

# Emergency Management Plan

Strategic Alignment - Our Corporation

Public

Friday, 17 October 2025

Audit and Risk Committee

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## EXECUTIVE SUMMARY

The purpose of this report is to present to the Audit and Risk Committee the City of Adelaide's Emergency Management Plan (EMP).

The EMP has been reviewed and endorsed by the Emergency Management Steering Committee fulfilling the role of the Emergency Planning Committee as defined in *Australian Standards AS 3745-2010*.

In addition, the EMP has also been presented to the Executive team and the Strategic Risk and Internal Audit Group (SRIA). With both Executive and SRIA endorsing the EMP.

Following consideration by the Audit and Risk Committee, the EMP will be implemented across the organisation as provided at page six of the EMP.

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## RECOMMENDATION

### THAT THE AUDIT AND RISK COMMITTEE

1. Notes the Emergency Management Plan as contained in Attachment A to Item 4.5 on the agenda for the meeting of the Audit and Risk Committee held on 17 October 2025.

## IMPLICATIONS AND FINANCIALS

|                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| City of Adelaide<br>2024-2028<br>Strategic Plan                        | <b>Strategic Alignment – Our Corporation</b><br><br>Create, maintain and integrate plans and policies that reflect, and guide decision making and support our city and our community to thrive.                                                                                                                                                                                                                                                                                                                                                                                             |
| Policy                                                                 | Not as a result of this report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Consultation                                                           | The Emergency Management Plan has been endorsed by the Emergency Management Steering Committee fulfilling the role of the Emergency Planning Committee as defined in <i>Australian Standards AS 3745-2010</i> .<br><br>Consultation has also occurred with the Executive team at City of Adelaide and SRIA.                                                                                                                                                                                                                                                                                 |
| Resource                                                               | Not as a result of this report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Risk / Legal /<br>Legislative                                          | <i>Australian Standards AS 3745-2010</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Opportunities                                                          | Regular exercises allow continuous improvement through testing and updating of procedures. Strong compliance assurance and adherence to governance standards protect the organisation's reputation and build stakeholder trust. The plan also enhances leadership capacity, enabling the organisation to assist others in times of crisis, while ensuring resource efficiency and reinforcing a strong safety culture. It supports business continuity by minimising downtime and disruption, and encourages learning and innovation through scenario planning and preparedness activities. |
| 25/26 Budget<br>Allocation                                             | Not as a result of this report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Proposed 26/27<br>Budget Allocation                                    | Not as a result of this report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Life of Project,<br>Service, Initiative<br>or (Expectancy of)<br>Asset | Not as a result of this report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 25/26 Budget<br>Reconsideration<br>(if applicable)                     | Not as a result of this report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ongoing Costs<br>(eg maintenance<br>cost)                              | Not as a result of this report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Other Funding<br>Sources                                               | Not as a result of this report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

## DISCUSSION

1. A review of the Emergency Management Plan (EMP) was undertaken by the Coordinator, Security & Emergency Management with the assistance of the Risk & Audit Analyst within the Corporate Governance & Risk team.
2. Insights from recent operational experiences, particularly the car park fire incident above the Adelaide Central Market on Saturday 31 August 2024, also provided input into the updated AMP.
3. The revised EMP includes:
  - 3.1. Revision of incident classification - to better reflect the complexity and scale of incidents.
  - 3.2. Clarification on City of Adelaide (CoA) spokesperson - during emergencies to support consistent messaging.
  - 3.3. Consolidation of the obsolete Emergency Management Operation Manual - into the EMP for a more streamlined and accessible document.
4. The *Australian Standards 3745-2010* mandates that the Emergency Management Steering Committee (EMSC) is responsible for the development, approval and maintenance of the EMP. Members of the EMSC are:
  - 4.1. Associate Director Governance & Strategy (Chair)
  - 4.2. Associate Director Communication & Marketing
  - 4.3. Council Commanders
  - 4.4. Manager Corporate Governance & Risk (Proxy Chair)
  - 4.5. Manager City Lifestyle
  - 4.6. Coordinator, Security & Emergency Management
  - 4.7. Adelaide Central Market Authority Operations Manager
  - 4.8. Operations Coordinator – Off Street Parking
  - 4.9. Business Partner, Safety Compliance & Systems
  - 4.10. Work Group Leader, Facilities Maintenance
  - 4.11. Team Leader, Enterprise Platforms & Cyber Security
  - 4.12. Risk & Audit Analyst
5. On page six of the EMP is the *Implementation and Training schedule* as reproduced below, outlining the Outcome, Action, Responsibility and Timing.



### Outcomes sought and Key Actions, for implementation of the EMP

| Outcome                                                                  | Action                                                                                                                                                                                      | Responsibility                               | When           |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------|
| <b><u>Training</u></b>                                                   |                                                                                                                                                                                             |                                              |                |
| <b>All staff are aware of emergency roles and response procedures.</b>   | <b><u>Staff Awareness and Induction</u></b><br>Brief all staff on the updated EMP through team meetings and internal channels (e.g., intranet, The Next Edition).                           | Directors, Associate Directors & Managers    | Within 1 month |
| <b>Staff confidence and capacity to respond effectively is improved.</b> | <b><u>Training and Exercises</u></b><br>Deliver regular scenario-based training and annual desktop exercises to test Council Commanders, Incident Management Team (CIMT and support staff). | Coordinator, Security & Emergency Management | Ongoing        |

## **Implementation**

|                                                                     |                                                                                                                                                                                                                                                                       |                             |                       |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------|
| <b>Clear leadership and rapid mobilisation in emergencies.</b>      | <b><u>Incident Management Team (CIMT) Readiness</u></b><br>Maintain a current roster of trained Council Commanders.                                                                                                                                                   | Corporate Governance & Risk | Monthly review        |
| <b>Improved emergency preparedness and consistency of response.</b> | <b><u>Document Access and Familiarity</u></b><br>Ensure staff know how to access and use: <ul style="list-style-type: none"><li>▪ Emergency Management Plan</li><li>▪ Business Continuity Plan (BCP)</li><li>- Workplace Emergency Evacuation Plans (WEEPs)</li></ul> | Line Managers               | Immediate             |
| <b>Timely, accurate and coordinated information sharing.</b>        | <b><u>Communications Protocols</u></b><br>Reinforce use of the approved communication channels and messaging during incidents, aligned with the Control Agency and LGFSG.                                                                                             | Media Relations & CIMT      | During incidents      |
| <b>Enhances future response and recovery efforts.</b>               | <b><u>Post-Incident Debriefs and Review</u></b><br>Participate in debriefs and contribute to lessons learned and continuous improvement after significant incidents                                                                                                   | All relevant staff          | After each activation |

6. The implementation and training associated with the EMP is essential to ensure all Council staff understand their roles and responsibilities under the EMP. This will strengthen organisational readiness, response and recovery capacity, enhance leadership capability, generate strong stakeholder trust and ensure resource efficiency, reinforcing a strong safety culture.
7. Effective implementation of the EMP will be monitored, with a formal review to be conducted by the EMSC within 12 months, unless triggered by a significant incident or a change in the facility in accordance with the EMP's review requirements.

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## **DATA AND SUPPORTING INFORMATION**

Nil

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## **ATTACHMENTS**

**Attachment A – Emergency Management Plan**

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