the best strategy for emergency response and recovery based on information received at the time of the incident/ event. **Responsibilities include:** • Maintain working knowledge of EMP & associated DCP Plans • Maintain working knowledge of EMP associated DCP Policies and Procedures • Participate in EMP monitoring and reviewing activities • Participate in and ensure that appropriate levels of training is undertaken **On Activation:** • Activate the EMT and the relevant section of the EMP • Notifying and liaising with stakeholders, including SMT • Provide focal point in communication to staff, media and public • Establishing and chairing all Emergency Management meetings (may delegate) • Delegate tasks and oversee critical function activities • Monitor relevant emergency incident/ event information • If Works Manager is EMT Director - Ensure CEO is briefed • Promote the wellbeing and safety of all staff • Liaise with elected body via the Mayor		

Date approved by SMT	4 May 2020

EMT Coordinator

Position	EMT Coordinator	**Staff Position**	Works Manager
During absence this role will be assumed by		Works Supervisor	
Position Statement	The **EMT Co-ordinator** is required to assist the EMT Director in the management of the emergency response and recovery. The **EMT Co-ordinator** must be familiar with the Emergency Management Plan, and emergency management team responsibilities.		
Knowledge Requirements	1. High level knowledge of overarching EMP 2. Understanding of organisation activities and service delivery priorities 3. High level of internal key contacts and accountabilities		
Responsibilities	**Responsibilities include:** • Maintain working knowledge of BCMP & relevant Critical Function Sub Plans • Pre event co-ordination of BCP and Sub plans with relevant owners • Co-ordination of training for CMT & CMT SG members • Co-ordination of testing for the Business Continuity Plan **On Activation:** • Open Control Centre on direction of CMT Director • Assisting CMT Director as required • Create and maintain a chronological log of meetings and decisions made **Media Functions:** • Support the Mayor/ CEO to ensure the dedicated media briefing center is fit for purpose		
Date approved by SMT	**4 May 2020**		

EMT Support

Position	EMT Support	**Staff Position**	Administration Manager
During absence this role will be assumed by		Risk/ WHS Co-ordinator	
Position Statement	The **EMT Support** is responsible for the smooth functioning of the Control Centre (if established) and the administrative needs of the EMT.		
Knowledge Requirements	1. High level of internal key contacts and resource knowledge 2. Understanding of organisation activities and service delivery priorities 3. High level of administrative functions and arrangements		
Responsibilities	**Responsibilities include:** • Maintain high level of administration skills **On Activation:** • Facilitate (if required) the set-up of the Control Centre including IT equipment, DCP relevant forms/ checklists, stationery etc. • Facilitate availability of resources to assist EMT members (if required) • Make arrangements for all EMT meetings • Facilitate general administrative support (including log of all events and actions, resumption status, EMT members' movements etc) • Notify Insurer and manage the insurance requirements • Facilitate the creation and maintenance of a chronological log of meetings and decisions made.		
Date approved by SMT	**4 May 2020**		

EMT Member - Finance			
Position	EMT Member	**Staff Positions**	Administration Manager
During absence this role will be assumed by		CEO	
Position Statement	Experience in financial management. EMT members (who are Managers) are still responsible for the continuity of their own business unit functions during an emergency.		
Knowledge Requirements	1. High level of group activities and service delivery priorities 2. High level knowledge of overarching EMP.		
Responsibilities	**Responsibilities include:** • Maintain working knowledge of EMP • Participate in monitoring and reviewing activities • Participate in appropriate levels of training as required **On Activation:** • Operate as a member of the CMT • Ascertain the impact on business unit activities & costs for resourcing the Control Centre • Co-ordination implementation of business unit Critical Function Sub Plan as required • Monitoring implementation against the Business Continuity Plan • Maintaining information and report to CMT (which could include cost – where relevant) • Maintain communications with staff		
Date approved by EMT	**4 May 2020**		

EMT General Members			
Position	EMT Member	**Staff Positions**	Works Manager
During absence this role will be assumed by	Depot Supervisor		
Position Statement	Experience and competence in operation of mobile plant, chain saws, pole saws, and installation of work zone traffic management, and / or Member of Emergency Planning Committee.		
Knowledge Requirements	1. High level of group activities and service delivery priorities 2. High level knowledge of overarching EMP.		
Responsibilities	**Responsibilities include:** • Participate in training • Maintain working knowledge of response and recovery sections of EMP • Participate in the monitoring and reviewing of activities **On Activation:** • Operate as a member of the EMT • Participate in the EMP activities, as required • Maintain communication with EMT • Document emergency management activities and other relevant activities.		
Date approved by SMT	**4 May 2020**		

11. Reference documents

DCP Adverse Event Plan

DCP Business Continuity Management Plan

DCP Climate Change Adaptation Plan

DCP Strategic Plan 2018 - 2022

Legatus Group Strategic Plan 2018 - 2028

Local Government South Australia Emergency Management Framework 2019

WHS Emergency Management Procedure

Primary Industries and Regions South Australia

12. Attachments – DCP Documents

A - Adverse Event Plan

B - Business Continuity Management Plan

C – Climate Change Adaptation Plan

D - Strategic Plan

E - Emergency Services/ Fire Fighting Policy

F - Informal Gatherings Policy

G - WHS Emergency Management Policy

H - WHS Emergency Management Procedure

Adverse Events Plan

For

District Council of Peterborough

1. Defining Adverse Events

1.1 Definitions

a.   Adverse events in general means an acute water shortage. The Bureau of Meteorology provides [adverse events maps](), which highlight areas considered to be suffering from a serious or severe rainfall deficiency. The maps also often show the areas where the rainfall is lowest on record for given time periods.

Adverse events declaration is the responsibility of State and Federal Governments, which consider a range of other factors apart from rainfall.

In South Australia, the Department of Primary Industries and Region SA ([pirsa.adverse events@sa.gov.au]()) is the lead agency responsible for coordinating the state's adverse events response. As such, it uses a raft of indicators defined in its Adverse Events Framework to identify areas being impacted by adverse events and the severity of impact. These indicators include meteorological, production and socio-economic impacts.

b.   Bushfires in general means an uncontrolled fire in scrub or a forest, especially one that spreads rapidly.

Bushfires as an emergency are declared by the Country Fire Service (CFS). They are the incident controllers on the fire ground.

c.   Storm events in general mean a violent disturbance of the atmosphere with strong winds and usually rain, thunder, lightning, or snow.

With a storm comes gale force winds with the possibility of extreme damage to structures, vegetation, human life and other property.

Storm events will be managed by the State Emergency Service (SES), the CFS and the Local Council.

d.   Coronavirus means a large family of viruses known to cause respiratory infections. These can range from the common cold to more serious diseases such as Severe Acute Respiratory Syndrome (SARS) and Middle East Respiratory Syndrome (MERS) and COVID-19.

The spread of a coronavirus can cause wide spread shut downs of businesses and schools and community events or gatherings. Typically the South Australian Health Department will invoke the State Emergency Act to enable SAPOL, Local Council and other emergency services to enforce the legislation to control the spread.

2.Introduction

2.1 Background

This Adverse Events Plan will guide the District Council of Peterborough in preparing for adverse events, through building community resilience, and implementing mitigation response and recovery activities.

This plan recommends community-led climate change adaptation plan processes to determine the needs of adverse events affected communities and individuals in the District Council of Peterborough. The approach has been developed in partnership and collaboration with communities, primary producers, industries and other affected stakeholders.

Councils play an important role in adverse events management through delivery of organised programs and preparing and building resilience of regional communities. This is achieved by leveraging their position as the level of government closest to community, with strong local relationships, knowledge of the local environment, nuanced understanding of the requirements of each region, and ability to mobilise local resources.

Whilst there are no formal legislative requirements for councils with regard to adverse events, the Local Government Act 1999 does require councils to:

- make informed decisions (section 6);
- take measures to protect their area from natural hazards (section 7);
- provide infrastructure for community and for development (section 7);
- ensure the sustainability of the council's long-term financial performance (section 8);
- assess the maintenance, replacement or development needs for infrastructure (section 122);
- identify anticipated or predicted changes in any factors that make a significant contribution to the costs of the council's activities or operations (section 122).

In addition, councils 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" (section 8).

The principles of this plan are consistent with a range of related adverse events and emergency management arrangements, such as the National Drought Agreement[1], the National Strategy for Disaster Resilience[2], the National Disaster Recovery Funding Arrangements[3], South Australia's State Emergency Management Plan[4] and the Local Government Emergency Management Framework[5].

This plan is also consistent with the following local and regional plans and strategies:

- Council Strategic Plan
- Council Emergency Management Plan
- Council Business Continuity Management Plan
- Yorke & Mid North RDA Climate Change Adaptation Plan
- RDA Regional Roadmap for Region
- Regional NRM Plan for Region
- Council Climate Change Adaptation Plan
- Council Asset management plan
- Council Long term financial plan.

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[1] https://www.agriculture.gov.au/ag-farm-food/drought/drought-policy/national-drought-agreement
[2] https://knowledge.aidr.org.au/resources/national-strategy-for-disaster-resilience/
[3] https://www.disasterassist.gov.au/Pages/related-links/disaster-recovery-funding-arrangements-2018.aspx
[4] https://www.dpc.sa.gov.au/responsibilities/security-and-emergency-management/state-emergency-management-plan
[5] https://www.lga.sa.gov.au/webdata/resources/files/ECM_672733_v18_Local%20Government%20Emergency%20Managment%20Framework%202019%20update.pdf

2.2 Purpose

The Adverse Events Plan will guide the District Council of Peterborough's approach to providing a committed and structured response to adverse events.

The plan defines the severity of adverse events and the impacts on communities using the phases of: monitor, mild, moderate, severe and recovery. For each of these phases, the plan describes the impacts likely to be experienced, and the strategies that council will adopt. In addition, indicators are provided for each phase to help monitor, assess and report on adverse events impacts and council activities.

The Adverse Events Plan will provide the following benefits:

1. Identifying foreseeable adverse events before they occur

2. Support to individuals and businesses to recover from impacts of adverse events and return to "normal business" as quickly as possible

3. Assist in mitigating strategic and operational risks to council presented by adverse events

4. Contribute to the role of council in supporting community wellbeing and economic prosperity

5. Ensure the council plays its part in collaboration with others, as part of coordinated adverse events management efforts.

2.3 Scope

Council's approach to emergency management, addressing disaster risk reduction, incident operations and recovery is detailed in council's, emergency management plan, incident operations arrangements and recovery arrangements. This emergency management documentation deals with council's preparedness, response and recovery for a range of other types of adverse events.
This plan demonstrates that the District Council of Peterborough has considered the following considerations in relation to adverse events:
1. Natural resource management (i.e. managing water supply, ground cover, trees, erosion, biodiversity)
2. Economic diversification and community resilience (i.e. infrastructure planning, tourism investment, diversifying local industries, capacity building for local leadership)
3. Communication and coordination (i.e. how to let people know what's available – now, and in the future; how do you communicate in hard times for recovery).

2.4 Adverse events in the District Council of Peterborough

Over the last four years our district has suffered through a demoralising adverse event that has impacted not only the local economy, assets of the community both public and private but the health and well-being of individual within our community.
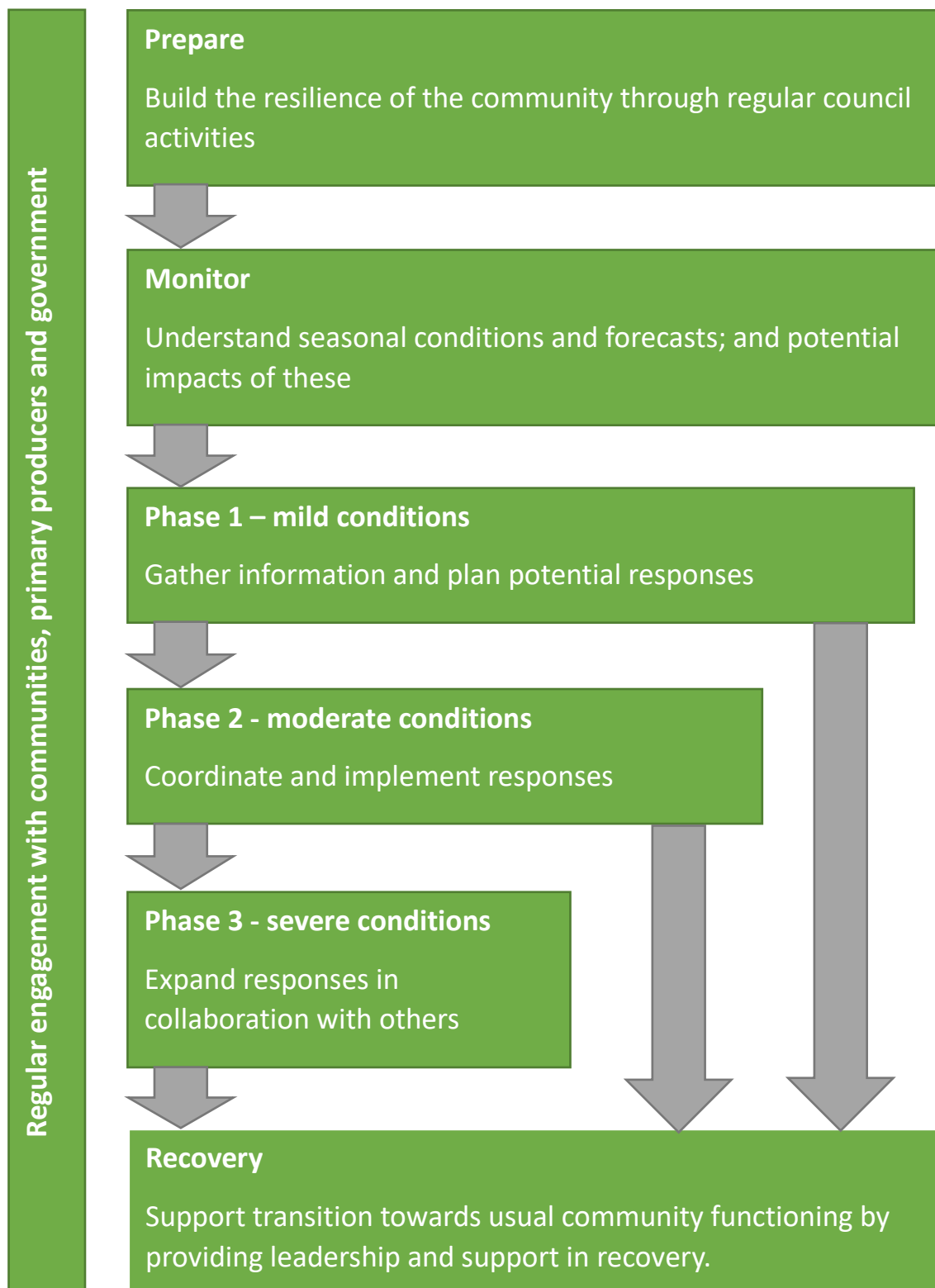Our agricultural community provides a significant source of revenue to the local economy. Businesses such as mechanics and tyre retailers have received a significant drop in revenue and local community members have lost employment due to the adverse events.
Council has taken measures to enable better use of water resources such as using treated sewerage water in our parks and gardens, ovals and other sporting facilities, enabling farmers to access stormwater for animal use and making available potable water for domestic use by farmers as mains water is not available to them. Council assists by providing financial assistance with rates, providing the marketing strategies and finances to increase tourism and a local campaign of "buy local".

3. Stages of an Adverse Event

3.1 The Process

Regular engagement with communities, primary producers and government

Prepare

Build the resilience of the community through regular council activities

Monitor

Understand seasonal conditions and forecasts; and potential impacts of these

Phase 1 – mild conditions

Gather information and plan potential responses

Phase 2 - moderate conditions

Coordinate and implement responses

Phase 3 - severe conditions

Expand responses in collaboration with others

Recovery

Support transition towards usual community functioning by providing leadership and support in recovery.

Appendix A contains a detailed description of impacts to council and the community at each of these stages.

4. Guiding principles for adverse events management

Local knowledge- Successful adverse event management is based on understanding of community context, with each community having its own history, values and dynamics.

Holistic – council considers adverse events in the context of other social, economic and environmental priorities, and considers the wide range of possible consequences of adverse events on communities.

Collaboration – council engages with the community, primary producers and other regional stakeholders and government in adverse events preparedness, response and recovery so that efforts are not duplicated unnecessarily or critical issues overlooked.

Community led – adverse events management actions are community- centred, responsive and flexible, engaging with community and supporting them to move forward.

Long term resilience – council seeks to enable farming communities to manage and prepare for adverse events, climate change and variability, by supporting their long-term sustainability and resilience, the adoption of robust risk management practices and sound natural resource management

Accessible – ensure services to mitigate the effects of adverse events are known by and accessible to farming communities and local businesses.

Information -support communities to access to common sources of quality, adverse events-related information and data to improve understanding and decision making through the use of social media platforms, local papers, radio and television.

5. Adverse Events Action Plan

Given the often slow onset of adverse events, there is time to monitor and work with stakeholders to increase levels of preparedness. The following section contains indicators for the District Council of Peterborough around the stages of adverse events, and the response strategies to be considered. Actual actions taken will depend upon the impacts of adverse events being experienced, and the District Council of Peterborough's ability to respond.

5.1 Prepare

Council's strategies to build resilience and prepare for adverse events include:

- Economic development
- Infrastructure development
- Community development
- Community engagement
- Events
- Public health
- Environmental management
- Emergency management
- Water management.
- Tourism Development

5.2 Monitor

Council's strategies to monitor the potential adverse events conditions include:

- Monitoring of weather conditions
- Communication with local farmers and producers.
- Communication with members of the community
- Communication with local businesses
- Engage with PIRSA
- Engage with the Flinders Mid-North Bushfire Management Committee
- Communicate with the Yorke & Mid North Regional Development Australia
- Mid North Zone Emergency Management Committee

5.3 Phase 1: Mild Adverse Events

Indicators that council is in mild adverse events:

- State or Commonwealth Government identifies mild adverse events in region and/or provides support measures
- Decision by CEO or council based on local intelligence
- Discussion with local industries and groups
- Discussion with agribusiness sector.

Strategies for mild adverse events

The following strategies for mild adverse events are provided to guide council decision making. They are not prescriptive but rather indicative to assist an adaptive approach to the adverse events conditions.

Environmental and NRM strategies	- Plan for prioritisation of water supplies - Adapt irrigation practices for public open space - Develop a priority water plan for council services and projects - Plan for deferring of planting and landscaping of new areas
Economic strategies	- Identify infrastructure needs of community should the adverse events intensify - Identify and promote funding opportunities available to famers and businesses - Encourage businesses to undertake business continuity planning
Community resilience	Prepare for possible community development activities that may be needed should the adverse events intensify
Communication and coordination	Provide links to information on adverse events and support options via council website and newsletters

5.4 Phase 2: Moderate Adverse Events

Indicators that council is in a moderate adverse event:

- 2nd year in adverse events
- More than 30% of council area in adverse events
- More than 30% of primary producers in council area identified as adverse events affected
- State Government identifies moderate adverse events in region and/or provides support measures
- Decision by CEO or Council based on local intelligence.

Strategies for moderate adverse events

The following strategies for moderate adverse events are provided to guide council decision making. They are not prescriptive but rather indicative to assist an adaptive approach to the adverse events conditions. Strategies include activities identified for mild adverse events (already being implemented) plus:

Environmental and NRM strategies	- Source alternative water supplies for council projects, services, infrastructure in line with plans that have been developed - Implement prioritisation of irrigation based on community needs and benefits, costs and water availability - Plan for increased management of native animals
Economic strategies	- Identify water needs of households, farms and businesses and consider councils role in meeting these - Seek funding to deliver infrastructure projects identified in stage one - Develop and implement strategies for economic diversification, training and/or increasing off-farm incomes - Actively work with farmers and businesses to identify their needs, and council's role in addressing these - Plan for and deliver regional events and economic stimulating activities to bring outside money into region - Advocating for community and business economic support from state and federal government
Community resilience	- Seek funding to deliver targeted community development activities with impacted communities - Collaborate with social service providers to adapt regular services to meet needs of adverse events affected communities - Implement Rate Relief Policy for hardship
Communication and coordination	- Appoint community adverse events officer/community development officer to coordinate council's adverse events activities - Participate in regional adverse events coordination groups established by the State Government and industry groups

5.5 Phase 3: Severe Adverse Events

Indicators that council is in severe adverse events:

- More than 2 years in adverse events
- More than 60% of council area in adverse events
- More than 60% of primary producers in council area identified as adverse events affected
- State Government identifies severe adverse events in region and/or provides support measures
- Decision by CEO or Council based on local intelligence
- Stress on secondary industries and local businesses very evident

Strategies for severe adverse events

The following strategies for severe adverse events are provided to guide council decision making. They are not prescriptive but rather indicative to assist an adaptive approach to the adverse events conditions.   Strategies include activities identified for mild and moderate adverse events (already being implemented) plus:

Environmental and NRM strategies	- Seek to address major environmental degradation and threats to biodiversity - Ensure bushfire management planning and activity is adjusted for changed environmental conditions - Plan for planting drought tolerant plants in streets, gardens and park projects
Economic strategies	- Seek additional funding for priority regional development, economic stimulus and other interventions to support retention of people and skills in the council area - Regular communication with business and farming sector
Community resilience	- Understand the cumulative impacts of adverse events on community - Collaborate with other organisations to address priority issues, e.g. suicide prevention, domestic violence, school supports, mental health, financial management
Communication and coordination	- Monitor the implementation of any commonwealth or state adverse events programs - Consider establishing one-stop centre for all adverse events related services - Work with government agencies and industry to create a one stop shop for information and related services - Regular communication through social media and regional newsletters on new developments and support being offered - Regular communication of events and activities in region to show region is resilient

5.6 Recovery

The end of an adverse event can be difficult to define and can occur at any point in time.

It is important for assistance measures to recognise that there is uncertainty and a time difference between the end of a meteorological adverse event and the associated financial, social and environmental impacts that have occurred as a result of adverse events.

Assistance measures may be required in some form (particularly health and wellbeing programs) for a significant period of time, even after typical rainfall patterns return, farming starts to recover, community returning to normal activity, State Emergency ban lifted and it appears that the adverse event is over.

The relevant arrangements enacted within each phase will have responsibility for determining when and how assistance measures should be reduced or concluded.

Funding for the recovery phase will be included as a critical component of budgets for response measures. The recovery phase will evaluate, document, report and learn from the experience. The recovery phase is the time to reflect upon longer terms considerations like the prospects of climate change impacts on seasonal variability and to adjust risk management approaches.

Review and evaluation

The extent of the adverse events and impacts on council and the community will determine the level of review required. Information, communications, outcomes and associated actions from reviews will be stored within Councils electronic records system so that an audit trail is preserved.

An agreed improvement plan should set out how each recommendation from the review will be monitored, implemented, measured and shared. The plan should include relevant stakeholders, timeframes for actions to be delivered and review dates. Importantly, many of the lessons learnt may not only relate to adverse events management but impact council service delivery across the organisation.

Appendix A – Description of adverse events by stage

The following table outlines the impacts to council and the community based on the severity of adverse events. This table can be used to help inform the type of assistance measures that may be considered by the District Council of Peterborough.

<table>
<tr><td colspan="8" align="center">Stages of Drought</td></tr>
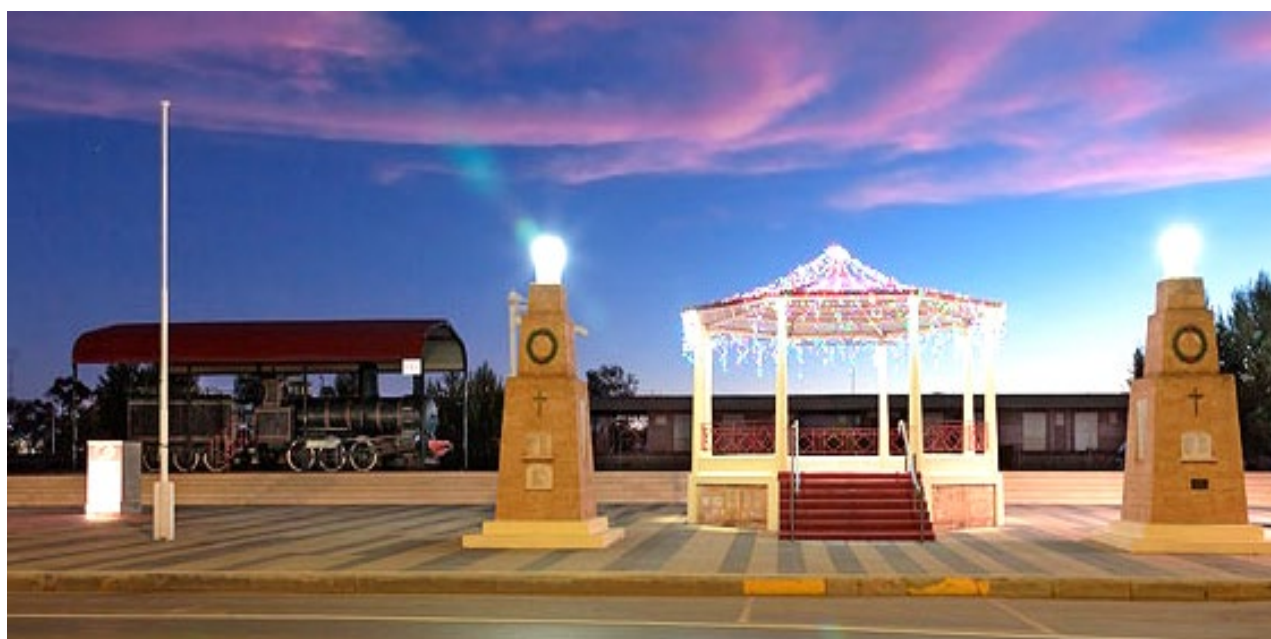<tr>
<td></td><td></td>
<td>Prepare</td>
<td>Monitor</td>
<td>Phase 1 - Mild</td>
<td>Phase 2 - Moderate</td>
<td>Phase 3 - Severe</td>
<td>Recovery</td>
</tr>
<tr>
<td rowspan="2">Impact category</td>
<td>Council operations</td>
<td>Regular council services, programs and planning to build economic, environmental and social resilience

Regular engagement with community and industry groups

Identify changes and assess risk.

Develop actions to address increased level of risk.</td>
<td>Council is monitoring the conditions and assessing potential impacts and response requirements

Communication with industry groups and government to understand their perspective on the conditions.
• PIRSA
• Flinders Mid-North Bushfire Management Committee
• Yorke & Mid-North RDA
•Mid-North Zone Emergency Management Committee</td>
<td>Council experiencing:
- Land management issues
- Requests for support from small numbers of individuals and businesses
- Water supply impacting some service delivery (eg town pools, parks, gardens)
- Water supply impacting some programs and projects (eg road maintenance, construction)
- Council staff are actively monitoring conditions and connecting with community around drought
- Declining amenity in unirrigated open space

Council responding by:
(i) Regular monitoring and assessing issues.
(ii) Communication with local businesses and industries
(iii) Referring to relevant DCP plans
(iv) Seeking advice from relevant industry bodies and committees</td>
<td>Council experiencing:
- Land management issues
- Soil erosion and soil drift impacting road management
- Requests for support from individuals and businesses
- Water supply issues impacting service delivery and programs
- Demand for additional water supply
- Declining amenity in unirrigated and irrigated open space (irrigation limited to priority areas)
- Pressure on community support services
- Requests and expectation for council to stimulate local economy
- Some ratepayers unable to pay rates

Council responding by:
(i) Regular monitoring and assessing issues.
(ii) Referring to relevant DCP plans and implementing relevant actions
(iii) Seeking advice from relevant industry bodies and committees
(iv) Refocus of council works programs, eg trucking of water to areas without mains water to maintain town supplies
(v) Tree management (falling limbs)</td>
<td>Council experiencing:
- Land management issues
- Soil erosion and soil drift impacting road management
- Requests for support from large number of individuals and businesses
- Water supply issues impacting service delivery and programs.
- Demand for additional water supply
- Declining amenity in irrigated and unirrigated open space (only highest priority areas irrigated)
- Environmental degradation and impacts to biodiversity in council owned reserves
- Pressure on community support services, and need for additional community development, wellbeing and mental health supports
- Requests and expectation for council to stimulate local economy
- Large number of ratepayers unable to pay rates, impacting council revenues
- Significant tree management from falling limbs and dying trees
- Deaths of native animals on council lands
- Damage to council assets and infrastructure from soil movement – drying of subsoil
- Damage to unsealed road network
- Contamination of water resources.

Council responding by:
(i) Consultation with industry experts, environmental agencies State and Federal authorities
(ii) Refocus of council works programs, eg trucking of water to areas without mains water to maintain town supplies
(iii) Tree management (dying trees, falling limbs)
(iv) Seeking assistance from neighbouring councils, state and federal government</td>
<td>Council responding by:
(i) Review, update and implement council services, programs and planning to build economic, environmental and social resilience . e.g.
(ii) Restoration of impacted council assets
(iii) apply for insurance payment for damages.
(iv) apply for relevant grant to assist with cost of works.
(v) Exit from drought activities and transition to regular services
(vi) Evaluation and reporting</td>
</tr>
<tr>
<td>Agribusiness</td>
<td>Primary producers plan and prepare for drought conditions</td>
<td>Farms, businesses and communities are aware of the potential impacts of drought

Council seeking feedback from farmers, agricultural businesses.

Landowners looking to industry</td>
<td>• Early decision-making
• Most primary producers manage in conditions
• Commodity prices, input costs, fodder availability can mitigate impact
• Some impacts of poor ground cover management seen
• Early stages of stocking impacts on poorer soil types
• Isolated areas of on-farm erosion</td>
<td>• Most primary producers continue to manage within available options
• Adoption of changed practices
• Increase in the number of primary producers managing financial and mental health stress
• Compounding factors – such as availability and price of feed and fodder
• Decisions on de-stocking and dry time feed management
• Decisions on turning stock onto failed crops</td>
<td>• Fewer practical options available
• Wider adoption of changed practices
• Increased district wide soil management issues
• Difficulty in maintaining 100% soil cover across farm
• Large numbers of primary producers managing financial and mental health stress
• Compounding factors – such as availability and price of feed and fodder
• Dry times stock feed management in place e.g. feedlots
• Difficulty in establishing crops or maintaining long term perennial feed e.g. Lucerne.
• Irrigated horticulture industries feeling effects of reduced water allocations and availability</td>
<td>Recovery phase may occur after phase 1, 2 or 3 depending on the severity of the drought.

Conditions returned to 'normal' but with residual impacts, such as continuation of health and wellbeing supports

Landowners needing to rebuild stock numbers, re-</td>
</tr>
</table>

			Stages of Drought			
			Prepare	Monitor	Phase 1 - Mild	Phase 2 - Moderate	Phase 3 - Severe	Recovery

		Prepare	Monitor	Phase 1 - Mild	Phase 2 - Moderate	Phase 3 - Severe	Recovery
			bodies for information and guidance Attending workshops and monitoring long term forecasts		• Initial effects of reduced water availability on intensive agriculture and horticulture.	• Reduction in herd and stock numbers • No purchasing of capital equipment • Looking for off property income sources • Need for support from government and industry agencies • Damaged road network impact for stock/fodder transport • Contamination of water resources • Increased costs of transport	establish ground cover and perennial crops Residual impacts on perennial horticulture crops Longer term impacts on regional economics
Community	Community networks plan and prepare for drought			• Growing demand for increased information • Concern in community from poor or misdirected communication • Increased advocacy from community for support and services • Demand for rural financial counselling increases	• Declining participation in social events, clubs and community service organisations • Increased expectation for support services. • Initial signs of financial and mental health stress • Large numbers of households seek rural financial counselling	• Population decline • Schools lose students and consequently teachers • Community functioning may be impacted • Increased pressure on local government and community support services • Financial and social struggle for sporting clubs and service groups with less money coming in to support them • Capital and community projects put on hold • Community events cancelled, postponed or scaled back • Large scale need for rural financial counselling • Loss of local goods and service availability (small business)	Ongoing effects on social activities such as sporting and service clubs.. Council encourage community groups and sports groups to apply for local government assisted 'Star Group' funding.
Environment and natural resources	Routine management as per local needs and services Identify changes and assess risk. Develop actions to address increased level of risk.			• Decline in vegetation condition • Movement of native animals to roadways for water • Movement of native animals into improved pasture areas and crops • Less revegetation projects taking place due to poor establishment	• Continued decline in vegetation condition • Soil erosion issues – dust storms • Lowered water tables, dams dry up, water courses stop flowing • Wetland areas dry completely • Loss of biodiversity across region • Native animals start to move into townships and built up areas	• Landscape scale erosion • Vulnerable species at risk • Water resources under extreme stress • Loss of species in areas • Native vegetation areas more prone to intense fire impacts • Potentially irreversible change of biodiversity	Community Groups and local businesses - Council encourages community groups and sports groups to seek funding through local Regional Development Australia contacts.
Business and regional Economy	Business continuity and financial planning Identify changes and assess risk . Develop actions to address increased level of risk.			Tightening of incomes and concerns over long-term impacts start to be felt in small businesses	• Impact on income/revenue sources • Farm reliant businesses face increasing financial pressure and losses • Active businesses and industry groups seeking to support clients and landowners • Increased financial risk management activity from finance sector • Reduced purchasing of capital equipment	• Job losses • High impact on business, council income/revenue • Farm reliant businesses are managing financial pressure • Some small business closures • Businesses seeking rate relief	

Amalgamated 1997

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Attachments

Document Review Summary

Whenever this document is reviewed and or amended, details must be recorded.

Date	Review Summary
April 2017	Final Draft completed with Leadership team
Sept. 2019	Review of D.C.P. Business Continuity Plan V1.0. Changes in job titles, contact phone numbers identified. Inclusion of CWMS (waste water treatment) to the list of DCP critical functions suggested. Maximum outage time frames - critical functions to be reviewed.
Dec. 2019	Minor formatting and grammar changes.
	The word 'Management' added to the name of this document (i.e.Business Continuity Management Plan).
	Managing executive changed to Senior Management Team (SMT).
	Refer Attachment 11 – Document Update Details
April 2020	Review & update due to Covid-19 Pandemic response
	Addition of pandemic response information to existing Critical Function sub-plans, where relevant.
	Addition of Critical Function sub-plans for Noise & Nuisance Control; Public Safety (dog control); Emergency Management – Bushfire Prevention; Environment Protection (hoarding and squalor); Storm Water, Drainage & Flood Mitigation; and Emergency Management.

Abbreviations and Definitions

Term	Definition	Abbreviation
Business Continuity	Is the uninterrupted availability of all key resources supporting essential business functions.	**BC**
Business Continuity Control Centre	A central point of reference to co-ordinate the response to a business interruption event. To be established at the discretion of the CMT Director.	**BCCC**
Business Continuity Management	Provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives.	**BCM**
Business Continuity Management Plan(s)	A collection of procedures and information that is developed, compiled and maintained in readiness for use in the event of an emergency or disaster.	**BCP**
Business Process Assessment	A management tool designed to assist in the identification and assessment of criticality of business processes and functions	**BPA**
Business Impact Analysis	A management level analysis which identifies the impacts of function loss on the organisation. The BIA provides management with data upon which to base risk mitigation and continuity planning decisions.	**BIA**
Business Interruption Event	An event that by its duration exceeds the Maximum Acceptable Outage and / or has an adverse impact on business objectives and requires the implementation of the BCP or sub plans.	**BIE**
Continuity Management Team	An assembly of executive management representatives and other seconded staff formed for the express purpose of responding to an organisational crisis. CMT management structure will overlay all normal management structures during the response process.	**CMT**
Corporate Governance	A system by which the organisation is directed and controlled. Corporate Governance activities are represented as four principal components: direction, executive action, supervision and accountability.	**CG**
Critical Function Sub Plan	An agreed documented course of actions to be taken in the event of business function loss. Plan	**CFSP**

	describes the key actions required under preparation, response and recovery phases.	

Term	Definition	Abbreviation
Emergency Event	An event due to an actual or imminent occurrence (such as a fire, earthquake, or epidemic which: ▪ endangers or threatens to endanger the safety or health of staff or visitors to the organisation ▪ destroys or damages, or threatens to destroy or damage, property of the organisation ▪ has the capacity to disrupt operations to the extent that it impacts on business objectives.	**Emergency Event**
Maximum Acceptable Outage	The maximum period of time that Council can tolerate the loss of capability of a critical business function, process, asset or IT application.	**MAO**
Epidemic	The occurrence of more cases of a disease than would be expected in a community or region during a given time period. A sudden severe outbreak of a disease.	**EP**
Non Critical Function Action Plan	An agreed documented course of action that identifies mitigation, response and recovery actions for business functions identified as non critical.	**Non Critical Function Action Plan**
Pandemic	An epidemic (a sudden outbreak) that becomes very widespread and affects a whole region, a continent, or the world due to a susceptible population. Usually accompanied with a high death rate.	**PAN**
Risk Management	The culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects.	**RM**

Introduction

Purpose

The District Council of Peterborough has adopted a comprehensive and integrated approach to the development of a **Business Continuity Management Plan (BCMP)**. The purpose of this plan is to build organisational capabilities to support the continued achievements of critical business objectives in the face of uncertainty or disruption.

Council recognises that this plan (Business Continuity Management Plan) in isolation does not build capability, it provides the approach to establishing effective capability. Whilst the plan is important, it is an outcome of the more important planning and analysis process, and is a blueprint to kick-start the response to a business interruption event.

This plan identifies the required facilities, technical infrastructure, key responsibilities, and processes that will be required to position Council to be able to respond and recover from a business interruption event.
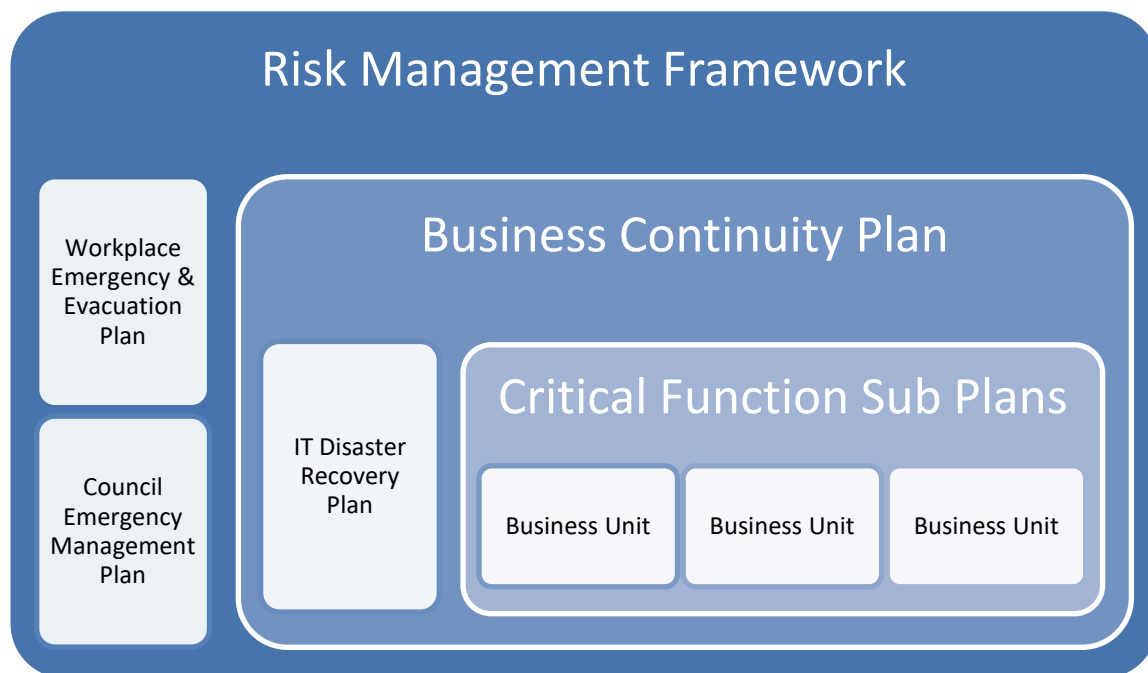
Scope

The object of the BCMP is to ensure that appropriate structures and protocols are in place that enables effective response to a business interruption event that has the potential to impact on council's objectives. The BCMP documents the processes and resources required by Council in the delivery of its critical business objectives.

In identifying business continuity risks, the focus is on the building of resilience and response capabilities within business functions that have been identified as critical by the organisation. Treatment options for non-critical functions are also identified and documented within the framework; this ensures that Council has a whole of organisation view when responding to interruption events, as the nature of these events can change rapidly.

The BCMP does not cover requirements associated with a workplace emergency (safety) situation. A separate workplace emergency and evacuation plan that is the responsibility of the Chief Warden/ Emergency Services is to be implemented. In all cases of activation of the workplace emergency and evacuation plan, the Chief Emergency Warden will brief the Director of the Continuity Management Team of any implications for business continuity as a result of the emergency plan activation.

Objectives

The objective of the District Council of Peterborough's Business Continuity Framework is to provide a mechanism that enables Council and its officers to:

- Identify business functions that are critical to Council in meeting its business objectives
- Develop resumption plans based on criticality of business functions rather than geographic location
- Build resilience within Council's operational framework
- Identify and document roles and responsibilities for key staff positions
- Minimise the impact of function loss on stakeholders and the community.

The BCMP provides a framework for management and staff to enable them to implement an agreed response process.

In assessing the business continuity risks of the District Council of Peterborough it became evident that given the structure local government a number of inherent advantages were identified such as:

- Multiple facilities providing common services reducing the impact of a single facility loss
- Common IT systems with duplication and access across most facilities
- Ability to transfer staff and tasks to other facilities, and

- The ability to call on adjoining Councils for assistance in service delivery.

In the event of a business interruption event, these advantages would suggest the business impact is a reduction in capacity rather than a loss of capability in a particular area.

Use of the BCMP

This plan should be used in the event of a business interruption event that may impact on the ability of The District Council of Peterborough to deliver business objectives. Managers and staff with responsibility for impacted areas of the business should use the BCMP and any relevant sub plans to ensure a consistent and agreed course of action is implemented.

Assumptions

The BCMP is intended to provide guidance to Council officers to assist continuity of service for critical functions, where those officers are not normally responsible for managing the specific function affected. Where the Council officer who is normally responsible for managing the specific function is available, it is assumed that this document will serve as a check document to reduce the possibility for omission of important actions.

Limitations

It is not the intent of this document or process to develop Information Technology Disaster Recovery (ITDR) plans. This process will however identify from a business perspective the business requirements for Information Technology resources that support the delivery of business critical function. This information should then be used to inform the development of ITDR plans.

Audience – Distribution

The intended audience for the District Council of Peterborough BCMP is:
- Council

- Executive Team

- Critical Function Sub Plan Managers and Staff

- Non Critical Function Action Plan Managers and Staff.

The plan is available to all Managers and staff via Councils GDS 20 and is to be reviewed annually by the Senior Management Team (SMT).

Authority

The District Council of Peterborough Business Continuity Plan has been developed under the authority of the SMT. Prior to implementation the plan was reviewed and approved by that body.

A standing authority is given to the Sub-Plan owners by the SMT to implement the actions identified within the sub plans.

Training and Communication

A key objective of the BCMP is to increase the awareness within the District Council of Peterborough of potential business interruption events that could impact Council. The plan outlines the response/ recovery protocols associated with such an event. Training and communication will play a key role in achieving this objective.

Initial training has been provided by the LGRS process facilitators however one of the benefits of a facilitated process is that engagement and ownership of the BCP is developed at the business unit level. Training was provided to the Senior Management Team as part of the BCP implementation.

It is the responsibility of the various members of the SMT to ensure that the requirements of the BCP are communicated to all staff and that induction/ training programs include reference to business continuity in the context of sound risk management practices.

Managers should be familiar with key deliverables as detailed in the Critical Function Sub Plans and ensure that staff are aware of their roles and responsibilities in the event of a business interruption event.

Validation and Testing

Business Continuity Management is a process, not an event. In order for the Council to ensure that the BCMP remains viable into the future, there must be:

- a commitment to a the pre-planned activity reviews (listed in the monitoring and review section of the BCMP);
- an annual BCMP test plan; and
- an annual BCMP maintenance schedule

The testing should include all aspects of the BCMP, but not necessarily all in one year. Major components (Sub Plans) should be reviewed at least annually. Volatile information such as contact lists, or areas that are constantly undergoing changes, should be validated more frequently.

In addition to the annual test and review of the BCMP, any significant changes in the District Council of Peterborough's operations (e.g. the introduction of the CWMS) should also trigger a review of the BCMP through the CMT – Coordinator.

Monitoring & review

Monitoring and review is an integral component of the BCMP process. Council recognises and is committed to ensure the following monitoring and review strategy is implemented.

	Activity for Review	Accountability	Timeframe
1	Business Continuity Management Plan *(overarching plan)*	Risk/ WHS Coordinator	Monitor annually and action as required
2	Business Continuity Management Plan Training	Risk/ WHS Coordinator	Annual training brief or refresher session
3	Business Continuity Management Plan Exercise	Risk/ WHS Coordinator	Annual desk top exercise Simulation exercise each 2 years
Division – Office of the CEO			
4	Economic Development - Critical Function Sub Plans	Manager SHRC & Tourism	Annual Review
5	IT Platform	CEO	Annual Review
Division – Administration (including RTC, Finance & Regulatory Services)			
6	Service SA & Centrelink - Critical Function Sub Plans	RTC Officer	Annual Review
7	Payroll - Critical Function Sub Plans	Administration Manager	Annual Review
8	Noise & Nuisance Control - Critical Function Sub Plans	Administration Manager	Annual Review
9	Public Safety (dog control) – Critical Function Sub Plans	Administration Manager	Annual Review
10	Emergency Management – Bushfire Prevention – Critical Function Sub Plans	Administration Manager	Annual Review
11	Environment Protection (Management of hoarding and squalor)– Crit.Funct. Sub Plans	Administration Manager	Annual Review
Division – Depot			
12	Waste Management - Critical Function Sub Plans	Works Manager	Annual Review
13	Cemetery Ops. (burials) – Critical Function Sub Plans	Works Manager	Annual Review
14	CWMS (waste water treatment)	Works Manager	Annual Review
15	Storm Water, Drainage & Flood Mitigation - Critical Function Sub Plans	Works Manager	Annual Review
16	Emergency Management – Critical Function Sub Plans	Works Manager	Annual Review

Overview of Business Function Criticality

Integral to the BCMP is the determination of the Maximum Acceptable Outage (MAO) of a particular business process. The loss of a critical business function for a period greater than the MAO will generally result in the establishment of the Continuity Management Team to direct, oversee and support the emergency, continuity and recovery response phases.

The following table summarise the functions as identified as critical and the maximum acceptable outage for that function.

Division	**Office of the CEO**	
Business Function	**Critical Function**	**Max Acceptable Outage**
Tourism	Economic Development Services	1 week
ITC	ITC Platform	1 day

Division	**Administration**	
Business Function	**Critical Function**	**Max Acceptable Outage**
Rural Transaction Centre	Service SA and Centrelink Contracted Services	< 1 week
Finance	Payroll	Friday (midday)
Regulatory Services	Noise & Nuisance Control - Critical Function Sub Plans	1 day
Regulatory Services	Public Safety (dog control) – Critical Function Sub Plans	1 - 2 days
Regulatory Services	Emergency Management – Critical Function Sub Plans	1 - 2 days
Regulatory Services	Environment Protection – Critical Function Sub Plans	1 - 2 days

Division/ Group	**Works, including Depot**	
Business Function	**Critical Function**	**Max Acceptable Outage**
Depot	Waste Management (function – services for DCP community)	1 week
Depot	Cemetery Operations - burials (function – services for DCP community)	< 1 week
Asset Management	CWMS (waste water treatment)	2 days
Asset Management	Storm Water, Drainage & Flood Mitigation - Critical Function Sub Plans	1 - 2 weeks
Emergency Management	Emergency Management – Critical Function Sub Plans	< 1 day

Methodology

Business continuity encompasses the identification and risk management of Council's business processes. It involves a stepping process that seeks to identify, assess control and monitor Council's business functions. The plan has been developed with consideration given to AS/NZS 5050:2010 Business continuity - Managing disruption-related risk, AS/NZS/ISO 31000:2009 Risk Management- Principles and guidelines and the ANAO Business Continuity Management guidelines – "Keep the wheels in motion", and Societal Security – Guidelines for incident preparedness and operational continuity management (ISO N022: 2007).

Broadly, the steps in developing the Business Continuity Management Plan include:

Identify and Assess Business Processes and Functions

Identify business processes and functions within each individual business unit/section/division. Once the functions are identified an analysis at a whole of organisational level is conducted to determine which functions are critical and require further planning to ensure the ability to respond in the face of a continuity interruption event.

Conduct the Business Impact Analysis (BIA)

The BIA Is conducted on those functions identified as critical within the business process assessment. The BIA is intended to identify the impacts of the function loss on the business including penalties for non-delivery, functional interdependencies, organisational ownership, it also looks at the resources currently required to support the functions and assesses the minimum level of resources required to continue the availability. Importantly the BIA is the tool that is used to determine the Maximum Acceptable Outage (MAO).

Critical Function Sub Plan (CFSP)

The CFSP identifies the agreed actions that a business process owner will undertake to manage the loss of the function through the emergency, continuity and recovery phases. The sub plan identifies ownership, failure scenarios, criteria for invoking the plan, agreed courses of actions for emergency, continuity and recovery. The CFSP also allows for targeted messages to be developed for specific function loss.

Overarching Business Continuity Plan (BCP)

The BCMP identifies the responsibilities of key Managers, with particular emphasis on direction setting and effective and timely communication to stakeholders at an organisational level. It is important to recognise that this document provides a flexible framework in which the organisation can plan for disruption of its critical functions. It does not attempt to identify and plan for every contingency or outage that could occur,

it provides a flexible framework for the process owners to identify, plan and develop redundancy for business processes.

Test and maintain the BCP

The BCMP will be reviewed annually by the Executive, these actions are essential to ensure that it reflects the current practices of the organisation.

Testing of the Critical Function Sub plans and overarching plans will provide management assurance that the plan(s) are effective. The testing regime is based on the following:

- Desktop/ paper audit to ensure that the appropriate documents are available and understood; for sub plans and overarching plan;

- Structured "walk through" where a business interruption scenario is played out through a mock recovery; and a divisional or whole of organisation level; and

- Frequency and actions to be undertaken are identified within the monitoring and review section of this document.
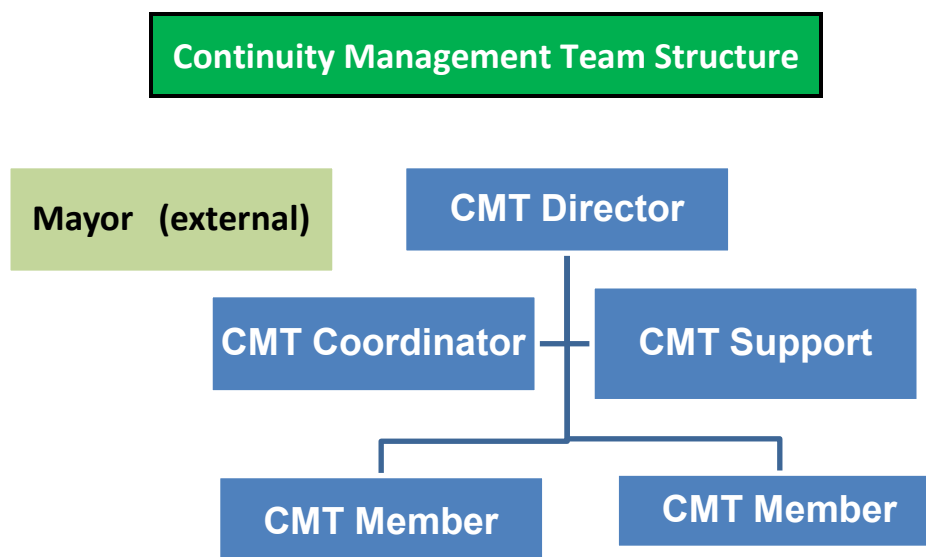
Continuity Management Team (CMT)

Roles & Responsibilities - CMT

The CMT is established to provide a management mechanism that can ensure reporting lines and responsibilities are clear when the BCP is activated. The focus of the CMT is to manage the business interruption event from a corporate perspective while providing guidance and support to the Managers on site. This process is facilitated by the development of pre-determined courses of actions (Sub plans) thus allowing the CMT to focus on the strategic or whole of business response to the business interruption event. Resilience within the CMT is the responsibility of the CMT. Each position is to have an alternate.

CMT – Structure

Continuity Management Team Structure

Mayor (external)

CMT Director

CMT Coordinator -- **CMT Support**

CMT Member   **CMT Member**

CMT Position	Staff Position	Alternate Staff Position
CMT Director	CEO	Works Manager
CMT Coordinator	Risk/ WHS Coordinator	Works Manager
CMT Support	CEO – Executive Assistant	Administration Manager
CMT Member	Works Manager	Depot Supervisor
CMT Member	Administration Manager	CEO

Notification – Declaration Process

Notification

On first becoming aware of a possible business continuity event, the relevant function manager is required to assess the situation and if the event is likely to exceed the agreed "MAO timeframe", then the CMT Director should be notified immediately by phone and where possible, with a follow-up email or personal briefing detailing the key issues including:

- Nature of the incident – time informed etc
- Describe business elements impacted (Critical Functions)
- Facility/ equipment impacted
- Staff
- Any response actions implemented (Critical Function Sub Plan)
- Any media involvement/ interest
- Any immediate support requirements.

Elements of the BCMP (Sub Plans) can be implemented at the local level, where appropriate to address an immediate response requirement even if the event is expected to be resolved within an acceptable period.

Assessment

On receipt of a notification that will impact business continuity the CMT Director will:

- Formally note details
- Notify other members of the Continuity Management Team (consider conference call)
- Confirm the details of the incident and appropriate media strategies
- Conduct preliminary impact assessment (facility and technology infrastructure)
- Determine if a Control Centre needs to be opened.
- Ensure that the Insurer has been formally notified (if appropriate)

Declaration

The CMT Director is to review the preliminary information and if considered necessary declare a Business Interruption Event.

The CMT Director is to facilitate the draft communications, both internal and external, for discussion at the initial CMT meeting.

Control Centre

On the declaration of a Business Interruption Event by the Director CMT and if deemed appropriate a control centre will be opened. The resourcing and opening of this centre is the responsibility of the CMT coordinator. Given the variable nature of Business Continuity Events, the following sites have been identified and prioritised.

If the incident does not impact on the District Council Office, Main Street Peterborough:

- District Council Offices, Main Street, Peterborough

If the above location is uninhabitable then:

- Steamtown, Telford Avenue, Peterborough.

Dedicated Media Briefing

All media briefings are to be held at the District Council Office, Main Street Peterborough, or at the alternative location at Steamtown.

The CMT coordinator in conjunction with the CMT is to ensure that this facility is able to be used when required.

Business Impact Analysis (BIA)

Central to ensuring the ongoing viability of the business in an interruption event is:

- the identification of critical business functions;
- the processes and assets (people and property) that support the delivery of these critical functions; and
- the impact of the loss of the functions on the business are analysed within a Business Impact Analysis.

BIA's have been completed for each of the identified critical functions and are contained within the Critical Function Sub Plans.

Responsibility Statements

Responsibility Statement for each position in the CMT and supporting positions have been developed to ensure there are clear and unambiguous directions available for each of the members of the CMT.

All responsibility statements are to be approved by the CMT and this action is to be recorded on the statement. On activation of the BCP these statements come into effect.

Business Continuity Instruction Documents

Upon declaration of an interruption event the following instructions have been developed to provide assistance. However, any restoration plan developed by the CMT will take precedence over the respective instruction.

Instruction Title

Attachment 1	Emergency Contacts - Internal
Attachment 2	Emergency Contacts - External
Attachment 3	Continuity Management Team Meeting Agenda
Attachment 4	Incident observations : Critical Function
Attachment 5	Incident Report : Critical Function
Attachment 6	Media Enquiry Record Form
Attachment 7	Press Release
Attachment 8	Telephone Redirection Authorisation
Attachment 9	Business Continuity Coordination Centre Checklist
Attachment 10	Pandemic Response Information Guide

Emergency Contacts

A list of Emergency Contacts has been prepared including all nominated members of the CMT, their designated deputies as well as key external services (refer **Attachment 1** – internal contacts; and **Attachment 2** – external contacts).

A copy of this listing should be held off premises by respective CMT members and identified alternates. This will enable the listing to be referenced in the event of an emergency or when access is denied to the premises.

Initial CMT Meeting

The CMT Director is to call the initial CMT meeting to obtain more detailed information from the relevant business areas impacted. Refer **Attachment 3** for an Agenda for the CMT meeting. The topics included in the meeting are:

- Staff
- Any associated Emergency Services issues
- Building facilities
- Public relations/ media
- Damage/ security, and
- Salvage of building and/or IT equipment.
- Review and conformation of delegation of authorities for staff.

The CMT Director must ensure all CMT members understand their responsibilities and their assigned tasks for the situation at hand.

During the meeting information will be gathered by the various CMT members to produce an evaluation of the incident using the Incident Observations – Critical Function form (refer **Attachment 4).** A formal record of the meeting (minutes) are to be collated by the CMT Support person with particular emphasis on items to be actioned. This record must be regularly reviewed and updated as additional information comes to hand.

The CMT Director is to manage the restoration of business activities in line with the responsibilities defined in the BCMP.

Media Protocols

Due to the nature of the media, the timeliness of reporting in these circumstances is critical. Prompt reporting to, and liaison with the Continuity Management Team by the authorised DCP Media Spokesperson is in the best interests in terms of allowing for the preparation of an appropriate response.

Media Protocol Authority

It is the DCP's policy that no person other than the Chief Executive Officer or the Mayor divulges any information to the media. This extends to contractors and other service providers and agencies and should be communicated in all site contractor agreements.

The CEO will determine, where practicable, in consultation with other senior management and the Mayor the appropriate communication strategy in the circumstances.

General Statement to Media in the event of a business interruption event

In the event of a major incident, particularly after-hours, there may be a period of time elapsed before the designated Media Spokesperson is in a position to respond to media enquiries. Should any staff member be approached by media representatives for a comment, they are only authorised to make the following statement :

> **"I am sorry, but I am not authorised to make any statement at this time. The appropriate personnel are currently being briefed on the situation and a spokesperson will be available to talk to you shortly"**

There is no such thing as an "off the record" comment.

If you cannot immediately refer the journalist to the CEO, please complete the Media Enquiry Record Form.

Let the journalist know that someone will return their call promptly.

Provide the CMT Director with the journalist's details as soon as possible. Also provide any background and relevant information that you have about the event, including how the journalist came to contact you.

Responsibility Statements

CMT Director			
Position	CMT Director	**Staff Position**	CEO
During absence this role will be assumed by		Works Manager	

Position Statement	The **CMT Director** is <u>responsible for</u> declaring a business continuity event and invoking the BCMP. The **CMT Director** is <u>required to</u> oversee and manage all resumption activities. *NOTE: During a workplace emergency the Chief Warden has authority until the workplace emergency is resolved and control is returned to the CEO or CMT Director if the BCMP is to be activated.*
Knowledge Requirements	1. High level of organisation activities and service delivery priorities 2. Community, Business and Regulatory contacts
Responsibilities	The **CMT Director** must make decisions as to the best strategy for business resumption based on information received by other CMT members. This strategy is then translated into an action plan by the supporting teams. **Responsibilities include:** ▪ Maintain working knowledge of BCMP & relevant Critical Function Sub Plans ▪ Participate in monitor and review activities ▪ Participate in and ensure that appropriate levels of training is undertaken **On Activation:** ▪ Activate the BCMP ▪ Notifying and liaising with stakeholders, including CMT ▪ Provide focal point in communication to staff, media and public ▪ Establishing and chairing all CMT meetings (may delegate) ▪ Authorisation of any detailed restoration plan ▪ Delegate tasks and overseeing resumption activities ▪ Monitor the gathering of business interruption event information ▪ If Works Manager is CMT Director - Ensure CEO is briefed ▪ Promote the wellbeing and safety of all staff ▪ Liaise with elected body via the Mayor

Date approved by CMT	

CMT Coordinator			
Position	CMT Coordinator	**Staff Position**	Risk/ WHS Co-ordinator
During absence this role will be assumed by		Works Manager	
Position Statement	The **CMT Co-ordinator** is required to assist the CMT Director in the management of the business resumption activities. The **CMT Co-ordinator** must be familiar with the business continuity plan, Critical function Sub Plans and team responsibilities.		
Knowledge Requirements	1. High level knowledge of overarching BCMP 2. Understanding of organisation activities and service delivery priorities 3. High level of internal key contacts and accountabilities		
Responsibilities	The **CMT Co-ordinator** is required to report to the CMT on the currency of individual, and business level continuity plans and activities. **Responsibilities include:** ▪ Maintain working knowledge of BCMP & relevant Critical Function Sub Plans ▪ Pre event co-ordination of BCP and Sub plans with relevant owners ▪ Co-ordination of training for CMT & CMT SG members ▪ Co-ordination of testing for the Business Continuity Plan **On Activation:** ▪ Open Control Centre on direction of CMT Director ▪ Assisting CMT Director as required ▪ Create and maintain a chronological log of meetings and decisions made **Media Functions:** ▪ Support the Mayor/ CEO to ensure the dedicated media briefing centre is fit for purpose		
Date approved by CMT			

CMT Support			
Position	CMT Support	**Staff Position**	Executive Assistant
During absence this role will be assumed by		Administration Manager	
Position Statement	The **CMT Support** is responsible for the smooth functioning of the Control Centre (if established) and the administrative needs of the CMT.		
Knowledge Requirements	1. High level of internal key contacts and resource knowledge 2. High level of administrative functions and arrangements		
Responsibilities	**Responsibilities include:** ▪ Maintain high level of administration skills **On Activation:** ▪ If required, assist with the set-up of the Control Centre and arranging stationery, equipment etc ▪ Arrange resources to assist CMT members (if required) ▪ Making arrangements for all CMT meetings ▪ Provide general administrative support (including log of all events and actions, resumption status, CMT members' movements etc) ▪ Notify Insurer and manage the insurance requirements ▪ Create and maintain a chronological log of meetings and decisions made if Risk/ WHS Coordinator not on site		
Date approved by CMT			

CMT Members - Depot			
Position	CMT Member	**Staff Positions**	Works Manager
During absence this role will be assumed by		Depot Supervisor	
Position Statement	A successful Continuity Management Team (CMT) relies on expertise from within the organisation as they are the people that understand the business processes and related risks.		
	Accordingly, the Executive Team members are the designated members of the CMT and charged with implementing the whole of organisation response.		
	However they still maintain responsibility for the continuity and recovery actions of their individual business units. The business unit activities are undertaken by the function managers in accordance with agreed sub plans.		
Knowledge Requirements	1. High level of group activities and service delivery priorities 2. High level knowledge of group critical function sub plans 3. High level knowledge of overarching BCMP.		
Responsibilities	**Responsibilities include:** ▪ Maintain working knowledge of BCMP & relevant Critical Function Sub Plans ▪ Participate in monitor and review activities ▪ Participate in appropriate levels of training with relevant Critical Function Sub Plan Managers **On Activation:** ▪ Operate as a member of the CMT ▪ Ascertain the impact on business unit activities and report to CMT ▪ Co-ordination of business unit Critical Function Sub Plan implementation as required ▪ Monitoring implementation against the Business Continuity Plan ▪ Maintaining information and report to CMT (which could include cost – where relevant) ▪ Maintain communications with staff		
Date approved by CMT			

CMT Members - Finance

Position	CMT Member	**Staff Positions**	Administration Manager
During absence this role will be assumed by	CEO		
Position Statement	A successful Continuity Management Team (CMT) relies on expertise from within the organisation as they are the people that understand the business processes and related risks.		
	Accordingly, the Executive Team members are the designated members of the CMT and charged with implementing the whole of organisation response.		
	However they still maintain responsibility for the continuity and recovery actions of their individual business units. The business unit activities are undertaken by the function managers in accordance with agreed sub plans.		
Knowledge Requirements	1. High level of group activities and service delivery priorities 2. High level knowledge of group critical function sub plans 3. High level knowledge of overarching BCMP.		
Responsibilities	**Responsibilities include:** ▪ Maintain working knowledge of BCP & relevant Critical Function Sub Plans ▪ Participate in monitoring and reviewing activities ▪ Participate in appropriate levels of training as required–with Critical Function Sub Plan Managers **On Activation:** ▪ Operate as a member of the CMT ▪ Ascertain the impact on business unit activities & costs for resourcing the Control Centre ▪ Co-ordination implementation of business unit Critical Function Sub Plan as required ▪ Monitoring implementation against the Business Continuity Plan ▪ Maintaining information and report to CMT (which could include cost – where relevant) ▪ Maintain communications with staff		
Date approved by CMT			

Critical Functions – Office of CEO Sub Plans

1. Tourism

Critical Function – Economic Development - Business Unit: Tourism			
Prepared by	**CEO**	**Date**	**April 2017,** **Reviewed Dec.2019** (Acting CEO) **Reviewed – May 2020 SMT**
Sub Plan Owner	This plan is owned by the **CEO who** has overall responsibility for this plan. The routine management of the plan is delegated to **Manager SHRC & Tourism** who has responsibility for ensuring the accuracy and currency of the plan and advising the **CEO** of any changes required.		

Identified Critical Business Functions - TOURISM

o Economic Development Services to tourists for the benefit of local businesses.

Overview of Functions (Context)

o Visitor Information Centre and SteamTown work to ensure tourists are attracted to, and stay at Peterborough and spend money with local businesses as per the SHRC Marketing Plan and the Southern Flinders Tourism and Event Strategy Plan
o RV Park

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non Delivery (fine or legal)	Functional Interdependencies
▪ Reputational damage from local business owners ▪ Direct annual revenue from Steamtown - >$200k ▪ Additional financial losses due to drop in tourist numbers and impact on local businesses	▪ Nil	▪ Nil
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
▪ 2 FTE/8 Casuals ▪ Steamtown building and Visitor Information Centre ▪ IT and phones.	▪ 4 Casuals (guides) ▪ 1 Reception person (FTE)	▪ Insurance coverage – loss of revenue, additional increased costs of working

Critical Function – Economic Development - Business Unit: Tourism	

Disruption Scenario	**Max Acceptable Outage**
▪ Primary building uninhabitable	▪ 1 - 4 weeks
▪ Roundhouse burns down	▪ 1 year
▪ Power Failure	▪ 1 week
▪ Staff resourcing too low	▪ 4 - 6 weeks
▪ Pandemic (or Epidemic) To prevent the spread of the infection into the Council area: the movement of tourists and other people who do not usually live and/ or work within the Council boundaries is strongly discouraged. There may also be a Federal/ State government directive for no travel and self isolation.	▪ n/a Federal/ State government directive to close tourist information centre during pandemic/ epidemic

Authority for Invoking Plan	**CEO**

Key Decision Makers to be assembled
▪ CEO and Manager Steamtown

Stakeholders other than process owner	
Internal	**External**
▪ All employees of Steamtown	▪ RV Community / Tourists
▪ Council front office staff	▪ Local business owners

Pre Event Preparedness Current business plan & access points required to deliver business function

The current policy and procedures for this critical function can be located –

Electronic copies:

▪ SOPs located in reception filing at Steamtown (for Loss of staff scenario)

Hard copies:

▪ Available Visitor Information Centre within Steamtown

Critical Function – Economic Development - Business Unit: Tourism

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:

- Consider using generator for alternate power supply *(to be investigated)*
- Consider temporary alternate accommodation if required (ATCO in carpark – will need power supply)
- Contact Asset Mutual Fund immediately

Continuity Management Actions required to ensure continued availability of the function

In the event of a business interruption event occurring as identified within the **disruption scenario analysis**, that exceeds the identified Maximum Acceptable Outage the following responses may be appropriate:

- Maintain contact with Asset Mutual Fund
- Source more permanent accommodation if building is destroyed
- Source back up infrastructure.

Communication Considerations

Internal	External
▪ Email all staff and Elected Members	▪ Asset Mutual Fund
	▪ Local businesses
	▪ Contractors
	▪ Utilities

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
• Consider budget provisions for generator at Steamtown for loss of power scenario.	CEO/ Manager Steamtown	July 2020

2. ITC Platform

Critical Function			
Prepared by	**CEO, Works Manager, and Administration Manager**	**Date**	**April 2017,** **Reviewed Dec. 2019** (Acting CEO/ Works Manager) **Reviewed – May 2020 SMT**
Sub Plan Owner	This plan is owned by the **CEO** who has overall responsibility for this plan. The routine management of the plan is delegated to **CEO** who has responsibility for ensuring the accuracy and currency of the plan and advising the **CMT** of any changes required.		

Identified Critical Business Functions
o   IT Platform

Overview of Functions (Context)
o   IT Services including emails, internet/Council website, phones, Local Government Enterprise Systems (LGES), rate/debtor payments, creditor payments. o   Server backs up overnight (approximately 11pm).

Business Impact Analysis		
Business Impact of Function Loss	**Penalties for Non Delivery**	**Functional Interdependencies**
▪ Productivity down (rework) ▪ Reputation if customer service is affected ▪ WiFi – available to public	▪ RTC/ Centrelink & Service SA agency – loss of income	▪ Administration, Depot and Rural Transaction Centre
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
▪ 0.03 of FTE ▪ Contractor (average 1hr week)	▪ IT Manager (CEO) ▪ Contractor	▪ Receipt Payments manually ▪ Manual pay ▪ Filing, housekeeping

Disruption Scenario	Max Acceptable Outage
▪ Malware/Virus ▪ Significant hardware failure ▪ Network Failure (cabling), ISP failure ▪ Power failure ▪ Pandemic *(cannot face to face at Council meeting)*	▪ 1 day

Critical Function

Authority for Invoking Plan	CEO

Key Decision Makers to be assembled

- Stockman Electronics/CEO
- Administration Manager (invoke manual payments process, manual pays, filing/ housekeeping)

Stakeholders other than process owner

Internal	**External**
- All affected staff - Elected members (council meeting time)	- Community members (attending council offices) - Local businesses - Shared servcies

Pre Event Preparedness Current policies & procedures & access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:

- Malware and Virus software update schedule (automatic)

Hard copies:

- Manual receipting forms/books – located at front counter (admin)
- Stockman Electronics (refer Attachment 2 – Emergency Contacts – External)

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:

- Advise staff to shut down computers prior to Uninterrupted Power Supply failing (approx. 10mins)
- Identify issue and level of impact on interdependent critical functions (payroll, RTC , Depot, CWMS etc)
- Advise Stockman Electronics (refer Attachment 2 – Emergency Contacts – External)
- Setting up 'zoom' meeting/ phone conference/ shared computer access.
- Advising community through the use of Social Media and Council Website

Critical Function

Continuity Management Actions required to ensure continued availability of the function

In the event of a business interruption event occurring as identified within the **disruption scenario analysis**, that exceeds the identified Maximum Acceptable Outage the following responses may be appropriate:

- Activate related CFSPs for (ie Payroll, RTC Service SA/Centrelink, Depot, CWMS reporting/ remote functionality).
- Advise community via appropriate medium of interruption event re payment of bills
- Undertake manual payment processes
- Setting up shared service / internet access
- Setting up 'zoom' meeting facility for Council meetings
- Setting up 'zoom' meeting facility for council communication with external LGA groups/ committees.

Communication Considerations

Internal	External
▪ All staff	▪ As per related and affected CFSPs
▪ Elected Members	▪ Stockman Electronics

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
None identified	[Position]	[Date]

Critical Functions – Finance Sub Plans

3. RTC – Services SA and Centrelink Contracted Services

Critical Function – Rural Transaction Centre			
Prepared by	**Administration Manager**	**Date**	**December 2016** **Reviewed Dec. 2019** **Reviewed – May 2020 SMT**
Sub Plan Owner	This plan is owned by the **Administration Manager who** has overall responsibility for this plan. The routine management of the plan is delegated to **RTC Officer** who has responsibility for ensuring the accuracy and currency of the plan and advising the **CEO and CTM** of any changes required.		

Identified Critical Business Functions
o   Contractual services provided on behalf of Services SA and Centrelink to community.

Overview of Functions (Context)
o   The Rural Transaction Centre provides a contractual service on behalf of Services SA and Centrelink to community members.

Business Impact Analysis		
Business Impact of Function Loss	**Penalties for Non Delivery**	**Functional Interdependencies**
▪ Reputation damage – community/ 2 other leased out offices ▪ Reduced service delivery to community. ▪ Reduced income for Council	▪ Possible breach of Service SA and Centrelink Contracts	▪ Council IT system ▪ Centrelink - computer/fax and direct line. ▪ No service SA online services available
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
▪ 1 FTE ▪ Computers, Photocopier, fax, Risograph (newsletter). ▪ Dedicated Centrelink computer at RTC	▪ Centrelink - 5 days at 3.5 hrs (mornings) a day to ensure contract not breached ▪ Dedicated Centrelink computer/ fax	▪ Can be done at main council office (advise Service SA and public) – if DCP IT not effected ▪ Centrelink contact numbers are kept in this document (external contact list)

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Critical Function – Rural Transaction Centre

Disruption Scenario	Max Acceptable Outage
▪ Building uninhabitable (fire) ▪ Extended power blackout ▪ Extended IT failure ▪ Staff resourcing too low	▪ < 1 month ▪ 1-2 days ▪ 1-2 days ▪ 2 days
▪ Pandemic (or Epidemic) During Pandemic/ Epidemic the Federal/ State Government may direct hospitality and businesses to close, to reduce the likelihood of infection spreading. This will result in workers from these businesses seeking social security (centre-link) payments – significantly increasing number of RTC clients. Many may be stressed and agitated.	▪ 1 day while staff is relocated to Council Office in the Town Hall. ▪ Restricted functions provided to the public

Authority for Invoking Plan	Administration Manager

Key Decision Makers to be assembled

▪ CEO and Administration Manager

Stakeholders other than process owner

Internal	External
▪ RTC staff x 2 ▪ Administration Staff	▪ Community members ▪ Centrelink and Services SA ▪ Renting businesses x 2

Pre Event Preparedness Current policies & procedures & access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:

▪ Dedicated Centrelink computer at RTC

Hard copies:

▪ Contracts for Service SA and Centrelink (located in Strong room)

▪ Work Instructions for certain functions are located at RTC office – provided no IT issues

▪ Potential relocation at SteamTown if IT issues in Admin Office

Critical Function – Rural Transaction Centre

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:

- Obtain Centrelink computer from RTC (if possible)
- Advise Centrelink and Service SA (develop alternate service solution)
- Advise community members
- Setup desk at DCP Office (Town Hall)

Continuity Management Actions required to ensure continued availability of the function

In the event of a business interruption event occurring as identified within the **disruption scenario analysis**, that exceeds the identified Maximum Acceptable Outage the following responses may be appropriate:

- Consider building relocation alternatives – Council admin office at Town Hall
- If Council admin office at Town Hall is unserviceable – alternative location at SteamTown
- Obtain further resourcing support from Service SA/Centrelink where possible

Communication Considerations

Internal	External
- Council Customer Service staff - Elected Members	- Centrelink - Service SA - Community Members

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
o Review SOPs for critical tasks at RTC to ensure they are up to date.	Dianne Harris	July 2020

4. Payroll

Critical Function - Payroll			
Prepared by	**Administration Manager**	**Date**	**April 2017,** **Reviewed Dec. 2019** **Reviewed – May 2020 SMT**
Sub Plan Owner	This plan is owned by the **CEO** who has overall responsibility for this plan. The routine management of the plan is delegated to **Administration Manager** who has responsibility for ensuring the accuracy and currency of the plan and advising the **CEO and CMT** of any changes required.		

Identified Critical Business Functions
o   Payroll

Overview of Functions (Context)
o   45 pays per fortnight (approx.)

Business Impact Analysis		
Business Impact of Function Loss	**Penalties for Non Delivery**	**Functional Interdependencies**
▪ Reputation loss – from staff ▪ Rework to reconcile after payments made	▪ NIL	▪ IT ▪ (LGS) – IT Pays program
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
▪ LGS payroll program ▪ 2 FTE	▪ 2 FTE ▪ Laptop	▪ Make manual payments into individual staff accounts

Disruption Scenario	Max Acceptable Outage
▪ Extended power blackout ▪ IT Failure ▪ No staff (e.g. pandemic)	▪ Friday (midday) of pay week
▪ Pandemic (or Epidemic) (i) worker/s infected with virus/ illness and in isolation; (ii) co-workers in mandatory isolation due to contact with infected person.	▪ Friday (midday) of pay week

Critical Function - Payroll

Authority for Invoking Plan	Administration Manager

Key Decision Makers to be assembled

- Administration Manager

Stakeholders other than process owner

Internal	External
▪ All employees	▪ Bank SA Peterborough

Pre Event Preparedness Current policies & procedures & access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies –Payroll Procedure

Hard copies: Payroll SOPs – with Payroll Officer

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:

- Advise staff of issue and proposed continuity management actions
- Access laptop/ internet (NOTE- for power failure or internal IT failure) and go to Steamtown

Continuity Management Actions required to ensure continued availability of the function

In the event of a business interruption event occurring as identified within the **disruption scenario analysis**, that exceeds the identified Maximum Acceptable Outage the following responses may be appropriate:

Consider options:

- Manually calculate pays
- Make payments based on previous fortnight pays if manual calculation is not available
- Log on to Bank SA and individually deposit into bank accounts. (if no internet/ power failure – can't go to bank)
- Reconcile once IT system functioning again
- Keep staff informed

Communication Considerations

Internal	External
▪ All staff	▪ Bank SA

Critical Function - Payroll		
Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	**Position Responsible for development**	**Target Date**
o Update payroll procedures – including manual work around. o **NOTE :** Pandemic response - DCP has a different payroll IT program than other Councils in the Mid-north & Flinders regions. Would not be able to seek payroll assistance from neighbouring Councils.	Administration Manager	July 2020

5. Noise & Nuisance Control

Critical Function – Regulatory Services- Noise and Nuisance Control			
Prepared by	**Administration Manager & Regulatory Services Officer.**	**Date**	**May. 2020**
Sub Plan Owner	This plan is owned by the **Administration Manager** who has overall responsibility for this plan. The routine management of the plan is delegated to **Regulatory Services Officer** who has responsibility for ensuring the accuracy and currency of the plan and advising the **Administration Manager** of any changes required.		

Identified Critical Business Functions
o   Noise Control
o   Nuisance Control including smoke, litter, and noise from animals (except dogs and cats).

Overview of Functions (Context)
o   Receive and investigate complaints.
o   Alleviate/ stop any noise or nuisance from its source, upon complaint.

Business Impact Analysis		
Business Impact of Function Loss	**Penalties for Non Delivery**	**Functional Interdependencies**
▪ Reputational damage ▪ Unable to meet public expectations to deliver the service of noise and nuisance control	▪ Unable to comply with LG Act. No fine for Council.	▪ Front Counter Service ▪ SAPol (depending upon situation
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
▪ 1 x Customer Service ▪ 1 x Regulatory Services Officer ▪ Works Manager	▪ 1 x Customer Service ▪ 1 x Regulatory Services Officer	n/a

Disruption Scenario	Max Acceptable Outage
▪ Neighbourhood type dispute	▪ < 3 weeks or refer SAPol
▪ Impacting vulnerable section of the community	▪ < 1 day & refer to EPA
▪ Asbestos dumping	▪ < 1 day & refer to EPA+SWSA

Critical Function – Regulatory Services- Noise and Nuisance Control

Pandemic (or Epidemic) – (i) worker/s infected with virus/ illness and in isolation; (ii) co-workers in mandatory isolation due to contact with infected person.

- Neighbourhood type dispute

- Impacting vulnerable section of the community

- < 3 weeks or refer SAPol
- < 1 day & refer to EPA. Note: if escalating refer SAPol

Authority for Invoking Plan	Administration Manager

Key Decision Makers to be assembled

- Regulatory Services Officer,
- Administration Manager

Stakeholders other than process owner

Internal	External
- Customer Service - Administration Department	Environmental Protection Agency

Pre Event Preparedness Current policies & procedures & access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:

- GDS - Nil.
- Internet – On line

Hard copies: Nil.

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:

- Minor breach – contact SAPol & contact neighbouring Council for assistance
- Major breach – contact EPA

Continuity Management Actions required to ensure continued availability of the function

In the event of a business interruption event occurring as identified within the **disruption scenario analysis**, that exceeds the identified Maximum Acceptable Outage the following responses may be appropriate:

- Minor breach – contact SAPol & contact neighbouring Council for assistance
- Major breach – contact EPA

Critical Function – Regulatory Services- Noise and Nuisance Control	
Communication Considerations	
Internal	**External**
- CEO - Works Manager - Mayor – only for media	- Environmental Protection Agency - SAPol - Safe Work SA (if asbestos related)

Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	**Position Responsible for development**	**Target Date**
- Review guidelines and develop procedures - Check WHS system for relevant procedures.	Administration Manager	July 2020

6. PUBLIC SAFETY: Dog management & control.

Critical Function – Regulatory Services - Dog Management & Control			
Prepared by	**Administration Manager & Regulatory Services Officer.**	**Date**	**May. 2020**
Sub Plan Owner	This plan is owned by the **Administration Manager** who has overall responsibility for this plan. The routine management of the plan is delegated to **Regulatory Services Officer** who has responsibility for ensuring the accuracy and currency of the plan and advising the **Administration Manager** of any changes required.		

Identified Critical Business Functions
o Compliance with Dog & Cat Management Act o Public Safety o Dog attacks, wandering at large & registration.

Overview of Functions (Context)
o Respond to complaints about dog attacks, dogs wandering at large and barking complaints.

Business Impact Analysis		
Business Impact of Function Loss	**Penalties for Non Delivery**	**Functional Interdependencies**
▪ Reputational damage ▪ Public safety issues	▪ Nil *However, dog management is an essential servcie*	▪ Front Counter Service ▪ Dog pound ▪ Vehicle with dog cage ▪ Contractor's vehicle
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
▪ 1 x Regulatory Services Officer ▪ 1 x Animal Control Officer/ contractor ▪ Works Manager & CEO are authorised officers ▪ 1 x Customer Service ▪ Vehicle with dog cage ▪ Dog catching equipment ▪ Dog Pound	▪ 1 x Regulatory Services Officer ▪ 1 x Animal Control Officer/ contractor ▪ Works Manager is authorised ▪ 1 x Customer Service ▪ Vehicle with dog cage ▪ Dog Pound	▪ None identified

Critical Function – Regulatory Services - Dog Management & Control

Disruption Scenario	Max Acceptable Outage
▪ Flood	▪ 1 - 2 days
▪ Pandemic (or Epidemic) – (i) worker/s infected with virus/ illness and in isolation; (ii) co-workers in mandatory isolation due to contact with infected person.	▪ 1 - 2 days then call upon SAPol

Authority for Invoking Plan	Administration Manager

Key Decision Makers to be assembled

▪ Regulatory Services Officer, Administration Manager

Stakeholders other than process owner

Internal	External
▪ Customer Service	▪ SAPol
▪ Administration Manager	▪ Dog & Cat Management Board
▪ CEO & Works Manager	▪ RSPCA

Pre Event Preparedness Current policies & procedures & access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:

▪ GDS – documents archived..

Hard copies:

▪ Nil.

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:

▪ Depending upon the severity of the incident: evaluate it at the time. If the issue is likely to cause a public risk – contact SAPol

▪ Contact RSPCA for animal cruelty incident. Also consider SAPol for assistance

Continuity Management Actions required to ensure continued availability of the function

In the event of a business interruption event occurring as identified within the **disruption scenario analysis**, that exceeds the identified Maximum Acceptable Outage the following responses may be appropriate:

▪ Three Council employees who are authorised under the act and regulations to carry out this function.

▪ Contact neighbouring Council for assistance

Critical Function – Regulatory Services - Dog Management & Control		
Communication Considerations		

Internal	**External**
▪ Customer Service staff ▪ Administration Manager ▪ CEO	▪ Residents/ business owner who has raised the complaint/ issue

Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	**Position Responsible for development**	**Target Date**
o Finalise and formalise risk assessment and Safe Work Instruction for Dog Management	Administration Manager	October 2020

7. EMERGENCY MANAGEMENT – Bushfire Prevention

Critical Function – Fire Prevention			
Prepared by	**Administration Manager & Regulatory Services Officer.**	**Date**	**May. 2020**
Sub Plan Owner	This plan is owned by the Administration Manager who has overall responsibility for this plan._ The routine management of general emergency management is delegated to the **Regulatory Services Officer** who has the responsibility for ensuring the accuracy and currency of their plan and advising the Administration Manager of any changes required.		

Identified Critical Business Functions

o   Inhibit fire on and from the land

Overview of Functions (Context)

o   Property inspections

o   105F compliance notices

o   Follow up inspections to ensure compliance

o   Contractor to do work where residents/ business owners haven't complied with notice

o   Regulatory functions attached to Fire and Emergency Services Act.

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non Delivery	Functional Interdependencies
- Reputational damage - Public Safety	Possible financial penalty if Council does not have a Fire Prevention Officer	- Front Counter Service - Depot - Contractors
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
1 x Customer Service 1 x Regulatory Services Officer 1 depot worker 1 contractor	1 x Customer Service 1 x Regulatory Services Officer 1 depot worker 1 contractor	None identified

Critical Function – Fire Prevention

Disruption Scenario	Max Acceptable Outage
▪ Grass fire/ bush fire in the area/ township	▪ 1 - 2 days near township
	▪ 1-2 weeks – fire at inaccessible land.
▪ Unavailability of staff/ workers	▪ 3 - 4 weeks
▪ Pandemic (or Epidemic) – (i) Regulatory Services Officer infected with virus/ illness and in isolation; (ii) co-workers in mandatory isolation due to contact with infected person.	▪ 2 weeks

Authority for Invoking Plan	**Administration Manager**

Key Decision Makers to be assembled

- ▪ CEO

Stakeholders other than process owner

Internal	External
▪ CEO	▪ CFS/ MFS
▪ Works Manager	▪ SAPol

Pre Event Preparedness Current policies & procedures & access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:

- ▪ GDS
- ▪ Hard copies: Nil
- ▪ Electronic - Legislation

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:

- ▪ Request a shared service from a neighbouring Council

Continuity Management Actions required to ensure continued availability of the function

▪ IT / power failure	< 1 day
▪ Unavailability of staff/ workers	3 - 4 weeks

Critical Function – Fire Prevention	
Communication Considerations	
Internal	**External**
- CEO - Works Manager	- Residents/ business owners - CFS - SAPol

Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	**Position Responsible for development**	**Target Date**
o Develop Safe Work Instruction for Fire Prevention activities	Administration Manager	October 2020

8. ENVIRONMENT PROTECTION

Critical Function – Hoarding and Squalor			
Prepared by	**Administration Manager & Regulatory Services Officer.**	**Date**	**May. 2020**
Sub Plan Owner	This plan is owned by the **Administration Manager** who has overall responsibility for this plan. The routine management of the plan is delegated to **Regulatory Services Officer** who has responsibility for ensuring the accuracy and currency of the plan and advising the **Administration Manager** of any changes required.		

Identified Critical Business Functions
o Inspect, monitor, advise and enforce hoarding and squalor on private property

Overview of Functions (Context)
o Inspecting, o Monitoring, o Advising, and o Enforcing legislation

Business Impact Analysis		
Business Impact of Function Loss	**Penalties for Non Delivery**	**Functional Interdependencies**
▪ Public Health issues ▪ Reputational damage ▪ Fire issues ▪ Vermin issues	▪ Possible financial penalty for failing to meet legislative requirements, Public Health Act & Nuisance and Litter Act	▪ Front Counter Service ▪ Depot
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
▪ 1 x Regulatory Services Officer ▪ 1 x Customer Service ▪ Environmental Health Officer	▪ 1 x Regulatory Services Officer ▪ 1 x Customer Service ▪ Environmental Health Officer	None identified

Critical Function – Hoarding and Squalor

Disruption Scenario	Max Acceptable Outage
▪ Intervention by the Courts ▪ Existing Regulatory Services Officer & EHO unavailable	▪ unknown ▪ 1 - 2 days
▪ Pandemic (or Epidemic) – (i) worker/s infected with virus/ illness and in isolation; (ii) co-workers in mandatory isolation due to contact with infected person.	▪ 2 weeks

Authority for Invoking Plan	**Administration Manager**

Key Decision Makers to be assembled

▪ Regulatory Services Officer, Administration Manager, Works Manager

Stakeholders other than process owner

Internal	External
▪ 1 x Regulatory Services Officer ▪ 1 x Customer Service ▪ Environmental Health Officer	▪ SA Department Health ▪ Environmental Protection Agency

Pre Event Preparedness Current policies & procedures & access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:
▪ GDS Nil.
▪ Internet

Hard copies: Nil

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:

▪ Works Manager or CEO to fill in – they have authority under the legislation

Continuity Management Actions required to ensure continued availability of the function

In the event of a business interruption event occurring as identified within the **disruption scenario analysis**, that exceeds the identified Maximum Acceptable Outage the following responses may be appropriate:

▪ Contact SA Health, SAPol and EPA for assistance, where relevant.

Critical Function – Hoarding and Squalor	
Communication Considerations	
Internal	**External**
▪ CEO ▪ Works Manager ▪ Environmental Health Officer	▪ Norman Waterhouse Lawyers ▪ SA Health ▪ EPA ▪ SAPol

Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	**Position Responsible for development**	**Target Date**
o Develop Safe Work Instruction	Administration Manager	March 2021

Critical Functions – Works Sub Plans

9. Waste Management

Critical Function – Waste Management			
Prepared by	**CEO, Works Manager, Administration Manager**	**Date**	**April 2017** **Review - Dec. 2019 WM & AM** **Review – April 2020 SMT**
Sub Plan Owner	This plan is owned by the **Works Manager** who has overall responsibility for this plan. The routine management of the plan is delegated to **Depot Supervisor** who has responsibility for ensuring the accuracy and currency of the plan and advising the **Works Manager** of any changes required.		

Identified Critical Business Functions

o   Waste Management (rubbish) collection

Overview of Functions (Context)

o   Waste collection involves recyclables (2 weekly) and general waste (weekly) from the townships of Yongala and Peterborough and bins on the road in between the townships. Performed by Clare Valley Waste.

o   Oodla-Wirra – waste management carried out manually by Depot workers

o   Waste Transfer Station

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non Delivery	Functional Interdependencies
▪ Reputational damage ▪ Public Health issues ▪ DCP Waste Transfer Station	▪ Possible financial impact (penalty) for getting new contractor on short notice ▪ Loss of other Council services – workers taken off usual work to do waste collection.	▪ Contracted out to Clare Valley Waste ▪ Brinkworth Waste Station ▪ Pan

Critical Function – Waste Management

Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
▪ 1 x truck/driver garbage (weekly) – Clare Valley Waste ▪ 1 x truck/driver recycling (fortnightly) Clare Valley Waste ▪ 1 x ute/driver + bin change over (weekly) DCP	▪ 1 x truck/driver garbage (weekly) – Clare Valley Waste ▪ 1 x truck/driver recycling (fortnightly) Clare Valley Waste ▪ 1 x ute/driver + bin change over (weekly) DCP)	▪ 1 x Front End Loader (FEL) – town (Peterborough/ Yongala) pick up ▪ 5 FTEs (3 for bins & 2 drivers) – DCP ▪ External contractor e.g. Veolia ▪ 1 large truck (to hold rubbish) DCP ▪ Tarps for trucks (to prevent rubbish flying out) - DCP

Disruption Scenario	Max Acceptable Outage
▪ Contractor unable to provide service (insolvent)	▪ 1 week
▪ Contractor unable to provide service due to their workers/ business affected by a pandemic	▪ 1 week
▪ Pandemic (or Epidemic): (i) worker/s infected with virus/ illness and in isolation; (ii) co-workers in mandatory isolation due to contact with infected person. Federal Government/ State Government direction for social distancing; change in frequency of services to community; closing of services to community.	▪ 1 week maximum outage. ▪ Days & times of operation of waste transfer station reduced to 2 days a week.

Authority for Invoking Plan	Works Manager

Key Decision Makers to be assembled

▪ Works Manager and CEO

Stakeholders other than process owner

Internal	External
▪ Works Manager/ Works Supervisor ▪ Customer Service Officers ▪ Depot Staff	▪ Community Members ▪ Contractor

Critical Function – Waste Management

Pre Event Preparedness Current policies & procedures & access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:

- Bin locality map & bin register – GDS has map .
- Hard copies: NIL

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:

- Advise Asset Mutual Fund (insurance issue)
- Contact alternative contractor to see if they have capacity to assist (ie Veolia).
- Provide Bin Locality Map – to alternate provider

If it becomes apparent that another contractor can not assist:

- Notify depot to identify and prepare FEL, truck, tarp and personnel and WHS arrangements (short term ONLY)

Continuity Management Actions required to ensure continued availability of the function

In the event of a business interruption event occurring as identified within the **disruption scenario analysis**, that exceeds identified Max. Acceptable Outage the following responses may be appropriate

- Roster staff to reduce likelihood of those doing manual lifting do not injure themselves
- Organise FEL , truck etc
- Provide visible leadership to work crews to identify and manage any risk issues.
- Negotiate with Mount Remarkable to take waste to Willowie
- Consider advising community members that they can take rubbish to dump at no cost

Communication Considerations

Internal	External
- Customer Service staff - Depot Staff	- Community Members - Other Councils - Alternate Contractors - Asset Mutual Fund

Critical Function – Waste Management		
Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	**Position Responsible for development**	**Target Date**
o Contact other Councils/contractors to ascertain availability to provide assistance at short notice o Develop document/ work instruction for Manual work around which includes current manual bin pickups. o Locate bin locality map and update to ensure all relevant bin pick up locations are documented. Update Critical Function Sub-Plan to indicate where it is kept.	Works Manager	July 2020

10. Cemetery Operations (burials)

Critical Function – Cemetery Operations			
Prepared by	**Works Manager, CEO, Administration Manager**	**Date** **April 2017**	**Reviewed : Dec. 2019 WM & A M.** **Reviewed : April 2020 SMT.**
Sub Plan Owner	This plan is owned by the **Works Manager** who has overall responsibility for this plan. The routine management of the plan is delegated to **Depot Supervisor** who has responsibility for ensuring the accuracy and currency of the plan and advising the **Works Manager** of any changes required.		

Identified Critical Business Functions
o   Cemetery Operations (Burials)

Overview of Functions (Context)
o   Approximately 20-25 burials per year spread over 5 locations with the majority of burials occurring in Peterborough.
o   Checking graves (double grave/ unused grave)
o   Ordering & placing of marker (person's name & date of death) on grave after burial – prior to monumental works have been done by family.
o   Ordering and installing cremation wall plaque - on behalf of customer
o   Placing of ashes
o   Marking out new section of cemetery

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non Delivery	Functional Interdependencies
▪ Reputational	▪ Breach of Cemeteries Act may result in prosecution	▪ Front Counter Service ▪ Depot
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
▪ 0.01 x Customer Service FTE ▪ 2 x Depot ▪ Backhoe and truck	▪ 2 x (Depot staff) ▪ if required to remove slab (4 depot workers – manual lifting of slab)	▪ Source Contractor J Polomka Earthmoving ▪ Hand Dig.

Critical Function – Cemetery Operations

Disruption Scenario	Max Acceptable Outage
▪ Backhoe Mechanical Failure	▪ < 1 week
▪ Severe weather event - flood/heavy rain/storm/bushfire	▪ < 1 week
Pandemic (or Epidemic) – ▪ (i) worker/s infected with virus/ illness and in isolation; (ii) co-workers in mandatory isolation due to contact with infected person.	▪ < 1 week
▪ administration functions: Checking grave map (double grave/ unused grave),allocating grave site & documenting. Works Manager has access to grave map / cemetery record on GDS system.	▪ < 1 day
Ordering marker (person's name & date of death) for grave after burial – prior to monumental works have been done by family. – From a practical perspective, this is non-critical.	▪ < 3 months
Ordering wall plaque - on behalf of customer. From a practical perspective, this is non-critical.	▪ < 3 months

Authority for Invoking Plan	Works Manager

Key Decision Makers to be assembled

▪ Depot Supervisor and staff

Stakeholders other than process owner

Internal	External
▪ Customer Service ▪ Depot Staff	▪ Funeral Director ▪ Family ▪ J Polomka contractors

Pre Event Preparedness Current policies & procedures & access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:

▪ GDS– maps of cemeteries to assist in identifying location for burial site.

▪ Maintenance program for backhoe stored on computer

Hard copies:

▪ Cemetery folder and maps (Strong Room)

Critical Function – Cemetery Operations

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:

- Backhoe Failure – assess time required to repair (order required parts)
- Contact contractor (J Polomka) to see if they have capacity to do the task
- Place back hoe attachment on bob cat to undertake task
- Contact funeral director – advise of situation.
- Hand dig grave (2-4 workers)

Continuity Management Actions required to ensure continued availability of the function

In the event of a business interruption event occurring as identified within the **disruption scenario analysis**, that exceeds the identified Maximum Acceptable Outage the following responses may be appropriate:

- Maintain contact with funeral director and family – negotiate new time.
- Source secondary back hoe from contractor (J Polomka) or other council if possible.
- Identify any other burial requirements for next few weeks and make schedule adjustments.

Communication Considerations

Internal	External
- Customer Service - Depot Staff	- Funeral Director/ (who would contact Family) - Contractor

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
Nill identified	[Position]	[Date]

11. CWMS (waste water treatment)

Critical Function – CWMS Waste Water Treatment			
Prepared by	Works Manager & Administration Manager	**Date**	Dec. 2019 Reviewed : May 2020 SMT.
Sub Plan Owner	This plan is owned by the **Works Manager** who has overall responsibility for this plan. The routine management of the plan is delegated to **Depot Supervisor** who has responsibility for ensuring the accuracy and currency of the plan and advising the **Works Manager** of any changes required.		

Identified Critical Business Functions
o CWMS – waste water treatment including Pump Stations and sewerage pipework

Overview of Functions (Context)
o Treatment of Peterborough township effluent, and effluent which originates from abattoir

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non Delivery	Functional Interdependencies
▪ Reputational damage ▪ Public Health issues	▪ Possible financial penalty for failing to meet legislative requirements, including public health	▪ Front Counter Service ▪ Depot ▪ Contractors (plumbers, electricians, technical officers)

Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
▪ 1 x Customer Service ▪ 2 x Depot	▪ 1 x Customer Service ▪ 2 x (Depot staff) – working in isolation near a body of water.	▪ Press button ▪ Other actions to be determined

Disruption Scenario	Max Acceptable Outage
▪ Pump Station Failure	▪ 1 - 2 days
▪ CWMS treatment plant failure	▪ 1 - 2 days
▪ Pandemic (or Epidemic) – (i) worker/s infected with virus/ illness and in isolation; (ii) co-workers in mandatory isolation due to contact with infected person.	▪ 1 - 2 days

Critical Function – CWMS Waste Water Treatment

Authority for Invoking Plan	Works Manager

Key Decision Makers to be assembled

- Depot Supervisor and depot workers

Stakeholders other than process owner

Internal	External
▪ Customer Service	▪ SA Department Health
▪ Depot workers	▪ SAMEX – abbatoirs
	▪ Environmental Protection Agency

Pre Event Preparedness Current policies & procedures & access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:
- GDS
- Hard copies: Nil

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:
- Refer SRMTMP Plan + Operation & Maintenance Manual

Continuity Management Actions required to ensure continued availability of the function

In the event of a business interruption event occurring as identified within the **disruption scenario analysis**, that exceeds the identified Maximum Acceptable Outage the following responses may be appropriate:
- Refer SRMTMP Plan + Operation & Maintenance Manual

Communication Considerations

Internal	External
▪ CEO	▪ Peterborough community
▪ Works Manager	▪ SA Health
▪ Administration Manager	▪ DEMATEC and / or XYLEM and/ or TWE
▪ Environmental Health Officer	▪ Contractor - electrician
▪ Depot workers	

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Critical Function – CWMS Waste Water Treatment		
Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	**Position Responsible for development**	**Target Date**
o Action Plan o Manual Processes o Hard copies – pre-event docs.	Works Manager	Dec. 2020

12. Storm Water, Drainage & Flood Mitigation

Critical Function – Stormwater drainage maintenance			
Prepared by	**Works Manager & Risk/ WHS Coordinator**	**Date**	**May. 2020**
Sub Plan Owner	This plan is owned by the Works Manager who has overall responsibility for this plan. The routine management of the plan is delegated to Depot Supervisor who has responsibility for ensuring the accuracy and currency of the plan and advising the Works Manager of any changes required.		

Identified Critical Business Functions
o Development and implementation of storm water management systems within townships and rural roads with a history of flooding.
o Managing the effect of extreme weather events involving rainfall.

Overview of Functions (Context)
o Maintaining existing stormwater infrastructure

Business Impact Analysis		
Business Impact of Function Loss	**Penalties for Non Delivery**	**Functional Interdependencies**
▪ Reputational damage ▪ Council infrastructure damage ▪ Private infrastructure damage ▪ Transport disruption	▪ None identified	▪ Front Counter Service ▪ Depot workers ▪ Contractors (civil works)
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
▪ 1 x Customer Service ▪ Depot workers – depending on event. Could involve all workers.	▪ 1 x Customer Service ▪ 1 installing WZTM ▪ 2 x (Depot staff) clearing debris	▪ Hand digging to remove silt

Disruption Scenario	Max Acceptable Outage
▪ Rural roads becoming impassable or passable with extreme care.	▪ 1 – 2 weeks
▪ Pandemic (or Epidemic) – (i) worker/s infected with virus/ illness and in isolation;	▪ 2 weeks

Critical Function – Stormwater drainage maintenance

Authority for Invoking Plan	Works Manager

Key Decision Makers to be assembled

- CEO
- Depot Supervisor and depot workers
- Risk/ WHS Coordinator

Stakeholders other than process owner

Internal	External
- Customer Service - Depot workers	- CFS - SES

Pre Event Preparedness Current policies & procedures & access points required to deliver function

The current policy and procedures for this critical function can be located –
Electronic copies:

- GDS : Nil
- Hard copies: Nil

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:

- Very unlikely to occur.

Continuity Management Actions required to ensure continued availability of the function

In the event of a business interruption event occurring as identified within the **disruption scenario analysis**, that exceeds the identified Maximum Acceptable Outage the following responses may be appropriate:

- Very unlikely to occur.

Communication Considerations

Internal	External
- CEO - Administration Manager - Risk/ WHS Coordinator - Depot workers - Environmental Health Officer (only if CWMS implicated)	Residents/ business owners – if the stormwater/ drainage issue will affect them.

Critical Function – Stormwater drainage maintenance		
Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	**Position Responsible for development**	**Target Date**
o Develop Stormwater Management Plan o Drain cleaning maintenance program	Works Manager	December 2020

13. EMERGENCY MANAGEMENT - GENERAL

Critical Function – Respond to damage or disruption cause by emergency			
Prepared by	**Works Manager & Risk/ WHS Coordinator**	**Date**	**May. 2020**
Sub Plan Owner	This plan is owned by the Works Manager who has overall responsibility for this plan. The routine management of general emergency management is delegated to the **Depot Supervisor** who has the responsibility for ensuring the accuracy and currency of their plan and advising the Works Manager of any changes required.		

Identified Critical Business Functions
o   Managing emergency events as they arise.

Overview of Functions (Context)
o   I-responder : assisting emergency services by providing relevant plant and operator - depending upon the emergency.

Business Impact Analysis		
Business Impact of Function Loss	**Penalties for Non Delivery**	**Functional Interdependencies**
▪ None identified	▪ None identified	▪ CEO ▪ Works Manager ▪ Depot
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
▪ 1 x Customer Service ▪ 3 x Depot workers	▪ 1 x Customer Service ▪ 2 x (Depot workers)	▪ Manual Handling of debris

Disruption Scenario	**Max Acceptable Outage**
▪ Trees ▪ Debris ▪ Pandemic (road closure)	▪ < 1 days ▪ < 1 days ▪ SAPol
▪ Pandemic (or Epidemic) – (i) worker/s infected with virus/ illness and in isolation; (ii) co-workers in mandatory isolation due to contact with infected person.	▪ Up to 2 days

Critical Function – Respond to damage or disruption cause by emergency

Authority for Invoking Plan	Works Manager

Key Decision Makers to be assembled

- Depot Supervisor and depot workers

Stakeholders other than process owner

Internal	External
▪ Customer Service ▪ Depot workers	▪ CFS/ SES ▪ SAPol

Pre Event Preparedness Current policies & procedures & access points required to deliver function

The current policy and procedures for this critical function can be located –
Electronic copies:

- GDS: Nil
- Hard copies: Nil

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:

- Organise a WZTM sign to be installed – to provide advanced warning to public

Continuity Management Actions required to ensure continued availability of the function

In the event of a business interruption event occurring as identified within the **disruption scenario analysis**, that exceeds the identified Maximum Acceptable Outage the following responses may be appropriate:

- Using suitable mobile plant, move fallen trees and/ or debris into a pile and return later, when it is safe to do so, to cut up/ break up trees/ debris and transport to waste transfer station.

Communication Considerations

Internal	External
▪ CEO ▪ Administration Manager ▪ Depot workers	▪ CFS/ SES ▪ SAPol

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
Nill identified	[Position]	[Date]

Attachment – 1 Emergency Contacts - Internal

Business Continuity Management Team

CMT Position	Staff Position	Contact Details	Alternate Staff Position	Contact Details
CMT Director	CEO	0438 663 132	Works Manager	0429 100 626
CMT Coordinator	WHS Risk Coordinator	0421 179 737 (P)	Works Manager	0429 100 626
CMT Support	Executive Assistant	04393 68593 (P)	Administration Manager	0457 228 394 (P)
CMT Member	Works Manager	0429 100 626	Depot Supervisor	0428 850 891
CMT Member	Administration Manager	0457 228 394 (P)	CEO	0438 663 132

Attachment – 2 Emergency Contacts - External

External Services

Service	Company	Contact Details
Builder	Chambers Building Services	0417875 189 or 8651 2188
Centre Link and Services SA	Centre Link	08 8632 9027 *Cathy*
CWMS	Leesong Electrical	8664 1070
	DEMATEC	8374 7600
	XYLEM	13 19 14
Data/telephone lines	Ian Bormann	0418 804 510
Electrician	Ron Nankivell	0428 865 125 or 8651 2594
IT	Stockman Electronics	Tim: 8892 2708 or 0418 811 725
Plumber/Gas	Craig Stanton	0437 656 440 or 8651 2359
Plumber/Gas (CWMS)	McComb Plumbing	86332368
Property Security	Alert Security	0408 815 197 Sam.
Waste Management	Clare Valley Waste	0438 884 340
Medical	Medical Centre	8677 6500
	Hospital	8651 0400
	SA Ambulance	000
Police		8651 2100 or 131 444
SA Power Network		1300 308 827
SA Water		1300 880 337
CFS		000
Metro Fire Service		000
SES		132500

Attachment 3 - Continuity Management Team Meeting Agenda

DISTRICT COUNCIL of PETERBOROUGH

BUSINESS CONTINUITY MANAGEMENT TEAM (BCMT) Meeting

NOTICE is given from the BCMT Director that a meeting of the District Council of Peterborough BCMT meeting will be held on **[insert date]** at **[insert time]** in the [**insert location**].

AGENDA

1.   **Attendance:**

         Apologies:

2.   **Confirmation of Previous Minutes**: Meeting held 29/9/2019

3.   **Business Arising from previous meeting**:

4.   **Business arising from recent business area (critical function) impacted**:

 Critical function effected **(e.g. cemetery operations):**

*During the meeting information will have been gathered by the various CMT members to produce an evaluation of the incident. A formal record of the meeting to be collated by CMT Support person with particular emphasis on items to be actioned. This record needs to be regularly reviewed and updated as additional information comes to hand.***4.1**   **Issues for Consideration:**:

1) Scheduling of site visit for BCMT to review physical situation (where relevant)
2) Identification of all affected departments
3) Public notification process
4) Schedule of staff meetings for debrief and consultation
5) Development and/ or review of initial/ existing plan for operations (short term reponse)
6) Allocation of temporary work locations (where relevant).

4.2   **Debrief Issues for Consideration::**

1) Staff

2) Any associated Emergency Services issues

3) Building facilities

4) Public relations/ media

5) Damage/ security, and

6) Salvage of building and/ or IT equipment.

Attachment 4 – Incident observations: Critical Function

Name of Critical Function			**Location**	
Date business continuity issue identified			**Time business continuity issue identified**	

Responsible person for Critical Function *(cross out which does not apply)*

1. **Tourism**	CEO and Manager SHRC	2. **ITC Platform**	CEO
3. **Service SA & Centrelink**	Administration Manager & RTC Officer	4. **Payroll**	Administration Manager
5. **Waste Management**	Works Manager & Depot Supervisor	6. **Cemetery Operations**	Works Manager & Depot Supervisor
7. **CWMS**	Works Manager & Depot Supervisor		

Observations – *including actions carried out*	Date	Time	Name of person making observations

Attachment 4 - Page 1

Attachment 4 – Incident observations: Critical Function

Observations – *including actions carried out*	Date	Time	Name of person making observations

Attachment 4 - Page 2

Attachment 5 – Incident Report : Critical Function

This report should be completed by the person (or Warden) conducting the debrief Meeting following as a result of either an planned or trial BCMP Critical Function failure/ disruption or false alarm.

- ▪ CRITICAL FUNCTION NAME : ………………………………………………………………….
- ▪ CRITICAL FUNCTION DETAILS : ………………………………………………………………..
- ▪ CRITICAL FUNCTION EFFECTED : ………………………………………………………………..

Location (SITE): _____

Person responsible
for Critical Function: _____

Type of incident: Planned Exercise: ☐ False Alarm: ☐ Actual Emergency: ☐ Date of incident: / /

Incident Commenced: _____ AM ☐ PM ☐ _____ Incident concluded: _____ AM ☐ PM ☐

Time Taken to detect incident: ____ : ____ Total time of incident: ____ : ____

DEBRIEF MEETING

Date of Debrief Meeting: / / _____

Attendees

_____ _____ _____

_____ _____ _____

_____ _____ _____

Attachment 5 – Incident Report : Critical Function

Business Continuity Team Members/ Observer's name

Business Continuity Team Members/ Observer's NOTES:

ACTION PLAN (Issues coming from the evacuation)

Issue	Action	Responsibility For Action	Action Due Date	Action Completed
			/ /	/ /
			/ /	/ /
			/ /	/ /
			/ /	/ /

Copy to be provided to Business Continuity Management Committee & WHS/ Risk Coordinator

Attachment 5 - Page 3

Attachment 6 – Media Enquiry Record Form

Business Continuity – Media Enquiry Record Form			
Taken by:			
Issue:			
Date:		**Time of call:**	
Journalist name:			
Contact numbers:			
Media outlet:			
Deadline:			
Publication date:			
Question:			
Information taken by:			
Issue:			
Response provided by:		Signature	
Position in Peterborough Council:			
Response:			
Date:		**Time:**	

Attachment 7 – Press Release

On [insert day and date] at approximately [insert time] Council experienced a business interruption event [describe event]. As a result of this event the following services are currently impaired [delete services which do not apply to the situation]:

- Rates
- Water & Sewerage
- Roads
- Community Services

Services that are not impacted by the business interruption include:

- Libraries
- Swimming pools
- Meals on wheels

Workarounds are currently being put in place to address the [name the business interruption event] in line with Council's Business Continuity Strategy.

Council will advise the community via the media once service delivery strategies have been confirmed.

Councils contact number during the business interruption is [insert phone number] and will be manned from [insert times] until further notice.

Issued by

Chief Executive Officer
District Council of Peterborough
(Time)
(Date)

Attachment 8 – Telephone Redirection Authorisation

Indications from Telstra are that clients will need to provide the following information to effect a redirection on phone numbers.

NOTE: The telephone redirection cannot be done by Local Government Risk Services.

- Company name   District Council of Peterborough
- ABN
- Billing Address   108 Main Street, Peterborough SA

           P.O. Box 121 Peterborough S.A.

- Redirection numbers. [list phone number/s]

NOTE: Only Authorised council account holders will be able to authorise effect the telephone redirection. This person and will need to be pre authorized before the emergency occurs.

Emergency Redirections can be obtained by the 'authorised person/s' with the above information by calling **132999** and stating that priority assistance is required. Alternatively, **13 22 55** Telstra Corporate Faults may be contacted.

The letter on the following page may be used **after phoning Telstra** to confirm your requirements. You will need to confirm with Telstra the electronic medium to be used to supply the Phone Redirection letter:

[Date]

District Council of Peterborough

108 Main Street

Peterborough SA 5422

The Manager

Telephone Redirections

Dear Sir/ Madam

The District Council of Peterborough is in the process of activating its Business Continuity Management Plan in response to a business interruption event.

This fax is to request in writing that Telstra immediately redirects the current District Council of Peterborough phone number 08 8651 3566 to [insert alternate site name and number].

Council will inform Telstra again in writing when a change to this arrangement is required.

If you need clarification or to speak to a Council Representative please call [insert name and Mobile Number of CMT member].

Issued by

Chief Executive Officer

District Council of Peterborough

[Time]

[Date]

Attachment 9 – Business Continuity Coordination Centre (BCCC) Checklist

Business Continuity Coordination Centre		
Element	**Issues to be addressed**	**Actions Required**
1. Provisions of telecommunications facilities		
2. Provision of internet facilities		
3. Emergency power requirements for BCCC		
4. Information Displays	**4.1** Information Board required in BCCC **Current Operations Display Board**, showing all tasks currently being carried out.	
	4.2 Contacts Display Board Used to display important contact telephone and fax numbers in regular use	
	4.3 Resources Allocation Board Showing resources location, resources committed and resources available	
	4.4 Staff Rosters for longer or protracted use of the BCCC	
	4.5 Timing Details recording of Briefing, meetings Situation Report etc	
	4.6 Media Releases Copies of publicly released materials	
5. Plans and Documents	Hard and soft copies of BCMP, including Critical Function Sub Plans	Have information/ document packs ready to go – in secure location

Business Continuity Coordination Centre		
Element	**Issues to be addressed**	**Actions Required**
6. Administration	Stationary Equipment list to be developed by the CMT coordinator	
7. Extended Operations	Staff Roster to be developed if protracted use of the BCCC is expected	
8. Briefing Sessions	**Suitable briefing timing sessions to be identified by the BCMT** *(including DCP Mayor)*	
	8.1 Staff	
	8.2 Elected Members	
	8.3 Media	
	8.4 Community	
9. Stages of Operation Stand down	Stand down of the BCCC will be at the discretion of the CMT Director A stand down of the coordination centre may be a gradual phasing down over a period of time or it may be immediate cessation of the operation	
10. Forms	CMT Coordinator to identify suitable forms to be used to collect and record information within the BCCC. e.g. Incident Observations – Critical Function; Media Enquiry Record Form; Press Release	
11. Date approved by BCMT		

Attachment 10 – Pandemic Response Information Guide

It is also a current requirement of the National Action Plan for Human Influenza Pandemic that local government authorities have a Business Continuity Management Plan in place.

Between 2001 and 2020 there have been four Pandemics recorded:

- SARS - Severe Acute Respiratory Syndrome which lasted for 6 months in 2003;
- H1N1 - Human Swine Flu which lasted for 17 months 2009 – 2010;
- MERS - Middle East Respiratory Syndrome which started in 2012; and
- CoVID 19 – Coronavirus 19, which was first diagnosed in December 2019.

Two of these four pandemics, resulted in diagnosed cases of the pandemic within Australia and deaths. Only the 2019 – 2020 pandemic (CoVID 19) has resulted in Australia wide actions implemented by both the Federal and State Governments.

National, State & Local Pandemic Planning Matrix

The District Council of Peterborough BCMP places the importance on identifying what functions are critical to the business in delivering it objectives, identifying likely failure scenarios (Pandemic, loss of IT etc) for those critical business functions and then developing plans to ensure the continuity of those critical functions.

The LGA South Australia identified during the CoVID 19 pandemic, essential services which Councils should give strong consideration to continuing to operate which are essential from a public health and community wellbeing perspective. These include:

1. COMMUNITY SERVCIES:

    (i) Cemetery

    (ii) Management of Hoarding and Squallor

    (iii) Environmental Protection Control

    (iv) Food business health inspections

2. ENVIRONMENTAL SERVICES

    (i) Rubbish collection

    (ii) Storm water and drainage

    (iii) Flood mitigation

    (iv) Noise and nuisance control

    (v) Dog management and control

    (vi) Waste disposal facilities (Waste Transfer Station)

3. INFRASTRUCTURE

    (i) CWMS

    (ii) Road construction & maintenance

    (iii) Heritage protection

    (iv) Development Assessment

    (v) Drainage maintenance

    (vi) Roadside verges

    (vii) Building control - inspections

    (viii) Town planning

4. EMERGENCY MANAGEMENT

    (i) Fire Prevention enforcement

    (ii) Emergency Management

5. FINANCE

     (i) Rates postponement for seniors

     (ii) Rates postponement for others ...

A pandemic event occurring may result in the failure scenario occurring "loss of critical staff," including contractors which provide a critical service such as waste collection. It is the impact of that loss scenario that the Business Continuity Management Plan is design to respond to.

The following phases the National Action Plan for Human Influenza Pandemic appears to have been relevant during the CoVID 19 Pandemic.

Aust. Phase	Description of phase	Recommended Actions for Australian Businesses
Aus 4	Human infection in Australia: Smaller cluster(s) consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans	- Consider implementing remote work arrangements - Consider suspending all overseas/interstate travel - Purchase health and safety consumables such as disinfectant, gloves and face masks - Distribute hard copies of staff contact and supplier contact list - Educate staff that if they get sick and recover, they should return to work as they will be immune to the disease. If they believe they are unwell, they should not go to work. - Prepare rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives - Encourage staff to eat at their desks and stagger breaks to prevent groups meeting in the break rooms - Provide staff with details of the location of fever clinics, designated influenza hospitals, infection control guidelines, the hotline for influenza and other relevant information - Exercise the Business Continuity Management Plan. Examine how continuity will be affected in an environment of high absenteeism including up to 50% absenteeism, when regions are quarantined. - Plan to allow staff to work from home - Plan for ways to increase social distancing in the workplace, eg video conferencing - Identify the conditions where all but the critical functions would be suspended - Update company succession plans in case the key staff succumb - Review insurance policies for pandemic coverage

Aus 5	Human infection in Australia: larger cluster(s) but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted	- Activate remote work arrangements - Implement social distancing at work - Cancel all non-essential work - Activate rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives - Maximise building ventilation - Require staff to wear surgical masks, introduce cough etiquette and other hygiene measures - Undertake daily temperature checks of staff - Clean phones and all touched surfaces between shifts
Aust. Phase	**Description of phase**	**Recommended Actions for Australian Businesses**
Aus 6a	Pandemic in Australia: localised (one area of country)	Maintain a register of staff who get sick but recover, as they are immune to the disease.
Aus 6b	Pandemic in Australia: Widespread	- Encourage immune staff to return to work - Maintain contact with all employees and provide situational updates
Aus 6c	Pandemic in Australia: Subsided	- When vaccine becomes available, organise for all non-immune staff to be vaccinated as early as practical - Implement plan for the restoration of operations

Attachment 11 – Document Update Details

Nov. 2019 to Jan 2020

Minor formatting and grammar changes.

The word 'Management' added to the name of this document (i.e.Business Continuity <u>Management</u> Plan).

Managing executive changed to Senior Management Team (SMT).

<u>BCMP</u> '<u>Scope</u>' relocated to beginning of INTRODUCTION, after the 'Purpose' statement. Critical Function Sub Plans relocated from end of document to after the 'Notification – Declaration Process' and before the document Attachments.

<u>Validation and Testing</u> information (page 10) expanded to include, and explain, the BCMP the monitoring and reviewing requirements of the BCMP (page 11).

List of <u>DCP critical functions</u> (pages 11 & 12). - CWMS (waste water treatment) added

<u>Maximum acceptable outages</u> (p.12): ITC Platform – changed from < 1 hour to 1 day; and Payroll – changed from Payday to Friday midday.

<u>Continuity Management Team</u> updated (page 15) Job titles and contact phone numbers of members added. Removal of Continuity Management Support Group – DCP is a relatively small Council and does not have staff available for CMSG.

'Dedicated <u>Media Briefing Centre</u>' (title) changed to 'Dedicated Media Briefing'. Location – words added - or at the alternative location at Steamtown.

<u>Media Protocols</u> (p.19) Prompt reporting to CMT – added the words: by the authorised DCP Media Spokesperson. The title 'Authority' changed to 'Media Protocol Authority' (p.20). The Mayor added as a person who has media protocol authority.

<u>Responsibilities Statements</u> – <u>CMT Director</u> (p22) added the words: If Works Manager is CMT Director - Ensure CEO is briefed. <u>CMT Coordinator</u> (p.23) added the statements: Maintain working knowledge of BCMP & relevant Critical Function Sub Plans + Create and maintain a chronological log of meetings and decisions made. Removed the statements - Resourcing of Control Centre + Notify Insurer and manage the insurance requirements.

<u>CMT Support</u> (p.24) added the statements: Notify Insurer and manage the insurance requirements + Create and maintain a chronological log of meetings and decisions made if Risk/ WHS Coordinator not on site. Removed the statement - Maintain working knowledge of BCMP & relevant Critical Function Sub Plans.

<u>CMT Member – Depot</u> (p.25) statement updated – training with relevant Critical Function Sub Plan Managers + report to CMT (which could include cost – where relevant). <u>CMT Member – Finance</u> (p.26) statement updated – training with relevant Critical Function Sub Plan Managers + Ascertain the impact on business unit activities and report to CMT Resourcing of the Control Centre + report to CMT (which could include cost – where relevant).

Critical Functions – 1. <u>Tourism</u> (p.27-28)

- removed IT from 'Functional Interdependencies'
- Maximum acceptable outages altered: Roundhouse burning down – changed from 1 week to 1 year + Staff resourcing too low changed from 1 - 4 to 4 - 6 weeks.
- Internal stakeholders updated to - All employees of Steamtown and Council front office staff. Elected Members removed from internal stakeholder list.
- external stakeholder – added Tourists
- Emergency Response section, statement added - (ATCO in carpark – will need power supply).

Critical Functions – 2. <u>IT Platform</u> (p.29)

- LGS updated to Local Government Enterprise Systems (LGES);
- Business Impact Function loss, added - WiFi – available to public; Penalties for non-delivery, added - RTC/ Centrelink & Service SA agency – loss of income;
- Alternate Manual Process or Work Around, added - Manual pay + Filing, housekeeping; Disruption scenario. Added – power failure (as cause example);
- Maximum acceptable outage changed from < 1 hour to 1 day;
- Internal stakeholders – Elected Members, added the statement (Council meeting time);
- Emergency Response, identify issue – following statement added – RTC, Depot, CWMS etc.;
- Continuity management actions. Added statement - Depot, CWMS reporting/ remote functionality).

Critical Function – 3. <u>RTC</u> (p.32)

- Business Impact Analysis – 'Functional Interdependencies'. Added - No service SA online services available;
- Alternate Manual Process or Work Around : Added - Can be done at main council office – Added - if DCP IT not effected.
- Disruption scenario time frames changed: Building uninhabitable (fire) from < 1 day to < 1 month; extended power blackout from 1 day to 1-2 days; extended IT failure 1 day to 1-2 days; and staff resourcing too low from 1 week to 2 days.
- Pre-Event preparedness : added that – work instruction documents available, provided there is not any IT issues; and there is a Potential relocation at SteamTown if IT issues in Admin Office.

Critical Function – 4. <u>Payroll</u> (p.35) Document owner changed from Finance to Administration Manager.

- Maximum acceptable outage, changed from Payday +> 1 day to 1 day to Friday (midday).
- Pre-Event preparedness – added Payroll Procedure.
- Continuity Management actions required: if there is no internet or power failure – can't go to bank.

Critical Function – 5. <u>Waste Management</u> (p.37)

- Overview of functions: added - Oodla-Wirra – waste management carried out manually by Depot workers, and Waste Transfer Station Peterborough.
- Business Impact of Function Loss – added DCP Waste Transfer Station. Penalties for non-delivery: added - Possible financial impact (penalty) for getting new contractor on short notice; Loss of other Council services – workers taken off usual work to do waste collection.
- Functional Interdependency: added Brinkworth Waste Station.
- Current Resources: added – Clare Valley Waste; and 1 x ute + bin change over (weekly) DCP.

- Minimum resources – added all of the information from 'Current Resources'.
- Alternative Process: added - External contractor e.g. Veolia.
- Internal Stakeholders – added Works Manager/ Works Supervisor.
- Pre-Event preparedness: added Bin Register.
- Emergency Response – removed 'contact local/ nearby Councils' – they all use Clare Valley Waste.
- Emergency Response – depot workers manually collecting waste/ rubbish - short term ONLY.
- Continuity Management: ensure changed to - reduce likelihood of; & added actions - Organise FEL , truck etc ; and Negotiate with Mount Remarkable to take waste to Willowie.

Critical Function – 6. Cemetery Operations – Burials (p.40)

- Functions: added - Checking graves (double grave/ unused grave; ordering & placing of marker (person's name & date of death) on grave after burial – prior to monumental works have been done by family; ordering and installing cremation wall plaque - on behalf of customer; placing of ashes; and marking out new section of cemetery.
- Minimum Resources: number depot workers changed from 1 to 2; and when lifting slab off grave changes from 2 to 4.
- Alternative manual process: removed words - Place backhoe attachment onto bobcat.
- Pre-Event preparedness – changes S Drive to GDS.
- Emergency Response actions: added contractor's name; and hand dig grave (2-4 workers).
- Internal Communication Considerations – elected members removed; Customer Service staff added.

Critical Function – 7. CWMS Operations (p.43) added to document – was not previously included in BCMP.

Attachment 1 – Emergency Contacts, Internal: Finance Officer changed to Administration Manager.

Attachment 2 – Emergency Contacts, External: updated. Added CWMS & changed ETSA to SA Power Network.

Attachment 3 – Continuity Management Team Meeting Agenda reformatted to reflect DCP Agenda templates. Also addition of   Incident observations: Critical Function reviews.

Attachment 4 – Incident observations: Critical Function

Attachment 5 - Incident Report: Critical Function added to document.

Attachment 6 - Media Enquiry Record Form. & Attachment 7 – Press Release Form. Minor wording and formatting changes.

Attachment 8 Telephone Redirection Authorisation – statement added: Emergency Redirections can be obtained by the 'authorised person/s' with the above information by calling 132999 and stating that priority assistance is required.

Attachment 9 – Business Continuity Coordination Centre (BCCC) Checklist reformatted. Statement added - Have information/ document packs ready to go – in secure location.

Attachment 11 – Document update details added.

April/ May 2020: *Review & update due to Covid-19 Pandemic response*

Table of Contents updated

Definitions: Epidemic and Pandemic added.

Addition of Regulatory Services (Noise & Nuisance Control; Environmental protection; and public safety) and Emergency Services (Storm water, drainage & flood mitigation; and emergency management) in list of critical functions (pages 11-12).

Addition of pandemic situation to disruption scenario to Critical Function Sub-Plans

Addition of Critical Function Sub-Plans :

- Regulatory Services – 3 plans (Noise & Nuisance Control; Environmental protection; and Public Safety) in list of critical functions (pages 11-12).

- Emergency Services – 2 plans (Storm water, drainage & flood mitigation; and Emergency Management) in list of critical functions (pages 11-12).

Addition of Critical Function Sub-plans for Noise & Nuisance Control; Environmental protection; Public Safety; Storm water, drainage & flood mitigation; and Emergency Management.

Amalgamated 1997

April 2020

Table of Contents

1. Document Review Summary

Whenever this document is reviewed and or amended, details must be recorded.

Date	Review Summary
April 2020	Climate Change Adaption Plan developed.

2. Abbreviations

Abbreviation	Explanation
AALBG	Australian Arid Lands Botanical Garden
AM	Administration Manager - DCP
CEO	Chief Executive Officer - DCP
CFS	Country Fire Service – South Australia
DCP	District Council of Peterborough
DPTI	Department of Planning, Transport & Infrastructure
FYMNBMP	Flinders, Yorke, Mid-North Bushfire Management Plan
i-responder	An agreement between South Australian Councils and the CFS where Council's will provide assistance (e.g. mobile plant and/ or plant operator to assist with emergency response.
LEGATUS Group	LEGATUS Group consists predominantly of the CEOs from the Councils which are within the Central Local Government Region (including DCP). *NOTE- the Central Local Government Region includes four more Councils than the Yorke and Mid-North Region group.*
NRCCAP	Northern Region Climate Change Adaption Plan
NRM	Natural Resources Management (South Australia)
PIRSA	Primary Industries and Regions South Australia. It **is** a key South Australian government economic development agency. It's responsibilities include the prosperity, adaptability and sustainability of the State's regions.
RSL	Returned Services League – Peterborough Branch, South Australia
SES	State Emergency Service – South Australia
SMT	Senior Management Team - DCP
WM	Works Manager - DCP
YMNR	Yorke and Mid-North Region
YMNRDA	Yorke and Mid-North Regional Development Association

3. Introduction

Background

Within South Australia, climate change action plans are at three levels:

- State;
- Regional; and
- Individual Council (local government) areas.

The District Council of Peterborough (DCP) lies within the State's Yorke and Mid-North Region (YMNR). The YMNR Local Government Group, with the assistance of Regional Development Australia, has developed and published a summary of the group's Climate Change Action Plan. The key areas within the YMNR Climate Change Action Plan are:

- Biodiversity Management;
- Water Resource Management;
- Business Development;
- Infrastructure and Planning;
- Health and Wellbeing;
- Regional Coordination;
- Community Engagement/ Inclusion; and
- Emergency Management

The DCP is using the key areas from within the YMNR Climate Change Action Plan as a foundation for the Council's **Climate Change Adaptation Plan**.

Council recognises that this plan (DCP Climate Change Adaptation Plan) in isolation does not build capability; it provides the approach to establishing effective capability.

Purpose

The purpose of this Climate Change Adaptation Plan is to outline activities relevant to the District Council of Peterborough region which align with the Yorke and Mid-North Regional Development Association's Climate Change Plan summary and the Local Government Association (of SA) Northern Region Climate Change Adaption Plan.

Scope

The scope of the DCP's Climate Change Adaptation Plan is to provide reasonably practicable actions and partnerships, which are likely to assist the Council, local businesses and the community in reaching successful climate change adaptation outcomes and increase resilience within our area.

Objectives

The objectives of the DCP's Climate Change Adaptation Plan is to facilitate:

1. Biodiversity Management;
   - reduce human threats to bio-diversity; and
   - maintenance of ecology (flora, fauna, etc) that aligns with climatic and natural landscape conditions.

2. Water Resource Management;
   - Investigate, analyse and where relevant implement diverse storm water reuse options; and
   - Work collaboratively with relevant State authorities, local businesses and residents to reduce consumption of water resources.

3. Business Development;
   - business and community needs are met;
   - existing businesses able to adapt to changing conditions
   - new low carbon business development to maintain economic growth

4. Infrastructure and Planning;
   - business and community needs are met;
   - existing businesses able to adapt to changing conditions;
   - low emissions technologies adopted by Council, businesses and the community; and
   - new low carbon business development to maintain economic growth.

5. Health and Wellbeing;
   - access to support services matching community needs;
   - resilient business community; and
   - active and supported volunteer network supporting emergency response and community health activities.

6. Regional Coordination;

   - united community driven leadership across Council boundaries.

7. Community Engagement/ Inclusion;

   - diverse community engagement; and

   - capacity to work together and adapt.

8. Emergency Management

   - prepare for climatic hazardous incidents

Assumptions

The DCP's Climate Change Adaptation Plan will be used regularly as a checking document to reduce the likelihood of omitting important climate change adaptation actions during the planning stage of relevant Council functions, including asset development and management.

The DCP's Climate Change Adaptation Plan will also be used to provide guidance to Council officers to assist with continuity of service for climate change adaptation functions, where those officers are not normally responsible for managing the specific function affected.

Limitations

The DCP's Climate Change Adaptation Plan has been developed using the key areas identified within the Yorke and Mid-North Region (Local Government Group') Climate Change Action Plan summary.

The DCP recognises that the majority of the Councils within this group either have coastal areas and/ or have higher annual rainfalls than the area. Only four of the eleven Councils, within the group (including the DCP) are situated above the Goyder Line. This means that not all of the actions identified in the YMNR Climate Change Action Plan summary are relevant to the DCP. This was taken into account when reviewing the 'Region's' action plan summary during the development stage of this document.

Audience – Distribution

The intended audience for the District Council of Peterborough BCMP is:
- Council
- Executive Team
- Managers and Staff of key areas listed within the DCP Climate Change Adaptation Plan.

Authority

The District Council of Peterborough Climate Change Adaptation Plan has been developed under the authority of the Senior Management Team (SMT). Prior to implementation the plan will be reviewed and approved by that body.

Training and Communication

A key objective of the DCP's Climate Change Adaptation Plan is to increase the awareness within the District Council of Peterborough's potential for adapting to the issues related to climate change.

Initial training will be provided to the Senior Management Team (SMT) as soon as reasonably practicable after the DCP's Climate Change Adaptation Plan has been endorsed.

It is the responsibility of the various members of the SMT to ensure that the requirements of the Climate Change Adaptation Plan are communicated to all staff and that induction/ training programs include reference to the Plan.

Managers should be familiar with key deliverables as detailed in the Key Area Action Plans and ensure that staff are aware of their roles and responsibilities within the Plan.

4. Monitoring & Review

Monitoring and review is an integral component of the Climate Change Adaptation Plan process. Council recognises and is committed to ensure the following monitoring and review strategy is implemented.

	Activity for Review	Accountability	Timeframe
1	Climate Change Adaptation Plan (overarching plan)	Risk/ WHS Coordinator	Monitor annually and action as required
2	Climate Change Adaptation Plan Training	Risk/ WHS Coordinator	Annual training brief or refresher session
Key areas			
3	Bio-diversity Management	Works Manager	Annual Review
4	Water Resource Management	Works Manager	Annual Review
5	Business Development	CEO	Annual Review
6	Infrastructure Planning	SMT	Annual Review
7	Health & Wellbeing	Administration manager	Annual Review
8	Regional Coordination	CEO	Annual Review
9	Community Engagement	Administration manager	Annual Review
10	Emergency Management	SMT	Annual Review

Testing and maintaining the Climate Change Adaption Plan

The DCP's Climate Change Adaptation Plan will be reviewed annually by the SMT and assessed in connection with its links to the DCP's existing strategies and plans including, but not limited to:

- DCP Strategic Plan 2018 - 2022
- DCP Infrastructure & Asset Management Plan 2016 – 2025
- DCP Business Continuity Management Plan
- CWMS Management Plan
- Peterborough Reservoir Management Plan

A desktop/ paper audit will be used to ensure that the appropriate documents are available to support the actions within the key areas of the Plan.

5. Action Plans

Key Area 1 – Bio-diversity Management		
Action activities	**Timelines**	**Action owner & partnerships**
1. Review and update Council's Tree Management Policy, taking into account climate adaptation.	6 months	**Owner** : WM **Partnership/s**: n/a
2. Develop a Register of open space vegetation assets, Include drought tolerance level.	1 year	**Owner** : WM **Partnership/s**: n/a
3. Develop a hierarchy of vegetation for supplementary watering under drought conditions.	1 year	**Owner** : WM **Partnership/s**: n/a
4. Investigate increasing tree canopy coverage, bare ground coverage & sustainable greening within townships.	2 years	**Owner** : WM **Partnership/s**: n/a
5. Factor in climate change projections in managing weeds. Develop monitoring program.	2 years	**Owner** : WM **Partnership/s** : PIRSA & NRM
6. Work with PIRSA and NRM to monitor high impact invasive species.	6 months	**Owner** = WM **Partnership/s**: PIRSA & NRM

Version	V1.0
Issue Date	1/5/2020
Review Date	04/2021

District Council of Peterborough

Climate Change Adaptation Plan

Key Area 2 – Water Resource Management		
Action activities	**Timelines**	**Action owner & partnerships**
1. Investigate Water Management Plans of neighboring Council's.	2 years	**Owner** : WM **Partnership/s**: FRC DCOC, NAC, DCMR
2. Review, update and coordinate DCPs existing water management plans into a framework.	3 years	**Owner** : WM **Partnership/s**: n/a
3. Continue to develop relationships with water authorities, CWMS management processes experts, and other stakeholders	6 months	**Owner** : WM **Partnership/s**: *to be advised*
4. Support SA Water, NRM, and PIRSA efforts to educate residents and land owners on actions that can decrease water usage & highlight importance of sustainable water use.	1 year	**Owner** : WM **Partnership/s**: SA Water, NRM, PIRSA
5. Investigate drought tolerant trees and plants for DCP parks, gardens and streets.	2 years	**Owner** : WM **Partnership/s**: AALBG

Key Area 3 – Business Development

Action activities	Timelines	Action owner & partnerships
1. Encourage and drive low carbon and carbon neutral based business solutions.	18 months	**Owner** : CEO **Partnership/s**: n/a
2. Encourage the expansion of solar (panel) farms within DCP region.	1 year	**Owner** : CEO **Partnership/s**: n/a
3. Investigate installation of solar panels on all DCP owned buildings.	1 year	**Owner** : CEO **Partnership/s**: n/a
3. Seek out new technology and communications industries to be established within DCP.	18 months	**Owner** : CEO **Partnership/s**: n/a
4. Partner with neighboring Council's to encourage adaptive action and long-term sustainability planning for agriculture in the region.	2 years	**Owner** : CEO **Partnership/s**: n/a
5. Promote climate change initiatives through 'The Informer' monthly Peterborough/ Yongala newsletter.	6 months	**Owner** : CEO **Partnership/s**: n/a

Version	V1.0
Issue Date	1/5/2020
Review Date	04/2021

District Council of Peterborough

Climate Change Adaptation Plan

Key Area 4 – Infrastructure Planning		
Action activities	**Timelines**	**Action owner & partnerships**
1. Investigate Asset Management Plans of neighboring Council's.	18 months	**Owner** : SMT **Partnership/s**: FRC, DCOC, NAC, DCMR
2. Use digital technology to support decision making for infrastructure maintenance and development.	1 year	**Owner** : SMT **Partnership/s**: n/a
3. Investigate expanding road traffic issues and causes of asset deterioration - including size of farm machinery & over dimensional loads moved along road network.	2 years	**Owner** : WM **Partnership/s**: n/a
4. Investigate development and use of slow release dams to reduce potential flooding and erosion.	2 years	**Owner** : SMT **Partnership/s**: NRM, PIRSA
5. Consider bio-diversity functions and water needs of community recreational spaces when developing and maintaining parks, gardens, walking trails.	6 months	**Owner** : SMT **Partnership/s**: DPTI

Key Area 5 – Health & Wellbeing

Action activities	Timelines	Action owner & partnerships
1. Promote and engage with existing social consecutiveness & community resilience programs.	6 months	**Owner** : AM **Partnership/s**: Centre Link, Uniting Care, Regional Development SA
2. Investigate existing programs to enhance business and household resilience. *Encourage community groups to deliver the programs - e.g. Lions , RSL, Probus.*	18 months	**Owner** : AM **Partnership/s**: Lions, RSL, Probus
3. Facilitate CFS bushfire preparedness workshops for community members.	1 year	**Owner** : AM **Partnership/s**: CFS
4. Identify and utilise opportunities provided by existing and emerging digital technologies to improve community resilience.	2 years	**Owner** : AM **Partnership/s**: Department of Science Information Technology and Innovation

District Council of Peterborough	Version	V1.0
Climate Change Adaptation Plan	Issue Date	1/5/2020
	Review Date	04/2021

Key Area 6 – Regional Coordination

Action activities	Timelines	Action owner & partnerships
1. Council representation on Yorke, Mid-North Regional Alliance/ YMNRDA	6 months	**Owner** : CEO **Partnership/s**: YMNR council group & YMNRDA
2. Involvement with LEGATUS group.	1 year	**Owner** : CEO **Partnership/s**: LEGATUS Group
3. Continue Council representation on Flinders, Yorke, Mid-North Bushfire Management Committee.	6 months	**Owner** : CEO **Partnership/s**: CFS
4. Continue Council involvement with Zone Emergency Management Committee.	1 year	**Owner** : CEO **Partnership/s**: CFS, SES

Key Area 7 – Community Engagement

Action activities	Timelines	Action owner & partnerships
1. Promote climate change initiatives and achievements through 'The Informer' monthly newsletter.	6 months	**Owner** : AM **Partnership/s**: n/a
2. Partner with local volunteer organisations to consult with the community on climate change adaptation initiatives.	1 year	**Owner** : AM **Partnership/s**: Lions, RSL, Probus
3. Partner with local schools, play-groups, & kindergartens to develop ideas for environmentally friendly, sustainable nature play areas in public gardens	1 year	**Owner** : AM **Partnership/s**: Schools, playgroups kindergartens.
4. Explore partnership opportunities with Trees For Life and Australian Arid Lands Botanical Garden.	6 months	**Owner** : AM **Partnership/s**: Trees for Life, AALBG.

Key Area 8 – Emergency Management

Action activities	Timelines	Action owner & partnerships
1. Encourage volunteer groups, businesses and the community members to participate in CFS bushfire preparedness workshops.	1 year	**Owner** : SMT **Partnership/s**: CFS
2. Encourage businesses and the community to adopt fire prevention practices (required by SA legislation) and reduce hoarding to facilitate a safer environment for emergency responders activities.	9 months	**Owner** : SMT **Partnership/s**: n/a
3. Encourage volunteer groups, businesses and the community members to develop their own Bushfire Action Plan.	6 months	**Owner** : SMT **Partnership/s**: CFS
4. Review existing Flinders, Yorke, Mid-North Bushfire Management Plan and identify if all key assets, environmentally sensitive areas and culturally significant locations are recorded on the DCP section of the FYMNBMP.	9 months	**Owner** : SMT **Partnership/s**: CFS
5. Maintain DCP i-responder capability and readiness.	6 months	**Owner** : SMT **Partnership/s**: CFS

6. References

DCP Business Continuity Management Plan

DCP CWMS Management Plan – waste water irrigation

DCP Strategic Plan 2018 - 2022

Department of Planning, Transport & Infrastructure

Legatus Group Strategic Plan 2018 - 2028

Northern Region Climate Change Adaption Plan

Natural Resources Management (South Australia)

Primary Industries and Regions South Australia

Regional Development Australia – Adapting to Climate Change.

Southern Grampians Shire Council – Climate Change Adaptation Plan 2017 - 2027

Yorke and Mid-North Regional Development Association

District Council of Peterborough

Strategic Plan 2018 — 2022

District Council of Peterborough
Strategic Plan 2018 — 2022

Mayor's Message

As a Council we are committed to continuous improvement by listening to our ratepayers and community groups. Through extensive consultation we have developed a Strategic Plan which captures the kinds of services we need to deliver to ensure that our community continues to enjoy a safe lifestyle, enhances the natural environment, and continues to facilitate a vibrant, sustainable local economy.

The Strategic Plan builds on our past achievements whilst maintaining strong financial management.

This Plan along with our other management strategic documents are living documents to be reviewed periodically to deliver the expectations of the community served by the District Council of Peterborough.

I would like to thank the community for their input in to its development.

Ruth Whittle OAM
Mayor
District Council of Peterborough

District Council of Peterborough
Strategic Plan 2018 — 2022

Contents

VISION

The District Council of Peterborough is a vibrant, attractive, growing community that values its heritage and environment and promotes a sustainable local economy.

MISSION

To deliver effective, efficient and sustainable services that instil pride and cooperation, whilst providing a vibrant lifestyle and preserving our heritage.

VALUES

Leadership
To provide effective leadership for the community.

Services
To provide services which are responsive and meet the needs of the community.

Governance
Council will act in the best interest of the community whilst fulfilling its ethical and statutory obligations.

Fiscal Management
Council will apply sound financial management principles and prudential management practices to ensure efficient and effective use of its resources.

HISTORICAL CONTEXT

Peterborough was settled to service the agricultural and pastoral endeavours of the 1870s. The first settlers in the area purchased land from the government in 1875. The first building in the town was constructed four years later.

Peterborough was originally named Petersburg after the landowner, Peter Doecke, who sold land to create the town. It was one of 69 places in South Australia renamed in 1917 due to anti-German sentiments during World War I.

The railways, an Industry which would provide the lifeblood of the town for the next 110 years officially arrived in the town in December 1881 when the line from Jamestown opened. The Terowie line opened shortly after and the line to Broken Hill was opened in 1887 thus ensuring the future of the town. This meant that Port Pirie, Port Augusta, Adelaide and the Silverton Mines were all connected by rail tracks that passed through Peterborough. The town would forge ahead in leaps and bounds with the railways playing a major part in the development of it.

This was the era when the town experienced a boom in population and major building works. They included the Railway Roundhouse (largest in the southern hemisphere) and the Town Hall (largest in rural South Australia).

In 1970 the east-west line was converted to standard gauge, and the line south of Peterborough to Terowie to broad gauge. Thus Peterborough became one of three, triple-gauge railway junctions in Australia. The others being Gladstone and Port Pirie, all on the same railway corridor.

The broad gauge connection to Adelaide, via Burra, was severed in the late 1980s. The narrow gauge line north to Quorn last carried freight in 1980, and was removed, between Eurelia and Bruce in the mid 1980s. Grain trains ran as far as Orroroo into the mid 1980s. In its later years it was used by tourist trains from Steamtown as far as Eurelia. Steamtown Heritage Railway ceased operations in 2002, however the roundhouse is still used to display its coaches and locomotives.

Unfortunately the railways has all but left the town but the assets and memories of that great steam era have been preserved at the Steamtown Heritage Rail Centre.

GEOGRAPHICAL CONTEXT

The current Local Government area of the District Council of Peterborough was formed in 1997 as a result of the amalgamation of the Corporation of the Town of Peterborough and the surrounding District Council of Peterborough.

The Council area comprises an area of approx 2995 sq kms and is bounded by the District Council of Ororoo Carrieton in the northwest, Northern Areas Council to the southwest, and the Regional Council of Goyder to the south, with unincorporated areas to the north and east.

The District Council of Peterborough is in the state electorate of Stuart and federal Division of Grey.

The main towns in the Council area are Peterborough, Yongala and Oodla Wirra.

The Council area is located approximately 250kms to the north of Adelaide, and close to the southern end of the Flinders Ranges. The town of Peterborough sits on the intersection of the east-west railway linking Port Pirie and Broken Hill, and the north-south railway linking Adelaide eventually to Alice Springs via Quorn. The town is strategically located to key tourism areas of regional SA, the District Council of Peterborough area provides major road access from the eastern states to the Flinders Ranges, the Spencer Gulf cities and to the southern areas of the Clare Valley, Barossa Valley and the historic town of Burra.

Over time the area has undergone significant change. The closure in the late 1970's of the Area Headquarters of Australia National in Peterborough had an adverse effect on the employment prospects and economic viability of Peterborough and the area in general. Following the closure the town of Peterborough suffered considerable decline in population.

The significant issues facing the Council today and into the future are maintaining the economic viability of the area, a declining and ageing population, the low socio economic status of the town and the challenge of maintaining services and infrastructure for the vast surrounding agricultural area.

DEVELOPING, IMPLEMENTING AND MONITORING THE PLAN

The Plan builds on the successes of the 2011 – 2015 Strategic Plan.

The objectives and strategic actions of the plan take into account the initiatives and priorities of the Council and the outcomes of the extensive community consultation undertaken.

As part of the Council's suite of strategic management plans, the Long Term Financial Plan and the Infrastructure and Asset Management Plan will respectively address Council's financial sustainability, and an assessment of the extent to which any infrastructure will need to be maintained, replaced or developed by the Council.

Relationship with Council's Other Plans

The Strategic Plan sets out the key result areas for the period 2018 - 2022. This Plan together with the Long Term Financial Plan and the Asset Management Plan are the Council's Strategic Management Plans which are the base from which the Council's annual business plan and budget are developed.

Council's Commitment to Work Health Safety and Wellbeing

The District Council of Peterborough is committed to the promotion of Work Health and Safety and the wellbeing and the provision of a safe work place for all employees and members of our community.

The Chief Executive Officer is the Responsible Officer under The Act and is ultimately responsible and accountable for the implementation of Council's WH&S & IM Policies & Procedures.

Council is required to develop, implement and review procedures, in consultation with employees to ensure that maximum protection is afforded to employees, clients, contractors and the public. Council believes that to properly discharge its responsibilities under The Act it is necessary to develop, implement, consult, enforce and review its WHS & IM policy and Procedures.

Implementing the Plan

To achieve the objectives of the Plan, the Council will work co-operatively with community organisations in the area, Local Government through its membership of the Legatus Group and the Local Government Association of SA [LGASA] and Regional Development Australia Yorke and Mid North [RDA].

Monitoring and Reporting the Plan

For each strategic action in this Strategic Plan there is an indication of how performance will be measured. Details of the Council's performance in implementing the strategic action of the Plan will be reported to the community each year in the Council's Annual Business Plan.

COUNCIL'S FINANCIAL POSITION

Council has produced a Long Term Financial Plan which will complement the Strategic Plan.

The financial forecasts for the Council shows a deficit in 2018/19 of $1.1 million, reducing over the preceding 10 years to a deficit of $0.3 million.

Assumptions in the financial plan are:

1. Rate increases of 2.5% (assuming the introduction of Rate Capping)
2. The removal of the discretionary rebate after 4 years
3. No new services are proposed at this time
4. Only existing assets to be upgraded or replaced
5. Further developments to enhance Shared Services with neighbouring Councils

The Long Term Financial Plan will be reviewed during the 2019/20 financial year, along with the Strategic Plan.

Council's rating system in July 2018 is as follows:

	Rateable Properties	Rate Income	%
Peterborough	1093	$980,860	69.6%
Oodla Wirra	11	$ 4,357	0.3%
Yongala	63	$ 33,201	2.3%
Rural	500	$391,827	27.8%

There has been an increase of 10 rateable properties since June 2010.

PUBLIC CONSULTATION

Council embarked upon a rigorous process of consultation with the community and community groups.

Council provided a survey to the community via:

1. Mail drop to every household in the district
2. The Informer
3. Council website
4. Council office
5. Rural Transaction Centre

Three separate meetings were held with community groups on 22nd January 2018, 1st February 2018 and 5th February 2018:

1. Art Centre / Art Prize / Markets
2. Morgan East Golf Club
3. Rodeo Club
4. Riding Club
5. Yongala Hall Committee
6. Lions Club
7. Meals on Wheels
8. Peterborough Golf Club
9. Probus
10. Hospital Auxiliary
11. RSL
12. Rotary Club
13. Thriving Communities
14. Medical Centre
15. Sing Australia
16. Senior Citizens Mixed Bowls Club
17. Youth Action Committee
18. Peterborough History Group
19. Peterborough Business Association
20. Festival Committee

The input from the community groups and individuals has been very valuable in terms of the expectations, not only in the delivery of current services but also shaping of the future, services and developments.

WHAT YOU SAID…..

The Strengths of the Community

- Tourists and tourism attractions
- Friendly and safe environment
- Business community
- Services provided
- Upgrades and improvements of infrastructure

Opportunities Available to the Community

- Availability of solar to the community
- Further infrastructure upgrades
- Improvement of the natural environment
- Further development of the business sector
- Improvements to aged care facilities

Weaknesses Within the Community

- Lack of auxiliary health services
- Untidy properties
- Lack of employment opportunities
- The state of town roads and footpaths
- Further improvements in district roads
- Reducing school enrolments

Threats to the Community

- Ageing population
- Financial sustainability
- Reduction in volunteers
- Reduction in school enrolments

From the 58 survey forms returned, it was revealed that:
1. Elected Members:
   a. 60% were satisfied
   b. 40% dissatisfied
2. Administration:
   Service delivery from Council employees:
   a. 69% were satisfied
   b. 31% were dissatisfied

SERVICES PROVIDED TO THE COMMUNITY

Administration
- Financial management
- Human resources
- IT
- Governance
- Council support to Elected Members
- Customer services
- Accounting services

Community Services
- Regulatory services
- Health
- Building
- Planning
- Library
- Swimming pool
- Transfer station
- Street lighting
- Recreation facilities
- Halls
- Rural Transaction Centre
- Youth Centre
- Dog and cat management
- Community waste water management system
- The Informer
- Northern Passenger Transport Scheme

Engineering
- Roads
- Footpaths
- Rubbish collection
- Parks and gardens
- Street cleaning
- Trees
- Playgrounds
- Airstrip
- Cemeteries
- Public conveniences
- Pensioner rubbish pick up

Other
- Tourist attractions
- Shared services
- Visitor Information Centre
- RV Park
- Steamtown Heritage Rail Centre

Broad Structure of the Plan

(Note: KRA = Key Result Area)

A vibrant, attractive, growing community

KRA 1 Economic sustainability	KRA 2 Infrastructure	KRA 3 Community Wellbeing	KRA 4 The Environment	KRA 5 Representative & Accountable Local Government
Objective 1.1 Advance the Peterborough Urban Design Framework	**Objective 2.1** Facilitate improved telecommunications	**Objective 3.1** Recreational facilities	**Objective 4.1** Improve Council's carbon footprint	**Objective 5.1** Further improve Council's good governance practices
Objective 1.2 Enhance the development of the Peterborough business sector	**Objective 2.2** Further development of the Infrastructure and Asset Management Plans	**Objective 3.2** Community support		**Objective 5.2** Monitor & report Council's performance
Objective 1.3 Facilitate new businesses development & employment opportunities	**Objective 2.3** Further investigate the supply of natural gas to all properties			**Objective 5.3** Community engagement
Objective 1.4 Further develop the Steamtown Heritage Rail Centre and Visitor Information Centre, including the Tourism Strategic & Business Plan				**Objective 5.4** Ensure Council is adequately resourced

1: Economic Sustainability

OBJECTIVE 1.1 :   ADVANCE THE PETERBOROUGH URBAN DESIGN FRAMEWORK

General

The Peterborough Urban Design Framework was adopted by Council in 2007.

There are a number of proposals for the Main Street Precinct, including seating, trees and shade.

As part of the consultation process, it has been recognised that with an ageing population, there is a strong demand for easier access to the Main Street footpaths.

Council has progressed this document with the upgrades of the Main Street in 2017 and the Town Square in 2012.

Strategies

1.1.1 Develop a Tree Policy and Planting Procedure.

1.1.2 Continue to progress the Urban Design Framework document.

1: Economic Sustainability

OBJECTIVE 1.2 : ENHANCE THE DEVELOPMENT OF THE
PETERBOROUGH BUSINESS SECTOR

General

Since the development of the 2011 – 2015 Strategic Plan a Peterborough
Business Association (Association) has been formed and has provided some
direction for local businesses.

The Peterborough Urban Design Framework supports the efforts to form a
business association, recognising that such an association was crucial to the
long term progressive development of the town's commercial zone.

Although still developing, the association is proving to be an asset for the
community.

Strategies

1.2.1 Develop a plan that allows the relationship of Council and the
association to develop for the betterment of the community.

1: Economic Sustainability

OBJECTIVE 1.3 :   FACILITATE NEW BUSINESSES DEVELOPMENT AND EMPLOYMENT OPPORTUNITIES

General

As part of the consultation process, lack of employment opportunities was recognised as a major concern for the community.

Council has developed the Community Wastewater Management Scheme (CWMS) infrastructure to include the meatworks; SAMEX, which will allow them to increase production, therefore employment.

Peterborough Tourism has increased/improved tourism in Peterborough, thus allowing local businesses to employ locals, albeit on a casual or part-time basis.

The RV Park has enabled further opportunities for local businesses to develop and grow.

These are significant milestones for Peterborough and surrounding areas.

Strategies

1.3.1 Continue to develop relationships with the business sector to improve opportunities.

1: Economic Sustainability

1: Economic Sustainability

OBJECTIVE 1.4 : FURTHER DEVELOP THE STEAMTOWN HERITAGE RAIL CENTRE AND VISITOR INFORMATION CENTRE, INCLUDING THE TOURISM STRATEGIC & BUSINESS PLAN

General

Over the last seven years, the development of tourism in conjunction with Steamtown has seen an increase of visitor numbers to this community of over 100%. The further development of tourist attractions, including the Heritage Rail Trail, Town Carriage, the Sound and Light Show, has added to this increase.

Moving the Visitor Information Centre to Steamtown has created a saving of approximately $70,000 per annum.

Strategies

1.4.1 Continue to develop the Tourism Strategic Plan.

1.4.2 Work in conjunction with the Peterborough Business Association.

1.4.3 Further develop the Steamtown Heritage Rail Centre Marketing & Business Plan.

1: Economic Sustainability

2: Infrastructure

OBJECTIVE 2.1 : FACILITATE IMPROVED TELECOMMUNICATIONS

General

Telecommunications is considered vital for achieving sustainable economic and social development. Without appropriate development of telecommunications infrastructure, the disparities already experienced by rural and remote communities will be further exacerbated as the reliance of goods and services over computer-mediated networks increases.

Telecommunications access in the rural and remote areas of Australia has come under considerable scrutiny in recent years. In the past decade, various Federal Government reports and inquiries have citied inadequate infrastructure, lack of service provision, the high cost of access and "thin" markets as key impediments.

These difficulties tend to impact on regional communities in matters like education and health service provision.

Strategies

2.1.1 Continue to work with the Federal and State Governments and the Legatus Group to improve regional telecommunications

2: Infrastructure

**OBJECTIVE 2.2 :   FURTHER DEVELOPMENT OF THE INFRASTRUCTURE
AND ASSET MANAGEMENT PLANS (IAMP)**

General

Infrastructure and Asset Management Plans (IAMP) provide a long term view of expenditure required to maintain an agreed level of service delivery from Council's assets.

The aim of an IAMP is to:
- Ensure the appropriate level of service
- Ensure the asset's service is delivered in the most effective and efficient way
- Embrace environmental sustainability
- Promote economic sustainability
- Ensure our financial sustainability
- Balance risk

The plans also includes:
- 10 year renewal & replacement program
- Suggested levels of service
- Likely future demands
- Valuation forecast

IAMPs are generally prepared for:

- Roads
- Kerbing
- Footpaths
- Stormwater drains
- Council and community buildings

Although Council continues to improve the management of its assets, the lack of resources impedes the development of assets.

In 2016, Council redeveloped its district road network by reducing the number of kilometres to be maintained and also its service standards.

Council's Long Term Financial Plan recognises the replacement of current plant and equipment over the 10 year period.

In 2016 Council also adopted its Infrastructure and Asset Management Plan 2016 – 2025.

Strategies

2.2.1 Continue to develop the IAMP.

2.2.2 Continue to improve asset management practices.

2: Infrastructure

OBJECTIVE 2.3 : FURTHER INVESTIGATE THE SUPPLY OF NATURAL GAS TO ALL PROPERTIES

General

With the construction of the CWMS, Council investigated the possibility of installing natural gas at the same time.

After considerable discussion, it was found to be too expensive for the local community.

Strategies

2.3.1 Continue to investigate the demand for natural gas within the community.

3: Community Wellbeing

OBJECTIVE 3.1 :   RECREATIONAL FACILITIES

General

Over the last seven years Council has improved the condition of the sports complex with better ventilation, painting, improvements to the change facilities and is currently budgeting $20,000 per year to assist with replacement of the floor; estimated to cost approximately $100,000.

The town oval has received new cricket facilities, a new concrete pitch and training nets.

The town courts received a makeover in 2012, with resurfacing of the courts for tennis and netball.

A new skate park was constructed in 2014, at the western end of Don Ferguson Drive at a cost of $230,000. The Youth Centre and Country Health played pivotal roles in involving the youth of the community. It has proven to be extremely successful.

Shade structures were introduced in 2015 to all playground equipment and the swimming pool, at a cost of $100,000.

Through the consultation process, it was identified that members of the community enjoyed and were satisfied with the facilities. However it must be said that participation rates are falling and more work needs to be done to encourage participation.

Strategies

3.1.1 Build on current relationships with the Youth Action Committee to enhance further opportunities for the youth.

3.1.2 Continue with the current budget strategy for the sports complex floor replacement.

3.1.3 Continue working with the Mid North StarClub Officer to assist in promoting and facilitating sport and healthy activities.

3: Community Wellbeing

OBJECTIVE 3.2 :   COMMUNITY SUPPORT

General

Consultation with community groups such as the Hospital Auxiliary, Medical Centre, Meals on Wheels, Senior Citizens, Youth Action Committee and Probus have identified a range of issues relating to the wellbeing of families and individuals in the community.

There is heavy reliance on volunteers in the community, but with an ageing population there is concern that there has been no succession planning.

Another issue of major concern is the lack of specialist medical staff, particularly in the area of substance abuse and mental health, also the limited time given in these areas of need.

Increasing the quantity of accommodation, within Nalya Lodge and the hospital with an ageing population, this area is seen as critical to this community.

The youth have seen a need for Council to assist in growing youth activities and involvement of more youth.

The Northern Passenger Transport Network has contributed significantly to people being able to attend medical appointments, particularly with specialists out of town.

Strategies

3.2.1 Council to assist the Health Advisory Committee in obtaining funding to expand accommodation places for the aged.

3.2.2 Continue to participate in the Shared Service with other Councils, in maintaining the Northern Passenger Transport Network.

3.2.3 Work with related Agencies to encourage new volunteers and support existing networks.

3.2.4 Work with related Agencies to sustain suicide prevention including North and Goyder and Local Drug Action Team initiatives and communities.

4: The Environment

OBJECTIVE 4.1 :   IMPROVE COUNCIL'S CARBON FOOTPRINT

General

Council has contributed to reducing its carbon footprint by:

1. The installation of solar panels on the Town Hall and Depot roofs
2. Reducing power usage with the installation of LED lights in Council owned buildings, and street lights.
3. Some tree planting (minimal)
4. Replacement of old electrical items (as required) for more energy efficient machines
5. Rubbish recycling

This has not been a priority area for Council over the years, given the lack of financial resources and the need to improve other services.

The community has highlighted the urgent need to investigate ways of creating a cleaner environment.

Strategies

4.1.1 Continue to replace old equipment with more energy efficient equipment.

4.1.2 Establish a Tree Policy and Planting Procedure.

4.1.3 Investigate ways of introducing the use of solar energy in the community.

4.1.4 Work with the Federal and State Governments and Trees for Life to obtain funding for new trees.

5: Representative and Accountable Local Government

OBJECTIVE 5.1 : FURTHER IMPROVE COUNCIL'S GOOD GOVERNANCE PRACTICES

General

The Strategic Plan reinforces Council's commitment to representation and accountable leadership and the provision of an efficient, effective and appropriate rate of services.

Identification and encouragement of prospective candidates and increased voter turnout in Local Government elections will be pursued through promotion of the elections at a local level and also through the Local Government of South Australia promotions.

Strategies

5.1.1 Ensure policies, procedures and practices are effective.

5.1.2 Continue consultation to further improve the delivery of community expectations.

5.1.3 Deliver long term financial planning.

5.1.4 Participation in the Australian Local Government Performance Excellence Program.

5.1.5 Continuous improvement through training programmes for Councillors and staff.

5: Representative and Accountable Local Government

OBJECTIVE 5.2 : MONITOR AND REPORT COUNCIL'S PERFORMANCE

General

Through consultation with the community, Council will be able to monitor its performance in the delivery of services.

Through this Strategic Plan consultation process, the community has expressed its appreciation of the services delivered, 69% in favour. However, 31% are still dissatisfied.

This is a clear indication that there is "room for improvement".

Strategies

5.2.1 Undertake annual surveys to help understand community needs and expectations.

5.2.2 Participate in the Australian Local Government Performance Excellence Program.

5: Representative and Accountable Local Government

OBJECTIVE 5.3 :   COMMUNITY ENGAGEMENT

General

Council's Public Consultation Policy clearly expresses its responsibility to communicate and consult with the community.

As part of the consultation process community members used terminology like 'better transparency', 'more information', 'use of different media outlets'. This clearly shows Council needs to improve its communication with the community.

The Council is committed to open, accountable and responsive decision making, which is informed by effective communication and consultation between the Council and the community.

In carrying out its consultation process, the Council applies the following principles:

- Members of the community have a right to be informed about issues affecting their area and their lives and to influence Council's decisions about these
- Community interest will vary depending on the issue and the number of people affected, and Council's level of consultation will reflect this
- Community involvement in Council decision making should result in greater confidence in the Council and responsive decision making
- Council decision making will be open, transparent and accountable.

The purpose of this Public Consultation Policy is to ensure that Council meets its legislative obligations in regard to public consultation by:

- Using appropriate and cost effective methods which are relevant to the specific circumstances of each consultation topic
- Informing and involving the local community, key stakeholders and interested parties
- Using feedback to enhance decision making.

Strategies

5.3.1 Place the Council agenda on its website, along with the minutes.

5.3.2 Establish a Facebook page for Councillors to become more in touch with community members.

5.3.3 Establish annual surveys with the community to enable open communications.

5.3.4 Create a list of works being carried out, to be published in The Informer.

5: Representative and Accountable Local Government

OBJECTIVE 5.4 :   ENSURE COUNCIL IS ADEQUATELY RESOURCED

General

All councils are challenged with the need to 'do more with less', and this challenge is being addressed in many ways. For example:

- Conducting efficiency audits
- Sharing resources
- Working in partnerships with allied organisations
- Supplementing rate revenue with external funding

Council has recently engaged a third party to undertake a whole of organisation review. The purpose of this type of review is to examine how well the organisation uses its resources in undertaking its operations, and in particular to assess the efficiency and effectiveness and of the organisation's:

- Internal control systems
- Management of resources
- Effectiveness of activities

The result of this was that Council was under-resourced in Administration and adequately resourced in the Depot.

Council is involved with Shared Services with Mount Remarkable Council, Flinders Ranges Council and the Orroroo Carrieton Council. Some of the areas currently being shared are:

1. Health
2. Northern Passenger Transport Network
3. Audit
4. Regulatory Services

Strategies

5.4.1 Continue investigating Shared Services with neighbouring Councils.

5.4.2   Councillors to become involved in Council business at a strategic level.

5.4.3   Continue to monitor and improve the Long Term Financial Plan.

Amalgamated 1997

DISTRICT COUNCIL
OF
PETERBOROUGH

Emergency Services /
Fire Fighting Policy

DISTRICT COUNCIL of PETERBOROUGH

Amalgamated 1997

EMERGENCY SERVICES / FIRE FIGHTING POLICY

Adoption Reference: Council Meeting 02/09/2002
Resolution 76/02

Applicable Legislation: There is no legislative requirement for Council to have a policy relating to this area.

Version: The electronic version of this document is the controlled version. Printed copies are considered uncontrolled. Before using a printed copy, verify that it is the current version.

Accessibility: This Policy, and all policies and By-Laws, are available for viewing, downloading or printing from Council's website: www.peterborough.sa.gov.au
Hard copies can be provided in accordance with Council's Fees and Charges at the Council office at 108 Main Street, Peterborough, SA 5422 during ordinary business hours.

Grievances: Any grievances in relation to this Policy or Code, or its application, should be forwarded in writing addressed to the Chief Executive Officer of Council.

Review Dates: Amended : 18/4/11 Res. No. 60/4/11
16/04/12 Res.No : 43/12
Amended : 21/1/13 Res. No. 14/01/13
17/08/15 Res.No : 96/15
18/04/17 Res.No : 30/17
17/06/19 Res.No : 67/19

GENERAL STATEMENT OF POLICY:

Staff:

1)	That Council employees will not attend an emergency situation unless they are a fully trained and registered volunteer with the CFS or MFS.

2)	That no Council employee attend an emergency situation to operate Council machinery unless they are a fully trained and registered volunteer with the CFS or MFS.

Plant:

1)	That the CFS or MFS provide suitably qualified drivers, subject to the Works Managers approval, to operate Council machinery.

2)	That Council's water cart will be stored at the depot full of water over weekends during fire danger season.

Plant and Equipment – Charges:

1)	That Council levies no charges for plant and equipment utilized in fire fighting or in an emergency situation within the Council area but where Council plant and equipment is deployed beyond the Council area Council's private works rates will be applied.

2)	That when Council plant is used in fire fighting on Government controlled land, that the current private plant hire rates be applied.

**DISTRICT COUNCIL
of
PETERBOROUGH**

Informal Gatherings Policy

DISTRICT COUNCIL of PETERBOROUGH

INFORMAL GATHERINGS POLICY

Adoption Reference:
Council Meeting 20/04/2020
Resolution 19/20

Applicable Legislation:
Local Government Act 1999, Section 90(8a) & (8b).
Regulation 8AB, Local Government (General) Regulations 2016.
This procedure is based on a model policy prepared by the Local Government Association
Local Government (Public Health Emergency) Amendment Act 20202

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This policy, and all policies and By-Laws, are available for viewing, downloading or printing from Council's website: www.peterborough.sa.gov.au
Hard copies can be provided in accordance with Council's Fees and Charges at the Council office at 108 Main Street, Peterborough, SA 5422 during ordinary business hours.

Grievances:
Any grievances in relation to this policy, or its application, should be forwarded in writing addressed to the Chief Executive Officer of Council.

Review Dates:
C/M: 20/04/20 Res: 19/20 New Version (public health)
Next periodical Election
C/M: 21/03/2016 Res: 23/03

1.   INTRODUCTION

Informal gatherings provide a valuable opportunity to enhance Council decision-making processes by providing opportunities for Council members to become better informed on issues and seek further clarification. Informal gatherings, however, should not be used, or be seen to be used, as a replacement for full debate and decision-making at Council meetings or Council committee meetings. Open and transparent Council meetings and Council committee meetings underpin representative democracy and ensure public confidence in Council's decision-making processes.

2.   POLICY OBJECTIVE

The policy aims to ensure that the statutory requirements for openness and transparency in Council decision-making are observed; while providing an opportunity for confidential discussions among Council members where this is warranted by the nature of the gathering or subject matter to be discussed.

Alterations to Policy

On 15 March 2020, the Chief Executive of the Department for Health and Wellbeing in the State of South Australia, pursuant to section 87 of the *South Australian Public Health Act 2011*, declared that an emergency which threatens to cause the death of, or injury or other damage to the health of any person is occurring or about to occur in relation to the transmission of COVID-19, and declared the emergency to be a public health emergency.

On 22 March 2020, the State Co-ordinator for the State of South Australia declared, pursuant to section 23 of the *Emergency Management Act 2004*, that a Major Emergency is occurring in respect of the outbreak of the Human Disease named COVID-19 within South Australia.

On 30 March 2020 the Minister for Transport, Infrastructure and Local Government issued a notice pursuant to section 302B of the *Local Government Act 1999* (**Notice No 1**) varying or suspending the operation of the specified provisions of the Local Government Act 1999 as set out in Schedule 1 to Notice No 1. Notice No 1 commenced operation on 31 March 2020.

For the period Notice No 1 has effect (as provided for in Notice No 1), this Informal Gatherings Policy is altered as set out below and those alterations have effect notwithstanding any other provision in this Informal Gatherings Policy to the contrary.

The alterations to this Policy are made consistent with Notice No 1 and the Council's Code of Practice for Access to Meetings and Code of Practice for Meeting Procedures.

For the avoidance of doubt, save for the alterations to the Informal Gatherings Policy as set out below, this Informal Gatherings Policy otherwise applies to all informal gatherings of the Council.

Definitions

electronic means includes a telephone, computer or other electronic device used for communication.

Attendance at Informal Gatherings

Members of the Council may participate in an informal gathering of the Council by electronic means.

A member of the Council participating in an informal gathering by electronic means is taken to be present at the informal gathering provided that the member:

    (a)   can hear all other members present at the informal gathering; and
    (b)   can be heard by all other members present at the informal gathering.

Form of Participation by Electronic Means

Where:

    (a)   a Council member is to participate in an informal gathering by electronic means; and

    (b)   the electronic means has the functionality to allow the Council member to participate in the informal gathering by being heard but not seen or by being both seen and heard; and

    (c)   the electronic means of the Council has the functionality to allow the council member to be heard but not seen or to be both seen and heard,

the member must participate by being both seen and heard.

Public Access to Designated Informal Gatherings

During the period within which Notice No. 1 applies, public access to designated informal gatherings may be provided in accordance with Sections 90(1a) and 90(1b) of the *Local Government Act 1999* however, as outlined in this Policy, minutes will not be recorded.

3. SCOPE

This policy applies to informal gatherings of the Council or a Council committee, including designated informal gatherings or discussions.

An 'informal gathering' is a gathering or discussion to which all Council members or Council committee members (as the case may be) are invited.

The *Local Government (General) Regulations 2013* defines 'designated informal gathering or discussion' as:

> *an event organised and conducted by or on behalf of the council or chief executive officer to which members of the council or council committee (as the case may be) have been invited and that involves discussion of a matter that is, or is intended to be, part of the agenda for a formal meeting of the council or council committee.*

An informal gathering which does not involve discussion of a matter that is, or is intended to be, part of the agenda for a formal meeting of the Council or Council committee, is not a 'designated informal gathering or discussion'.

4. POLICY STATEMENT

Purpose of informal gatherings or discussions

Section 90(8) of the Local Government Act allows informal gatherings or discussions to be held provided that the gathering or discussion does not obtain, or effectively obtain, a decision on a matter outside a formally constituted meeting of the Council or Council committee.

The Local Government Act sets out the following examples of informal gatherings:

- planning sessions associated with the development of policies or strategies;
- briefing or training sessions;
- workshops; and
- social gatherings to encourage informal communication between members or between members and staff.

Informal gatherings of Council members or Council committee members (either with or without Council staff) are, by their nature, non-compulsory. However, all Council members and Council committee members are encouraged to attend relevant informal gatherings, particularly where the informal

gathering or discussion is intended to provide history, context or additional information to Council members or Council committee members.

Purpose of designated informal gatherings or discussions

Designated informal gatherings or discussions may be used to:

- discuss issues that involve strategy or policy or other matters of Council administration
- brief Council members or Council committee members on issues relevant to matters which in the future will be included on the agenda of a formal meeting of the Council or Council committee.

Designated informal gatherings and discussions will be used solely for the purpose of information sharing and not for the purpose of determining, or effectively determining, matters which should be determined at a formally constituted meeting of the Council or Council committee.

Designated informal gatherings or discussions to be open to the public, except in special circumstances

Designated informal gatherings or discussions will be held at a place open to the public, except where the designated informal gathering or discussion has been declared by the Council or Chief Executive Officer to be a 'confidential informal discussion'.

The Council or Chief Executive Officer may, on a case-by-case, declare a designated informal gathering or discussion to be a 'confidential informal discussion' where the designated informal gathering or discussion is either:

(i)   a planning session of a general or strategic nature; or
(ii) is a briefing session relating to information or a matter of a confidential nature within the ambit of section 90(3) of the Local Government Act (see attachment).

An informal gathering or discussion of the Council or a Council committee which is not a designated gathering or discussion will not be open to the public, unless otherwise determined by the Council or Chief Executive Officer.

Procedures applying to designated informal gatherings or discussions

Both the Chief Executive Officer and the Council are responsible for ensuring designated informal gatherings or discussions are conducted in accordance with the Local Government Act.

Designated informal gatherings or discussions are not subject to the procedural meeting requirements of the Local Government Act and *Local Government (Proceedings at Meetings) Regulations 2013*.

Designated informal gatherings or discussions will be chaired by the Chief Executive Officer or another senior Council officer. The Chair is responsible for ensuring that the purpose, intent and outcomes of the designated informal gatherings or discussions are consistent with section 90 of the Local Government Act.

Formal minutes will not be recorded of a designated informal gathering or discussion. Notes of a designated informal gathering or discussion may be tabled at the Council meeting following the designated informal gathering or discussion.

If a designated informal gathering or discussion has been declared to be a 'confidential informal discussion', then the designated informal gathering or discussion may be attended by Council members, the Chief Executive Officer and any other person invited to attend by the Council or the Chief Executive Officer.

If a confidential informal discussion declaration has been made in respect of only some of the matters to be discussed at a designated informal gathering or discussion, then these confidential matters will be scheduled to be discussed at the end of the agenda for the designated informal gathering or discussion. The designated informal gathering or discussion will be open to the public until immediately prior to the discussion on confidential matters commencing.

Publication of information relating to designated informal gatherings or discussions

For all designated informal gatherings or discussions, the following information will be published on the Council's website:

(i) the place, date and time at which the designated informal gathering or discussion will be held;
(ii) the matter that is to be discussed at the designated informal gathering or discussion;
(iii) whether or not the designated informal gathering or discussion is to be held at a place open to the public.

Where a confidential informal discussion declaration applies to a designated informal gathering or discussion, the reason for the designated informal gathering or discussion being held entirely or partially in confidence must be published on the Council's website.

ATTACHMENT

Information and matters within the ambit of section 90(3), Local Government Act

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

(b) information the disclosure of which:

   (i) could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the Council; and

   (ii) would, on balance, be contrary to the public interest;

(c) information the disclosure of which would reveal a trade secret;

(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which:

   (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and

   (ii) would, on balance, be contrary to the public interest;

(e) matters affecting the security of the Council, members or employees of the Council, or Council property, or the safety of any person;

(f) information the disclosure of which could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial;

(g) matters that must be considered in confidence in order to ensure that the Council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;

(h) legal advice;

(i) information relating to actual litigation, or litigation that the Council or Council committee believes on reasonable grounds will take place, involving the Council or an employee of the Council;

(j) information the disclosure of which:

   (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the Council, or a person engaged by the Council); and

   (ii) would, on balance, be contrary to the public interest;

(k) tenders for the supply of goods, the provision of services or the carrying out of works;

(l) information relating to a proposed amendment to a Development Plan under the Development Act 1993 before a Development Plan Amendment proposal relating to the amendment is released for public consultation under that Act;

(m) information relevant to the review of a determination of a Council under the *Freedom of Information Act 1991*.

	WHS Emergency Management Policy	Version No:	3.0
		Issued:	21/09/15
		Next Review:	Sept 2020

Policy

The District Council of Peterborough is committed to achieving a high level of pro-active Work Health, Safety (WHS) management in line with the organisational purpose of to proactively protect and manage Local' Organisational Purpose/Vision. employee injury risks today and into the future To facilitate this [*Council/Organisation - delete as necessary*] has implemented a Work Health and Safety Emergency Management system as part of the 'One System' for the effective management of foreseeable emergencies in accordance with legislative requirements and the Performance Standards for Self-Insurers (PSSI).

The WHS Emergency Management system provides organisations' emergency control framework and response guidance, with the intention of preventing injury to workers, visitors and neighbouring people and damage to premises, in emergency situations.

The key element of the organisation's WHS emergency management system is:

- WHS Emergency Management procedure
- First aid Procedure

The organisation will regularly review in Consultation with relevant workers, subject area experts and other duty holders (as necessary):

- The effectiveness of this policy and supporting procedures to identify opportunities for continuous improvement.
- Adherence to this policy and supporting procedures and take appropriate action where non-compliances are found.

Responsibilities

The senior management team are accountable for checking that adequate resources are identified and provided as reasonably practical to enact this policy and supporting procedures effectively.

Supervisors/Managers are accountable for:

- Bringing this policy and supporting procedures to the attention of affected workers.
- Monitoring through their supervisory activities that the policies and procedures are adhered to
- Consulting in relation to the effectiveness of the policy and procedure

Affected workers are accountable for:

- Adhering to the requirements of this policy and supporting procedures, or report any inability to do so to management at the earliest opportunity
- Reporting any identified opportunity for **continuous** improvement regarding WHS Emergency Management

Legislation

South Australian Work Health and Safety Act, 2012

South Australian Work Health and Safety Regulations, 2012

Local Government Act, 1999

References

AS3745-2010 – Planning for Emergencies in Facilities

Return to Work SA (formerly WorkCover) Performance Standards for Self Insurers (PSSI)

Review

This WHS Emergency Management Policy shall be reviewed by the District Council of Peterborough WHS Committee at minimum within five years (5) of Issued Date, (or on significant change to legislation or aspects included in this policy that could affect the health and safety of workers).

Signed:

CEO

Chairperson, WHS Committee

Date: 29/5/15

Date: 29/5/15

Slunt WHS Committee
29/9/15

Review History

Document History:	Version No:	Issue Date:	Description of Change:
	1.0	Sept 2009	New Document, September 2009
	2.0	April 2013	Terminology changes to reflect 2012 WHS act and Regulations. Examples include; OHS to WHS and employee to worker where appropriate
	2.1	April 2013	Update superseded AS to 3745, include issue date in document history section correct review date to 2015
	3.0	July 2015	Changed vision statement to Organisation purpose in first paragraph. Updated WorkCover references to Return to Work SA Added opportunity for Council to add elements in the key element list. Changed minimum review timeframe from two to three years. Adopted by DCofP 21/09/15, Res 110/09/15.

1. Overview

The District Council of Peterborough recognises its legislative obligation to establish an emergency management system that systematically identifies potential workplace emergencies and plans to eliminate or minimise associated health and safety risks.

Our workplace emergency management objectives are to:

- Enable an effective response to any given workplace emergency event in the shortest possible time so as to minimise the loss of life and/or injury to persons and minimise damage to property; and

- Restore day to day operations to normal as soon as is safe and reasonably practicable.

This procedure aims to ensure that:

(a) Reasonably foreseeable emergency situations are identified and the risks assessed;

(b) A workplace emergency management plan is developed, tested and training provided;

(c) Evacuation procedures are developed, implemented, and maintained;

(d) Systems are in place for the provision of medical treatment and assistance;

(e) Effective communication systems are in place to coordinate the response in the event of an emergency;

(f) Emergency Service Organisations are notified (where relevant) at the earliest opportunity;

(g) The Regulator is notified in the event of a Notifiable Incident, as soon as is reasonably practicable;

(h) The frequency of testing of the workplace emergency management plan is determined on a risk based approach, implemented and effectively carried out;

(i) Information, training and instruction is provided to relevant workers in relation to implementing the workplace emergency management plan; and

(j) The workplace emergency management plan is maintained so that it remains effective.

SIGNED: ....

CEO

Date: 31 / 1 / 19

....

Chairperson, Health and Safety Committee ("HSC")

Date: 30 / 1 / 2019

2. Core components

The core components of the Workplace Emergency Management Procedure aim to ensure that:

(a) A system is in place for the identification and recording of reasonably foreseeable workplace emergencies;

(b) Appropriate personnel are identified, appointed and available to deal with workplace emergencies;

(c) A workplace emergency management plan, which contains emergency response procedures, is developed and implemented;

(d) Appropriate training is provided;

(e) The maintenance and testing of emergency management systems occurs; and

(f) Rescue and recovery arrangements are identified, practiced and implemented.

3. Definitions

Assembly area(s)	The designated place or places where people assemble during the course of an evacuation [as defined by Australian Standard AS 3745-2010 (incorporating Amendment Nos 1 and 2): Planning for emergencies in facilities] (**AS 3745-2010**)
Bomb threat	A threat, written or verbal, delivered by electronic, oral, or other medium, threatening to place or use an explosive, chemical, biological or radiological device at a time, date, place or against a specific person or organisation. It is not necessary for any other action to be taken by the offender [as defined by AS 3745-2010]
Competent person	A person who has acquired through training, qualification or experience, the knowledge and skills to carry out the task [as defined by Work Health and Safety Regulations 2012 (SA) (**WHS Regulations**), Regulation 3. See also AS 3745-2010].
Dangerous Incident	An incident in relation to a workplace that exposes a worker or any other person to a serious risk to a person's health or safety emanating from an immediate or imminent exposure to— • an uncontrolled escape, spillage or leakage of a substance; or • an uncontrolled implosion, explosion or fire; or • an uncontrolled escape of gas or steam; or • an uncontrolled escape of a pressurised substance; or • electric shock; or • the fall or release from a height of any plant, substance or thing; or • the collapse, overturning, failure or malfunction of, or damage to, any plant that is required to be authorised for use in accordance with the regulations; or • the collapse or partial collapse of a structure; or • the collapse or failure of an excavation or of any shoring supporting an excavation; or • the inrush of water, mud or gas in workings, in an underground excavation or tunnel; or • the interruption of the main system of ventilation in an underground excavation or tunnel; or • any other event prescribed by the regulations, but does not include an incident of a prescribed kind [as defined by Work Health and Safety Act 2012 (SA) (**WHS Act**), section 37].
Emergency	An event that arises internally, or from external sources, which may adversely affect the occupants or visitors in a facility, and which requires an immediate response [as defined by AS 3745-2010]
Emergency control point	The location from which the chief warden can establish control, communication and coordination and liaise with the Emergency Services Organisation(s) [as defined by AS 3745-2010, p.22]
Emergency control organisation (**ECO**)	A person or persons appointed by the emergency planning committee to direct and control the implementation of the facility's emergency response procedures [as defined by AS 3745-2010] and consists of : (a) A chief warden or equivalent as a minimum

	(b) Deputy chief warden
	(c) A communications officer and deputy
	(d) Floor/ area wardens and deputies
	(e) Wardens and deputies
	(f) First aid officer(s)
Emergency planning committee (**EPC**)	Persons responsible for the documentation and maintenance of an emergency plan [as defined by AS 3745-2010]
Emergency Service Organisation (**ESO**)	(a) An ESO within the meaning of the Fire and Emergency Services Act 2005; and (b) SA Ambulance Service Inc.; and (c) South Australia Police; and (d) In relation to a particular emergency within the meaning of the Emergency Management Act – the control agency for the emergency under that Act [as defined by WHS Regulations, Regulation 3]
Evacuation options	Full evacuation - used to clear a building or facility of all occupants. Partial evacuation - an alternative to total evacuation in some buildings such as hospitals, aged care facilities and multi-storied buildings. Shelter in place (no evacuation) - used when evacuating to an external-to-building location might reasonably expose evacuating people to a greater level of danger. Escape, Hide, Tell - where immediate escape from the facility is not considered personally safe then occupants should hide out of sight and remain silent, or alternatively take other action to protect their safety. Lockdown – the process of securing a facility (full or partial) or an area to protect its occupants in response to an occurring or imminent threat that may have the potential to cause harm [as defined by AS 3745-2010, p.23].
Facility	A building, structure or workplace that is, or may be, occupied by people (occupants) [as defined by AS 3745-2010].
First-attack firefighting equipment	Portable fire extinguishers, fire hose reels and fire blankets, which are used to fight fires in their early stages [as defined by AS 3745-2010].
First-response emergency equipment	Resources such as automatic external defibrillators (AEDS), spills kits and first aid kits, which are used to address various emergency scenarios in their early stages [as defined by AS 3745-2010].
Notifiable Incident	Means— • the death of a person; or • a serious injury or illness of a person; or • a dangerous incident. [as defined by WHS Act, section 35]
Occupant warning equipment	Systems and devices that operate to alert people within a facility to an emergency [as defined by AS 3745-2010]. All locations that are relative have a warning alarm.

Personal emergency evacuation plan (PEEP)	An individualised emergency plan designed for an occupant with a disability who may need assistance during an emergency [as defined by AS 3745-2010].
Regulator	Means SafeWork SA or Office of the Technical Regulator (**OTR**)
Refuge	An area on a floor or area that is specifically designed to protect people from heat, smoke and toxic gases and which provides direct access to an exit [as defined by AS 3745-2010]

Serious injury or illness	An injury or illness requiring the person to have—
	
	• immediate treatment as an in-patient in a hospital; or
	• immediate treatment for—
	   – the amputation of any part of his or her body; or
	   – a serious head injury; or
	   – a serious eye injury; or
	   – a serious burn; or
	   – the separation of his or her skin from an underlying tissue (such as de-gloving or scalping); or
	   – a spinal injury; or
	   – the loss of a bodily function; or
	   – serious lacerations; or
	• medical treatment within 48 hours of exposure to a substance,
	
	and includes any other injury or illness prescribed by the WHS Regulations but does not include an illness or injury of a prescribed kind [as defined by WHS Act, section 36]

4.   Procedure

4.1.   Emergency planning committee (**EPC**)

    4.1.1.   The EPC must be established by the management team, and may be a sub-committee of the HSC or operate independently and report directly to the management team.

    4.1.2.   The EPC must consist of no less than two people who represent facility stakeholders, one of whom holds senior management responsibility. Committee members may include the chief warden, management representatives, tenant representatives (if any), specialist facility personnel such as maintenance engineers and, where available, an occupant with a disability.

    4.1.3.   At least one member of the EPC must be a competent person in this subject area (refer to section 5.8 for details).

    4.1.4.   External contractors, consultants or others engaged by the facility to provide specialist advice may attend EPC meetings, but should not be members of the EPC.

    4.1.5.   The management team should obtain professional advice on the level of indemnity provided to EPC members and the EPC members must be advised of the level of indemnity provided.
*this is specifically related to EPC's where members may not be employees of local government, such as in shared facilities where multiple organisations may have representation on the EPC.

4.2.   Role of EPC

The EPC must:

    4.2.1.   Meet at least annually and keep minutes of its activities.

4.2.2. Check that reasonably foreseeable events that could result in emergency situations are identified, the risks associated with these events assessed and the findings recorded on the Council's Hazard/Risk/Corrective Actions Register.

General workplace emergency situations to consider should include, but not be limited to, events and scenarios arising from administrative premises, depots and depot activities, swimming pools, ponds and lakes, libraries, public halls and theatres, volunteer activities, home and community care programs, etc. This may include:

a) Internal to Council premises e.g. fire, smoke, explosion, chemical spill or leakage, failure of utilities (gas, electricity, sewerage or water), flood, bomb threat, armed robbery, assault or hostage situation, medical emergencies, electric shock, fall from height, crush injuries, rescue from confined space and/or response to deployment of fall arrest systems (to prevent suspension trauma).

b) External to Council premises e.g. work related vehicle accident, rescue arrangements for remote and isolated work, persons working over water, in a confined space or using a fall arrest system, external fire, bushfire, severe storm, flood or earthquake affecting Council's assets, medical emergencies including heat stroke, hypothermia and electric shock, envenomation (e.g. ant, bee or wasp sting, snake or spider bite etc.), fall from height, crush injuries and/or pandemic illness.

c) Within Council premises that might affect other businesses or activities e.g. fire, smoke, explosion, chemical spill or leakage, failure of utilities (gas, electricity, sewerage or water), flood and/or bomb threat.

4.2.3. Develop, communicate and maintain the currency of a workplace emergency management plan (**Plan**) for each Council facility, which should address:

a) Ensuring persons, including visitors, are made aware of emergency response procedures;

b) Testing and reviewing emergency response procedures regularly on a risk priority basis. The frequency of testing should be determined by risk assessment and documented in a testing schedule;

c) Testing emergency evacuation arrangements at least every 12 months; and

d) Ensuring a permanent record of events for emergency occurrences is retained.

4.2.4. Ensure that resources are provided to establish and implement the Plan.

4.2.5. Establish an ECO and ensure a current register of ECO members is readily available.

4.3. Workplace Emergency Management Plan

4.3.1. The Plan should be:

a) based on the assessment undertaken in paragraph 4.2.2;

b) facility specific and take into account the items described in Appendix 1.

4.3.2. The Plan must include:

a) Emergency prevention – including regulatory & physical measures to be taken in order to prevent emergencies e.g. implementation of suitable policies & procedures, regular maintenance of appliances, alarms, plant and equipment and/or good housekeeping measures;

b) Emergency preparedness e.g. formation of EPC and ECO, development and maintenance of emergency response procedures and training;

c) Emergency mitigation e.g. an outline of measures taken to decrease the likelihood of emergencies occurring and the associated impacts on people, the facility and the environment;

d) Emergency response procedures, including evacuation strategies for occupants with a disability; and

e) The agreed roles & responsibilities of the ECO and occupants of the facility before, during and after an emergency (refer Appendix 4).

4.3.3. The Plan should be structured so that it may be easily amended, if required, including following organisational change, alterations to fire safety and emergency features, the identification of a deficiency and/or a scheduled review.

4.3.4. If the quantity of a hazardous chemical, as set out in Schedule 11 of the WHS Regulations, used, handled, generated or stored at the organisation's workplace(s) exceeds the manifest quantity for that hazardous chemical, a copy of the Plan must be submitted to the South Australian Metropolitan Fire Service (MFS) or South Australian Country Fire Service (CFS).

4.4. Emergency response procedures

4.4.1. The EPC is responsible for determining the specific information to be included in emergency response procedures.

4.4.2. Mandatory requirements for inclusion are:

a) Warning and communication methods and equipment, including the activation of alarms and alerting workers and other people at the workplace;

b) The ECO, occupant and visitor evacuation actions;

c) The evacuation options and evacuation procedures necessary for differing emergencies e.g. full evacuation, partial evacuation, shelter in place (no evacuation), escape, hide, tell or lockdown;

d) Refuge and/or assembly area location(s);

e) The steps necessary for an effective response to an emergency;

f) The method and process required to notify ESOs and/or the Regulator, if required, at the earliest opportunity;

g) Access to medical treatment and assistance and the role of first aid officers;

h) Consideration of how ESOs will access the relevant work area;

i) The use and maintenance of equipment required to deal with specific types of emergencies e.g. first-attack firefighting equipment, first-response emergency equipment, occupant warning equipment and automatic response systems such as sprinklers; and

j) The allocation of roles and responsibilities for specific actions in an emergency to persons with appropriate skills.

4.4.3. Other elements to consider for inclusion (as relevant) are:

a) After hours emergency response arrangements;

b) Evacuation arrangements for persons with a disability;

c) Impact of particular emergencies on evacuation routes;

d) Characteristics of, and hazards from, external sources;

e) Organisational arrangements including human resources;

f) People unfamiliar, or who require special assistance, with the emergency response procedures;

g) Roles of specialist staff e.g. security guards;

h) Use and characteristics of the facility;

i) Limitations on vehicle entry to the site and/or the movement of on-site vehicles during an emergency;

j) Any specific procedures for critical functions such as power shut off;

k) The distribution of emergency phone numbers, including out-of-hours contact numbers.

l) Occupants and visitors being asked to take personal effects with them during evacuation;

m) Communications with neighbouring facilities;

n) Use of lifts and escalators and/or stairway evacuation devices (where installed)

o) Identification of an emergency control point;

p) Information and instruction on the use of emergency response equipment; and

q) Nominated persons responsible for contact with the media.

4.5. Consultation

4.5.1. The Plan and emergency response procedures must be subject to the WHS consultation and communication process in accordance with the Communication & Consultation procedure.

4.5.2. EPC minutes should record that approval of the Plan and emergency response procedures has occurred.

4.5.3. The approved Plan and emergency response procedures should be made readily available to the EPC, ECO, workers and other stakeholders via the intranet and/or displayed in readily accessible locations.

4.6. Evacuation diagram

4.6.1. An evacuation diagram must include the minimum requirements outlined in Appendix 3 and optional elements may also be included, if considered necessary by the EPC.

4.6.2. The EPC must determine the number and location of evacuation diagrams.

4.6.3. Diagrams must be positioned with the bottom edge of the diagram at a height not less than 1200 mm or the top edge not more than 160 mm above the plane of the finished floor and be correctly orientated with regard to the direction of egress and its location to the 'YOU ARE HERE' point. Where an assembly area diagram is included, the location of the assembly area should have the same orientation to the rest of the diagram.

4.7. Emergency Control Organisation (ECO)

4.7.1. The EPC, in consultation with the management team, must identify the roles and responsibilities of persons involved in the management of emergencies (including delegates in the event of absence) and the implementation of the emergency response procedures. These appointed persons constitute the ECO.

4.7.2. The primary role of the ECO is to confirm that life safety takes precedence over asset protection during an emergency.

a) Each ECO member should have clearly documented pre-emergency, emergency and post-emergency duties and responsibilities (refer Appendix 4).

b) The duties of the ECO should be carried out only if safe to do so.

4.7.3. The Council ECO consists of the following personnel:

ECO Role	Position	Deputy
Chief Warden	CEO	Town Hall Caretaker
First Aid Officers	Various	

4.7.4. ECO Apparel

    a) ECO members must be identifiable by the use of coloured apparel (one, or a combination of, helmet, cap, hat, vest and/or tabard).

    b) The type of identification apparel must be consistent throughout the facility and should be prominently marked with the wearer's ECO title.

    c) The following colours must be used for ECO identification

        i. Chief warden - white

        ii. Deputy chief warden - white

        iii. Communications officer - white

        iv. Floor/Area warden - yellow

        v. Warden - red

        vi. Designated first aid officers – white cross on green background.

    d) Due to the possibility of confusion between safety vests and clothing with ECO identification, fluorescent colours should not be used for ECO identification.

4.7.5. An up-to-date register of all ECO personnel should be kept readily available with, or via, the chief warden.

4.8. Emergency response exercises

4.8.1. The EPC must schedule emergency response exercises at least 12 months in advance and at a frequency sufficient to enable effective response to an emergency and ensure all Council buildings and work areas participate in at least one exercise annually.

4.8.2. Emergency response exercises must be conducted by the ECO with prior notice being given to workers. Emergency announcements should clearly state that the activity is an exercise.

4.8.3. The EPC should establish objectives and outcomes for evacuations or other emergency response exercises e.g. effective ECO communication, evacuation sequence is carried out in accordance with the procedures, active participants are aware of, and follow, emergency response procedures.

4.8.4. Evacuation and other emergency response exercises should be attended by observers with checklists (see Appendix 5) who should record the level of achievement against stated objectives.

4.8.5. A debrief with members of the ECO should be held after each emergency response exercise.

4.8.6. The chief warden must provide a report to the EPC, management team and the HSC after each emergency response exercise has been completed. The report should include any deficiencies in the evacuation exercise that were identified at the debriefing session.

4.9. Monitoring and review of the Plan and emergency response procedures

4.9.1. The EPC should meet at least annually and must:

    a) Review and update the Hazard/Risk/Corrective Actions register to ensure all reasonably foreseeable emergency situations are identified;

    b) Identify, analyse and implement any changes associated with the management of emergency situations;

    c) Check that positions on the EPC and ECO are filled and up to date lists of EPC and ECO personnel are displayed in a readily accessible location;

    d) Schedule training for EPC and ECO personnel and evaluate for effectiveness;

     e) Maintain and review the adequacy of emergency signage, including evacuation diagrams and emergency equipment;

     f) Check that the schedules for testing and/or maintenance of emergency equipment are met;

     g) Check that any faulty emergency equipment is repaired (or removed from service and replaced) when indicated by inspection, testing or maintenance routines and make sure records are kept of all inspection, testing and routine service activities;

     h) Schedule exercises to test the emergency response procedures;

     i) Assess and evaluate the emergency response exercises and genuine emergency responses, if any have occurred, and identify and implement corrective or preventative actions to ensure continued system effectiveness;

     j) Review the effectiveness of the Plan, emergency response procedures and associated elements and identify and implement any corrective and preventative actions with the minimum of delay; and

     k) Any other activity, as required.

4.9.2. The outcomes of the review process should be reported to the management team and the HSC after each EPC meeting.

4.9.3. The management team should direct action as required.

4.10. Emergency response (as per the emergency response procedures)

4.10.1. Any person discovering an emergency situation must:

     a) Assess the situation;

     b) Warn people in the area or on the floor of any immediate danger;

     c) Raise the alarm;

     d) Take any steps to control the situation, if it is safe to do so; and

     e) Follow any instructions given by ECO personnel.

4.10.2. On being notified of an emergency situation, the chief warden must:

     a) Respond and take control;

     b) Ascertain the nature of the emergency and implement appropriate action;

     c) Ensure the appropriate ESOs have been notified;

     d) Ensure, when necessary, any neighbouring facilities have been notified;

     e) Assess whether it is necessary to notify the Regulator and, if so, ensure that it is undertaken as soon as is reasonably practicable;

     f) If an ESO and/or the Regulator is notified, ensure that the incident scene is maintained and not disturbed;

     g) Ensure that floor or area wardens are advised of the situation;

     h) If necessary, initiate emergency response procedures and control entry to the affected area(s);

     i) Monitor the progress of the evacuation and record any action taken in an incident log;

     j) Brief ESO personnel upon arrival on type, scope and location of the emergency and the status of the evacuation and, thereafter, act on the ESO's senior officer's instructions;

     k) Communicate with the CEO and/or relevant management team members, as appropriate; and

l) Undertake any other actions as considered necessary or as directed by ESO personnel.

4.10.3. The deputy chief warden should assume the responsibilities normally carried out by the chief warden if the chief warden is unavailable, and otherwise assist as required.

4.10.4. Remaining ECO personnel, namely the communications officer, floor /area wardens and or any other person co-opted into ECO activities must carry out actions as per Appendix 4, the emergency response procedure and/or their training.

4.11. Post-event

The actions to be undertaken by the ECO after an emergency should include, but may not be limited to the following:

4.11.1. Chief warden

a) When the incident is rendered safe or the ESO and/or Regulator returns control, notify the ECO members to have occupants return to the facility;

b) Organise a debrief with ECO personnel and ESO(s); and

c) Compile a factual report for the EPC and management team.

4.11.2. Communications officer

Collate records of the event during the emergency for the debrief and ensure they are secured for future reference.

4.11.3. Floor / area wardens and wardens

Compile a report of the actions taken during the emergency for the debrief.

4.11.4. Debriefing

A debriefing session should be conducted by the chief warden with members of the ECO and other key participants as soon as is reasonably practicable after any exercise or actual emergency event has ended.

a) The de-briefing should review the adequacy of the Plan and emergency response procedure, identify any problems that occurred and identify any corrective or preventative actions required.

   i. If an evacuation or other exercise has occurred, the observer's checklists should be used as the basis for discussion.

   ii. When an actual emergency event has occurred, the incident and warden reports should be recorded on the Incident Report form and used as the basis for discussion/investigation.

   iii. Any deficiencies should be reported to the EPC.

b) If necessary, counselling for affected workers will be arranged by the management team once an emergency event has ended

c) The chief warden must check that:

   i. The Hazard/Risk/Corrective Actions Register records identified corrective and preventative actions; and

   ii. A report is prepared for the EPC, management team and HSC highlighting post-event findings.

d) The EPC should arrange amendments of the emergency response procedures where necessary, and disseminate the information to all ECO members.

e) The management team should review EPC actions and direct action, as required.

5. Training

5.1. The Council induction process should include an overview of the Plan and the relevant emergency response procedures.

5.2. The EPC should ensure workers and other stakeholders, including other building tenants where relevant, are kept up to date with any changes to:

5.2.1. The Plan and emergency response procedures;

5.2.2. The location of emergency evacuation routes, any refuges or safe places and first response equipment;

5.2.3. The location of the assembly area;

5.2.4. The name, location and telephone number of the warden in the area in which they work;

5.2.5. The name, location and telephone number of the first aid officer in the area in which they work; and

5.2.6. Any other local emergency information.

5.3. The EPC must determine the frequency and content of refresher training, which should be conducted, at a minimum, following a revision of the emergency response procedures.

5.4. Visitors should be provided with appropriate information on the emergency response procedures as determined by the EPC.

5.5. Workers and other facility occupants, where reasonably practicable, should participate in an annual evacuation and other emergency exercises as scheduled.

5.6. All ECO members must undertake training that includes exercises and assessment and covers:

5.6.1. The Plan and emergency response procedures (including actions required in response to specific emergencies contained in the Plan);

5.6.2. Roles & responsibilities before, during and after an emergency;

5.6.3. Use of installed fire safety systems and emergency communication equipment;

5.6.4. Occupants and visitors with disabilities;

5.6.5. Human behaviour during emergencies;

5.6.6. Performance of the facility and its installations during a fire or other emergency e.g. fire doors, emergency lighting, sprinklers, ventilation, fire rated stairs, as applicable; and

5.6.7. Skills retention activities at least 6 monthly.

5.7. If persons are required to undertake first attack firefighting, training must include a skills retention activity at least 2 yearly.

5.8. At least one member of the EPC must be trained in the following so as to enable them to competently execute their obligations:

5.8.1. Development, management and maintenance of the Plan;

5.8.2. Content of the Plan and emergency response procedures, including emergency prevention, preparedness & mitigation;

5.8.3. The duties of the EPC and ECO;

5.8.4. The conduct of site-specific emergency identification, risk assessment and control;

5.8.5. Establishing and managing an ECO;

5.8.6. Development and implementation of training and assessment activities, including emergency response exercises;

5.8.7.   Awareness of installed fire safety systems and emergency communication equipment; and

5.8.8.   Post-event activities

6.   Records

Records related to emergency management should be maintained. This includes, but is not limited to:

6.1.   Risk assessments

6.2.   Training records

6.3.   Hazard/Risk/Corrective Actions Register

6.4.   Workplace emergency management plan, emergency response procedures and evacuation diagrams

6.5.   EPC and ECO records

6.6.   Consultation records

6.7.   Emergency equipment maintenance records

6.8.   Safety certification and reports on fire safety equipment

6.9.   Statutory notifications.

Records must be managed in line with the current version of GDS20.

7.   Responsibilities

7.1.   During emergency situations or exercises, pending the arrival of the ESO, ECO personnel will have absolute authority to issue instructions to evacuate people from buildings and/or areas.

7.2.   The Council Management Team is accountable for:

7.2.1.   Authorisation of budgeted expenditure for the development, implementation, review and continuous improvement of the emergency management system;

7.2.2.   Ensuring that legislative compliance for emergency management is maintained;

7.2.3.   Consulting with other PCBUs, so far as is reasonably practicable, when their duty of care in relation to emergency management overlaps;

7.2.4.   Obeying the instructions of ECO personnel in an emergency situation;

7.2.5.   Arranging counselling services for staff, as required, after an emergency event has concluded; and

7.2.6.   Enforcing action when performance requirements for the emergency management system are met.

7.3.   Managers and supervisors are accountable for:

7.3.1.   Maintaining department work areas in a manner that eliminates or minimises the risk of a potential emergency event occurring;

7.3.2.   Checking that workers under their control are inducted to emergency management procedures and that refresher information, instruction and training is provided, as required;

7.3.3.   Checking that workers under their control attend required emergency management drills and training as planned;

7.3.4.   Obeying the instructions of ECO personnel in any emergency situation;

7.3.5.   Assisting wardens, as required;

7.3.6. Proceeding to, and remaining at, the assembly area once evacuation has commenced and until the all clear has been given or the chief warden has directed otherwise; and

7.3.7. Providing data related to department emergency management activities, as required.

7.4. The WHS/Risk Co-ordinator is accountable for:

7.4.1. Initiating and maintaining the development and functioning of the EPC and ECO for the Council;

7.4.2. Checking that the EPC meets as prescribed in this procedure;

7.4.3. Assisting with the development of the Training Needs Analysis (TNA) and annual training plans for EPC and ECO members;

7.4.4. Checking that training records for EPC and ECO members are updated and maintained; and

7.4.5. Checking that EPC and ECO records and minutes are maintained and kept.

7.5. Workers are accountable for:

7.5.1. Maintaining work areas in a manner that eliminates or minimises the risk of a potential emergency event occurring;

7.5.2. Attending emergency response training and/or exercises as directed;

7.5.3. Obeying the instructions of ECO personnel in an emergency situation;

7.5.4. Proceeding to, and remaining at, the assembly area once evacuation has commenced and until the all clear has been given or the chief warden has directed otherwise; and

7.5.5. Participating in WHS consultation processes for emergency management, as necessary.

7.6. The HSC is accountable for:

7.6.1. Providing feedback during the development and review of the Plan and emergency response procedures;

7.6.2. Assisting with monitoring and reviewing of the approved Plan and emergency response procedures;

7.6.3. Providing information and feedback to the EPC and management team; and

7.6.4. Seeking direction from the EPC on emergency response issues.

7.7. HSRs may:

7.7.1. Facilitate consultation between department managers and workers in relation to WHS issues that affect the workgroup that they represent; and

7.7.2. Assist in the resolution of WHS issues.

8. Review

8.1. The Emergency Management Procedure must be reviewed by the EPC and management team, in consultation with workers or their representatives, every 24 months or more frequently if legislation or organisational needs change.

This may include a review of:

8.1.1. Feedback from managers, workers, HSRs, HSC, EPC or ECO members or other relevant stakeholders;

8.1.2. Legislative compliance;

8.1.3. Performance Standards for Self Insurers (PSSI);

8.1.4. Internal or external audit findings relating to emergency management; and/or

8.1.5. Any other relevant information.

8.2.   Results of reviews may result in alterations to the Plan and emergency response procedures, other preventative and/or corrective actions being implemented and/or revision of this document.

NOTE: the Plan and emergency response procedures must be reviewed every 12 months as described within this document. The checklist provided in Appendix 2 may be used in this review.

9.   References

Work Health and Safety Act 2012

Work Health and Safety Regulations 2012

State Records Act 1997

General Disposal Schedule 20 for Local Government

ReturnToWorkSA Work Health and Safety Standards for self-insured employers

ReturnToWorkSA Self–insured workplace health and safety evaluation guidelines

Code of Practice: Managing the Work Environment and Facilities, December 2011

Australian Standard AS 3745:2010 (incorporating Amendment Nos 1 and 2): Planning for emergencies in facilities.

The following Standards maybe relevant to emergency management; it is not an exclusive list.

- Australian Standard AS 1221: Fire Hose Reels

- Australian / New Zealand Standard AS/NZS 1841.1:2007 Portable Fire Extinguishers - General Requirements

- Australian Standard AS 1715: Selection, Use and Maintenance of Respiratory Protective Equipment

- Australian Standard AS 1716: Respiratory Protective Devices

- Australian Standard AS 1851: Routine Service of Fire Protection Systems and Equipment

- Australian Standard AS 1891.1: Industrial Fall-Arrest Systems and Devices-Harnesses and Ancillary Equipment

- Australian Standard AS 1891.3: Industrial Fall-Arrest Systems and Devices -Fall-Arrest Devices

- Australian Standard AS 1891.4: Industrial Fall-Arrest Systems and Devices -Selection, Use and Maintenance

- Australian Standard AS 2293.3 Emergency Escape Lighting and Exit Signs for Buildings - Emergency Escape Luminaires and Exit Signs

- Australian Standard AS 2865: Confined Spaces

10.   Related documents

Workplace emergency management plan

Evacuation diagrams

Emergency Management Policy

Hazardous Work Policy

WHS Hazard Management procedure

First Aid Procedure

Confined Space Management procedure

Electrical safety procedure

Hazardous chemicals procedure

Hot work procedure

Isolation Lock Out Tag Out procedure

Prevention of falls procedure

Document History:	Version No:	Issue Date:	Description of Change:
	1.0	Dec 2009	New Document, December 2009
	2.0	31/05/13	Terminology changes to reflect 2012 WHS act, Regulations and Codes of Practice. Examples of changes include; OHS to WHS and employee to worker where appropriate. Inclusion of appendices with additional information
	3.0	22/04/16	Formatting, language, cross-referencing & hyperlinks; all references to "emergency management" amended to "workplace emergency management" to avoid confusion with other emergency management plans; amendment to definitions for consistency with AS3745 & WHS Regs; insertion of 4.1.4 & 4.3.2; additional information added to 5.6 & 5.8; new appendices for ECO roles & observers' checklist; addition of optional elements to Appendix 3
	4.0	01/11/2018	Updated references, hyperlinks, headers and footers, logos. Made minor adjustments to language as required. Added 'Evacuation options", "First-attack firefighting equipment" and "First-response emergency equipment" from As 3745:2010 in Definitions 3; added reference to 4.1.3; added "flood" to 4.2.2b); added detail of Emergency Services Organisation to 4.3.4; added detail of evacuation options as per AS 3745:2010 clause 4.2.6.3 to 4.4.2c); revised language for spills kits and fire extinguishers to match AS 3745:2010 in 4.4.2i) and Appendix 4; expanded 4.4.3i); revised 4.6.3 to match AS 3745:2010 clause 3.5.3; revised 4.8.6 to match AS 3745:2010 clause 7.1.(f); revised 4.9.1g) and j) to match AS 3745:2010 clause 8.1; added 4.10.2d) to match As 3745:2010 clause 4.2.3.2; added EPC to 4.11.4c)ii to align with 4.11.1c; revised Appendix 3 to match AS 3745:2010 clauses3.5.5, 2.5.6 & 3.5.7. Legal review: minor grammatical and format changes.

Appendix 1: Items to take into account during the development of an emergency management plan

A. The plan should be facility specific and take into account:

1) The size, complexity and features of each facility covered by the plan.

2) Security systems and arrangements.

3) The number, type and composition of workers, occupants, visitors and others at the workplace.

4) The hours of occupancy.

5) The method and process required to notify emergency service organisations at the earliest opportunity.

6) Access to medical treatment and assistance.

7) The nature of the work being carried out at the workplace.

8) The nature of the hazards at the workplace.

9) The impact of external hazards that may affect the health and safety of workers.

B. Plan contents should include, but not be limited to:

1) The structure and role of the EPC.

2) The fire safety and emergency features of each facility.

3) The structure and responsibilities of the emergency control organisation.

4) The types of emergencies identified as being relevant.

5) Testing of the emergency procedures, including the frequency of testing.

6) Information, training and instruction to relevant workers in relation to implementing the emergency procedures.

7) Emergency response procedures for ECO personnel and workers including personal emergency evacuation plans (PEEPs) for persons with a disability.

8) Evacuation diagrams.

9) Other information relating to distribution, period of validity, date of issue, etc.

Sources

WHS Regulations 2012, Regulation 43

Australian Standard AS 3745:2010 Planning for emergencies in facilities, pp. 16-17;

Code of Practice: Managing the Work Environment and Facilities, Dec 2011, pp. 26- 27.

Electronic version on the shared drive is the controlled version. Printed copies are considered uncontrolled .Before using a printed copy, verify that it is the current version S:\GDS\09 Governance\9.63 Policy (plus Dels and Auth Off)\Council Policies Current\WHS One System Policies & Procedures\Procedures\WHS Emergency Management Procedure v4.doc

Appendix 2: Emergency plan checklist

Emergency plans (p. 26 of Code of Practice: Managing the Work Environment and facilities, Dec 2011)	✔/✘	Action to be taken
Is there a written emergency plan covering relevant emergency situations, with clear emergency procedures?		
Is the plan accessible to all workers?		
Are workers, managers and supervisors instructed and trained in the procedures?		
Has someone with appropriate skills been made responsible for specific actions in an emergency (e.g. appointment of an area warden)?		
Is someone responsible for ensuring workers and others in the workplace are accounted for in the event of an evacuation?		
Are emergency contact details relevant to the types of possible threats (e.g. fire, police, poison information centre) displayed at the workplace in an easily accessible location?		
Are contact details updated regularly?		
Is there a mechanism, such as a siren or bell alarm, for alerting everyone in the workplace of an emergency?		
Is there a documented site plan that illustrates the location of fire protection equipment, emergency exits and assembly points?		
If there is a site plan, is it displayed in key locations throughout the workplace?		
Are procedures in place for assisting mobility-impaired people?		
Does the workplace have first aid facilities and emergency equipment to deal with the types of emergencies that may arise?		
Is the fire protection equipment suitable for the types of risks at the workplace (e.g. foam or dry powder type extinguishers for fires that involve flammable liquids)?		
Is equipment easily accessible in an emergency?		
Are workers trained to use emergency equipment (e.g. fire extinguishers, chemical spill kits, breathing apparatus, lifelines)?		
Have you considered neighbouring businesses and how you will let them know about an emergency situation should one arise?		
Have you considered the risks from neighbouring businesses (e.g. fire from restaurant/takeaway food outlets, Q fever from cattle yards)?		
Are emergency practice runs (e.g. evacuation drills) regularly undertaken to assess the effectiveness of the emergency plan?		
Is someone responsible for reviewing the emergency plan and informing staff of any revisions?		

Source: Code of Practice: Managing the Work Environment and Facilities, Dec 2011, p 33.

Appendix 3: Evacuation diagram elements

Minimum elements

The following shall be included in each evacuation diagram:

a)   A pictorial representation of the floor or area.

b)   The title 'EVACUATION DIAGRAM'.

c)   The 'YOU ARE HERE' location.

d)   The designated exits in the facility, which shall be green.

e)   The following communications equipment, where installed:

   i.   Warden intercommunication points (WIPs), which shall be red.

   ii.   Manual call points (MCPs), which shall be red and emergency call points (ECPs), which shall be white with a black border.

   iii.   Main controls/panels for the occupant warning equipment.

f)   Hose reels, which shall be red.

g)   Extinguishers, which shall be red with an additional appropriate colour as specified in AS/NZS 1841.1.

h)   Fire blankets, which shall be red.

i)   Fire indicator panel (FIP), if provided.

j)   Refuges, if present.

k)   Validity date.

l)   Location of assembly area(s), either stated in words or pictorially represented.

m) A legend, which shall reflect the symbols used.

n)   Path of travel, which shall be green.

o)   Location of facility, including address, postcode, location of access street(s), nearest cross street and name of facility (if available), either stated in words or pictorially represented.

Optional elements

The following additional information may be considered by the EPC for inclusion on the evacuation diagram:

a)   Direction on opening doors on designated exits.

b)   North.

c)   First aid stations & kits (denoted by a white cross on a green background).

d)   Hazardous chemical store.

e)   Spill response kits.

f)   Emergency information as documented in the emergency plan.

   NOTE: For example, emergency telephone numbers, emergency response procedures, fire orders, and procedures for use of lifts in an evacuation during a fire emergency (where regulatory approval has been obtained).

g)   Specialized evacuation devices, including stairwell evacuation devices, if provided.

h)   Fire and smoke doors.

i)   Hydrants, which shall be red.

j) Automatic external defibrillator(s) (AED).

k) Electrical switchboard location(s).

l) Solar power isolation point(s).

Size

Diagram with only minimum elements

The minimum size of the evacuation diagram shall be A4 (i.e.210 mm x 297 mm) with a pictorial representation of the floor area, which shall be as a minimum –

    (a) 200 mm x 150 mm, or

    (b) An area of 30 000 mm^2

Diagram with minimum and optional elements

The minimum size of the evacuation diagram shall be A3 (i.e.297 mm x 420 mm) with a pictorial representation of the floor area, which shall be as a minimum –

    (a) 300 mm x 200 mm, or

    (b) An area of 60 000 mm^2

Source: Australian Standard AS 3745-2010 (incorporating Amendment Nos 1 and 2): Planning for emergencies in facilities, Sections 3.5.5 – 3.5.7

Appendix 4: Emergency Control Organisation Responsibilities

Note: During emergencies, instructions given by the ECO personnel shall take precedence over normal management structure

	Chief Warden	Communications Officer	Floor/Area Warden	Warden	First Aid Officers
Before	(a) Maintain current register of ECO members (b) Replace ECO members when a position becomes vacant (c) Conduct regular emergency exercises (d) Ensure emergency response procedures are kept up-to date (e) Attend meetings of the EPC, as appropriate (f) Attend training & emergency exercises, as required by the EPC (g) Ensure personal ECO identification is available	(a) Be proficient in operation of facility communication equipment (b) Maintain records & logbooks & make them available for emergency response (c) Ensure that ECO members are proficient in the use of the facility communication equipment (d) Ensure that communication contact details are up-to-date (e) Attend training & emergency exercises, as required by the EPC	(a) Confirm sufficient wardens for area of responsibility (b) Coordinate the completion of PEEP documentation (c) Report on deficiencies of emergency equipment (d) Ensure that wardens have communicated emergency response procedures to all occupants within their nominated areas (e) Ensure that the occupants are aware of the identity of their wardens (f) Coordinate safety practices (e.g. clear egress paths, access to first-attack firefighting equipment & disposal of rubbish) by wardens throughout their area of responsibility (g) Attend training & emergency exercises as required by the EPC (h) Ensure personal ECO identification is available	(a) Ensure that all occupants are aware of the emergency response procedures (b) Carry out safety practices, (e.g. clear egress paths, access to first-attack firefighting equipment & disposal of rubbish) (c) Attend training and emergency exercises, as required by the EPC (d) Ensure personal ECO identification is available	(a) Attend regular training (b) Be proficient in the administration of first aid (c) Maintain first-response emergency equipment (& other first aid facilities & supplies under their control, (e.g. items remain in sate, have not deteriorated & are in good working order; kit contents match legislative requirements) (d) Ensure that PPE is maintained & available (e) Attend training and emergency exercises, as required by the EPC (f) Ensure personal ECO identification is available

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		Chief Warden	Communications Officer	Floor/Area Warden	Warden	First Aid Officers
During		(a) Respond & take control, as appropriate (b) Ascertain nature of the emergency & implement appropriate action (c) Ensure that the appropriate Emergency Service Organisation has been notified (d) Ensure that the Regulator is notified in the event of a Notifiable Incident (e) Ensure that floor/area wardens are advised of the situation, as appropriate (f) If necessary, after evaluation of the situation, initiate an action plan in accordance with the workplace emergency management plan and control entry to the affected areas (g) Monitor progress of the evacuation & record any action taken in an incident log (h) Brief Emergency Service personnel upon arrival &, thereafter, act on the senior officer's instructions (i) Any other actions as considered necessary by the Emergency Service Organisation	(a) Ascertain nature & location of the emergency (b) Confirm that the appropriate Emergency Service Organisation has been notified (c) Notify appropriate ECO members (d) Transmit instructions & information (e) Record a log of events that occurred during the emergency (f) Act as directed by the Chief Warden	(a) Implement emergency response procedures for their floor/area (b) Ensure that the appropriate Emergency Service Organisation has been notified (c) Direct wardens to check the floor/area for any abnormal situation (d) Commence evacuation if the circumstances on their floor/area warrant this (e) Communicate with Chief Warden by whatever means available & act on instructions (f) Advise Chief Warden as soon as possible of the circumstances & action taken (g) Co-opt persons as required to assist warden(s), as required (h) Confirm the activities of wardens have been completed & report this to Chief Warden or senior officer of the attending Emergency Service Organisation if Chief Warden is not contactable	Carry out activities as set out in the emergency response procedures & as directed by the floor/area warden, which may include: (a) Act as floor/area warden (b) Operate the communication system(s) (c) Check that fire doors & smoke doors are properly closed (d) Close or open other doors in accordance with the emergency response procedures (e) Search the floor or area to ensure all people have evacuated (f) Ensure orderly flow of people into protected areas (e.g. stairways) (g) Assist occupants with disabilities (h) Act as leader of groups moving to nominated assembly areas (i) Report status of activities to the floor/area warden on their completion	Respond promptly to any first aid or emergency medical situation &: (a) Respond to the emergency as directed by Chief Warden (b) Communicate status of situation to Chief Warden (c) Keep a record of first aid administered

		Chief Warden	**Communications Officer**	**Floor/Area Warden**	**Warden**	**First Aid Officers**
After		(a) When the emergency incident is rendered safe or the Emergency Service Organisation returns control, notify the ECO members to have occupants return to their facility, as appropriate (b) Organise a debrief with ECO members & (where appropriate) with any attending Emergency Service Organisation personnel (c) Compile a report for the EPC & management	(a) Collate records of events during the emergency for the debrief & ensure they are secured for future reference (b) Ensure that the management team receives a debrief of the emergency situation.	(a) Compile a report of actions taken during the emergency for the debrief	(a) Compile a report of actions taken during the emergency for the debrief	(a) Compile a report of actions taken during the emergency for the debrief (b) Dispose of waste in accordance with legislative requirements (c) Seek treatment & prompt medical advice if they sustain a sharps injury or think they are at risk of infection from blood or bodily fluid contamination (d) Ensure first aid (& other first aid facilities & supplies under their control) are replenished

Appendix 5: Emergency Evacuation Exercise Observers' Checklist

Date: / /20	Time: am/pm		
Facility/Location:			
Evacuation Sequence		Hours	Minutes
Alarm raised			
Wardens respond			
Wardens check area or floor			
Evacuation commenced			
Wardens report floor or area clear			
Persons with disabilities accounted for			
Arrive at assembly area			
Wardens check personnel present			
Evacuation completed			
Exercise terminated			

Comments:

Observer Name: ....

Observer Signature: ....