

City of Adelaide

EMERGENCY MANAGEMENT PLAN

OUR ADELAIDE
**BOLD.
ASPIRATIONAL.
INNOVATIVE.**

Internal Use Only | July 2025



CITY OF
ADELAIDE

Kaurna Acknowledgement

City of Adelaide tampendi, ngadlu Kaurna
yertangga banbabanbalyarnendi (inbarendi).
Kaurna meyunna yaitya mattanya Womma
Tarndanyako.

Parnako yailtya, parnuko tappa purruna,
parnuko yerta ngadlu tampendi. Yellaka
Kaurna meyunna itto yailtya, tappa purruna,
yerta kuma burro martendi, burro
warriappendi, burro tangka martulyaiendi.

Kumarta yaitya miyurna iyangka yalaka
ngadlu tampinhi.

City of Adelaide acknowledges the traditional
Country of the Kaurna People of the Adelaide
Plains and pays respect to Elders past and
present.

We recognise and respect their cultural
heritage, beliefs and relationship with the land.
We acknowledge that they are of continuing
importance to the Kaurna people living today.

And we also extend that respect to other
Aboriginal Language Groups and other First
Nations



Executive Summary

The purpose of this plan is to establish the City of Adelaide's role in the event of an emergency that occurs within the boundaries of, or impacts upon, the CoA.



The City of Adelaide Emergency Management Plan establishes the direction for emergency management and describes the actions that Council will take to reduce disaster risk, maintain incident operational capability and prepare for recovery. It also identifies responsibility and resources to achieve broad strategies and is not for use in incident or recovery operations.

Emergency events can occur at any time with little warning, rapidly spread over designated boundaries and cause diverse and widespread impacts across affected communities. Climate change has an impact on emergency management due to more frequent and more severe emergency events. Councils can help to minimise these threats and contribute to the safety and wellbeing of their communities by participating in local emergency management.

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

This document forms part of City of Adelaide's (CoA) commitment to emergency management planning and ensures that the CoA has a coordinated and planned response to emergencies. The CoA Emergency Management Plan considers all hazards across a scale of minor incidents to major emergencies.

The CoA Incident Management Team (CIMT) is comprised of capable and trained staff within the CoA who manage the response and recovery of the organisation and the community in the event of an emergency incident. The Emergency Operations Manual supports the CoA Emergency Management Plan. It contains operational documents which can be used in the response phase of an emergency.

Effective emergency management relies on strong partnerships between the CoA and key agencies, organisations, and community stakeholders. CoA collaborates closely with South Australia Police (SAPOL), the South Australian State Emergency Service (SES), the Metropolitan Fire Service (MFS) SA Health, and the Local Government Functional Support Group (LGFSG) to ensure a coordinated response to emergencies.

Additionally, CoA works with state and federal government agencies, non-government organisations such as the Red Cross and St Vincent de Paul, and local business and community groups to enhance community resilience. These partnerships support emergency response, recovery efforts, and ongoing preparedness initiatives, ensuring a whole-of-community approach to managing emergencies.

The CoA undertakes planning to manage risks and emergencies in four overlapping areas:

- Emergency risk management
- Emergency management planning
- Business continuity planning, including IT disaster recovery
- Workplace emergency management planning

Principles & Objectives

This plan follows the principles of emergency management known as Prevention, Preparedness, Response and Recovery (PPRR) and is structured to replicate the State Emergency Management Plan (Definitions from the Emergency Management Act 2004).

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

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

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

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

Contents

Introduction	1	
Organisation and management	4	
Implementation and training		6
Incident classification	8	
Risk Management	9	
Prevention	11	
Preparedness		12
Response	13	
Recovery (and Relief)		16
Communication	20	
Resource and Financial Management	22	
Workplace related documents	23	
Legislation, Standards and Glossary	26	

Introduction

The hierarchy of key strategic emergency management plans in **South Australia**:

Plan	Responsibility	Focus
State Emergency Management Plan (SEMP):	Department of Premier and Cabinet	Outline the roles and responsibilities at a state level across the spectrum of PPRR
Eastern Adelaide Zone Emergency Management Plan (ZEMP):	South Australia State Emergency Service	Key hazards and emergency management arrangements within the Eastern Adelaide area (City of Adelaide is a member)
City of Adelaide Emergency Management Plan (CEMP):	Associate Director Governance & Strategy	Identify hazards in the Council area and emergency management arrangements

The hierarchy of the other Emergency Management Planning documents **at the City of Adelaide**:

Plan	Responsibility	Focus
Business Continuity Plan (BCP)	Associate Director Governance & Strategy	Ensure continuation of Council's critical functions during and after an incident that results in disruption to normal capability.
IT Disaster Recovery Plan (ITDRP)	Associate Director, Information Management	Assist IM to minimise disruptions to normal operations and rapidly restore services in the event of an IT disaster.
Emergency Operations Manual (EOM)	Associate Director Governance & Strategy	Assist the Council Incident Management Team (CIMT) in managing the response and recovery phase of an incident
Workplace Emergency Evacuation Plans (WEEP)	Associate Director Governance & Strategy	Assist wardens and other workers in managing the response to emergencies and evacuations in the workplace.
Emergency Community Recovery Operations Manual (ECROM)	Associate Director, City Culture	Assist Council in supporting the social aspects of community recovery after an incident

Introduction

Under Australia's constitutional agreements, State and Territory Governments have responsibility for emergency management within their jurisdictions.

This legislation is in place to:

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

State approach to Emergency Management

South Australia has the following legislation in place to fulfil this responsibility:

- [Emergency Management Act 2004](#)
- [Fire and Emergency Services Act 2005](#)
- [Local Government Act 1999](#)
- [Work Health and Safety Act 2012](#)
- [Work Health and Safety Regulations 2012](#)

Local Government approach to Emergency Management

The Local Government Emergency Management Framework identifies how local government fits into the broader South Australian emergency management arrangements. The framework identifies the key principles for local government emergency management of:

- Prompt and effective decision making before, during and after an incident
- Integrated planning for an all-hazards approach
- Application of a community resilience-based approach
- A flexible framework to allow for varying capacity and capability
- A unified approach led by the State

Introduction

City of Adelaide approach to Emergency Management

The objectives of this plan (City of Adelaide Emergency Management Plan (CEMP)), along with the accompanying Emergency Operations Manual and Emergency Community Recovery Operations Manual are to:

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

Organisation and management

In a large and complex incident where a multi-agency response is required, the CoA will need to adapt to changes in command-and-control structures and be aware of its role in state level structures including the LGFSG and the ZEST.

CITY OF ADELAIDE

City of Adelaide Emergency Management Steering Committee

The Emergency Management Steering Committee is an internal advisory body that reports to the Strategic Risk and Internal Audit Group (SRIA) on emergency management matters. It is responsible for:

- Overseeing Council's emergency management policy and procedures
- Ensuring effective governance in relation to internal emergency planning
- Guiding management action planning to ensure an active role in the advancement of local community resilience, through community safety and awareness campaigns and activities
- Reviewing internal emergency management incidents, training, and exercises to examine effectiveness and to actively seek continuous improvement
- Ensuring active participation in inter-local government relations to further emergency management objectives and cooperation amongst councils and the Eastern Adelaide ZEMC
- Advocating and encouraging Council participation in inter-agency exercises to improve capabilities and coordination

Further detailed information on response management including how the City of Adelaide activates an incident management team and command centre is found on pages 13-15.

Organisation and management

The CoA Incident Management Team

The CoA Incident Management Team (CIMT) was established to manage emergency situations. The CIMT is a flexible structure, with the number of staff and areas of expertise dependent on the scale and nature of the emergency. The CIMT is comprised of capable and trained employees who have extensive business, operational and corporate knowledge and have the capacity to make strategic decisions in the best interest of the community in the event of an emergency incident. The Council Commander is an operational role that is the primary point of contact for all emergency related matters. The CoA does not employ a specific person for this role but rather has 7 trained Council Commanders (on a rotating roster) of sufficient authority, knowledge and experience from within existing staff. The Council Commander holds financial delegation of up to \$100k for immediate emergency response functions. They will also seek guidance from the Associate Director, Finance and Procurement, including the establishment of any required budget line.

OTHER

Local Government Functional Support Group

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

The LGFSG is led by the Local Government Association (LGA) with participation from councils and Local Government Agencies.

Zone Emergency Management Committee

For the purpose of emergency management, South Australia is divided into 11 Emergency Management Zones. Each of these regions has a Zone Emergency Management Committee (ZEMC). The CoA is a member of the Eastern Adelaide Zone Emergency Management Committee along with: City of Burnside; Campbelltown City Council; City of Norwood, Payneham & St Peters; City of Prospect; City of Unley; Town of Walkerville.

The ZEMC is a strategic committee responsible for risk management, planning and implementation of zone-level actions to build resilience and support state emergency management arrangements. The CoA is represented on the Eastern Adelaide ZEMC by a member in the Corporate Governance & Risk team.

Zone Emergency Support Team

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

coordinated by the South Australian
Police (SAPOL).

Implementation and training

To ensure all Council staff understand their roles and responsibilities under the Emergency Management Plan (EMP), to strengthen organisational readiness, response and recovery capacity.

Outcomes sought and Key Actions, for implementation of the EMP

Outcome	Action	Responsibility	When
Training			
All staff are aware of emergency roles and response procedures.	Staff Awareness and Induction 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
Staff confidence and capacity to respond effectively is improved.	Training and Exercises 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			
Clear leadership and rapid mobilisation in emergencies.	Incident Management Team (CIMT) Readiness Maintain a current roster of trained Council Commanders.	Corporate Governance & Risk	Monthly review
Improved emergency preparedness and consistency of response.	Document Access and Familiarity Ensure staff know how to access and use: - Emergency Management Plan - Business Continuity Plan (BCP) - Workplace Emergency Evacuation Plans (WEEPs)	Line Managers	Immediate
Timely, accurate and coordinated information sharing.	Communications Protocols Reinforce use of the approved communication channels and messaging during incidents, aligned with the Control Agency and LGFSG.	Media Relations & CIMT	During incidents
Enhances future response and recovery efforts.	Post-Incident Debriefs and Review Participate in debriefs and contribute to lessons learned and continuous improvement after significant incidents	All relevant staff	After each activation

Implementation and training

Emergency Management Training Schedule			
Activity	Audience	Responsibility	When
EMP Awareness Briefings	All staff	On induction and annually	On induction and annually
Incident Management Team (CIMT) Induction	New CIMT members	As required	As required
Council Commander Training	Council Commanders	Annual refresher	Annual refresher
Business Continuity Plan (BCP) Awareness	Executive, Associate Directors, Managers and critical role holders	Biennially or role change	Biennially or role change
Desktop Emergency Exercise	Executive, CIMT, support roles	Annually	Annually
Scenario-Based Training (e.g. flood, fire, protest)	Relevant teams based on scenario	Twice annually	Twice annually
WEEP and Evacuation Training	Wardens and floor Wardens	Annually	Annually
Communications Protocol Refresher	CIMT, Media, Customer Centre	Annual	Annual
Post-Incident Debrief Participation	All staff involved in response/recovery	After each activation	After each activation

Contacts for Support:

Coordinator, Security & Emergency Management
(08) 8203 7913 | j.barnden@cityofadelaide.com.au

Corporate Governance & Risk: for policy, training and BCP advice

Incident classification

Councils are often the first agencies to respond to a local incident and can often manage this type of incident without additional resources. The CoA has adopted the following incident levels. Severity:

Council Level ①: Local Incident

Accountability: Site Director (Associate Director or Manager)

- Event has potential for some media and public interest.
- May be managed at site level with minimal impact to customers and the community.
- Examples: Evacuation of a CoA facility or ICT failure.

Council Level ②: Complex Local Incident

Accountability: Council Commander with support from Site Director (Associate Director or Manager)

- The incident exceeds the capacity of a single site or department but remains manageable with coordination at the CoA level.
- Requires input from both the Site Director (Associate Director or Manager) and the Council Commander.
- Examples: Minor multi-site power outage, localised infrastructure damage, or multiple site evacuations.

Council Level ③: Critical Incident

Accountability: Council Commander

- The incident is more complex in size, resource, or risk, and the CoA is required to assign additional resources.
- Requires overall coordination of efforts and may significantly impact customers and the community.
- Examples: Widespread power failure, large-scale community disruption.

Council Level ④: State Emergency

Accountability: Council Commander

- The incident is unable to be managed using existing CoA resources and external support is required.
- State emergency protocols have been triggered.

- Examples: Terrorist attack or significant earthquake.

Risk Management

Emergency risk management involves identifying and managing risks to the community from emergency events. Risk treatments can span across prevention and preparedness as well as response and recovery.

This plan has been developed with consideration of the following principles and methodology:

AS/NZS ISO 31000:2018 Risk Management Standards

This standard provides an established framework for managing risks by:

- Establishing the context,
- Identifying the risk,
- Analysing the risk,
- Evaluating the risk, and
- Treating the risk.

The risk management process involves the exploration of realistic scenarios relating to the hazard of interest and involves ongoing communication, consultation, monitoring and review.

National Emergency Risk Assessment Guidelines

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

Risk Management

South Australian Emergency Risk Management Guide

The South Australian Emergency Risk Management Guide provides a guide to assist councils to facilitate an All-Hazards risk management process consistent with NERAG to identify propriety risks for their council area. It is based on both the NERAG and AS/NSZ ISO 31000:2018, providing the methodology for council-based risk assessments.

Priority Hazards

Risk assessments have identified the following priority risks to the Eastern Adelaide Zone relevant to the CoA:

- Extreme weather
(extreme heat and extreme storm)
- Earthquake
- Flood
- Human disease

Risk Systems and Planning

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

These systems should proactively manage local incidents and escalate to State agencies when it is apparent that a significant commitment of resources may be required to manage an incident. The concept of command, control and coordination is also crucial to risk planning and how the CoA understands emergency management:

Command is the internal direction of resources in an agency to undertake tasks. Council resources and staff will be retained by the employing Council in an incident. Command operates vertically within an organisation.

Control operates horizontally across agencies or organisations. The Control Agency is the agency who provides leadership to other agencies in the response phase of an incident. Control Agencies for emergencies in South Australia are determined by the nature of the emergency and identified in legislation and/or the SEMP.

Coordination of response is the bringing together of organisations and other resources to support emergency management response. This role includes declaring a major incident or emergency and ensuring that if a declaration is made under the *Emergency Management Act 2004* that the Emergency Management Council and the State Emergency Management Committee are provided with adequate information to undertake their roles and functions. Within South Australia, coordination for the incident is the responsibility of SAPOL.

Prevention

Prevention efforts are attempts to prevent hazards from developing into emergencies, or to reduce the effects of emergencies and to increase the resilience of the community.

The CoA is appropriately and adequately insured by the Local Government Mutual Liability Scheme (LGMLS) and Local Government Asset Mutual Fund (LGAMF). The CoA's current insurance arrangements provide cover for all the CoA owned assets, including contents and loss of commercial revenue.

The CoA undertakes many activities as part of normal service delivery to their communities, which often have the added benefit of risk mitigation. These include:

- Building safety
- Road and traffic management
- Environmental health
- Stormwater infrastructure maintenance
- Land-use planning
- Tree management
- Land management
- Vegetation management
- Public health measures (e.g. immunisations)

Preparedness

Preparedness are the arrangements made to ensure that, should an emergency occur, the resources and services needed to cope with the effect of the emergency can be mobilised and deployed efficiently. The development of this plan contributes to the CoA's emergency preparedness.

The CoA recognises the importance of ensuring the community is aware of ways of mitigating the adverse effects of emergency events. General information for the community regarding emergency management is provided on the CoA's website. It provides the community with emergency contact and hazard specific information.

In collaboration with key partners, the CoA will undertake programs and activities to provide the community with information and skills to increase preparedness and resilience to emergencies.

The CoA's community resilience and preparedness education is overseen by the City Lifestyle team.

Response

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

Incident Management Command Centre (IMCC)

The CoA may activate an Incident Management Command Centre (IMCC) to coordinate resources for response and recovery operations in an emergency. The IMCC may also be activated in support of a neighbouring council. The primary and alternative sites are identified below:

1. PRIMARY: Level 1, CLC Boardroom, 25 Pirie Street, Adelaide
2. SECONDARY: London Road Depot, Mile End
3. TERTIARY: Golf Links, Strangways Terrace, North Adelaide (subject to handover to State Government)

If, for any reason, the above sites are unavailable or unsuitable, an alternative will be nominated by the Council Commander.

Response record keeping

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

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

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

Response

City of Adelaide Incident Management Team Activation (CIMT)

The response section of this plan may be activated when the CoA:

- Has received advice from a Control Agency or the LGFSG that an emergency has or is about to occur
- Becomes aware of an incident within their jurisdiction that has the potential to become an emergency
- Has been notified that an emergency in an adjoining area is likely to impact on the CoA
- Is required to attend a ZEST activation

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

- Coordinating and deploying resources to assist response and recovery
- Coordinating the provision of additional resources required to support operations
- Collecting, processing, interpreting and distributing information and intelligence
- Providing communications facilities
- Liaising with Control Agencies and other external agencies
- Carrying out any other directions issued by the CIMT

The process of activation of the CIMT (phase / action to be taken) is provided on the following page.

Response



Alert (warning / alert)

- ✓ Relevant council staff receive information that CIMT, ZEST and / or LGFSG may be activated
- ✓ Staff ensure readiness to respond
- ✓ Activities may include pre-incident rostering, liaising between CIMT and Control Agency and/or LGFSG, testing communications, informing relevant staff



Stand by (imminent threat)

- ✓ Establish communications with Control Agency and/or LGFSG
- ✓ Inform CEO, Lord Mayor and other relevant staff on standby status
- ✓ Activate minimal staffing of Incident Management Command Centre (IMCC)



Action (operations)

- ✓ Activate required staffing of IMCC
- ✓ Allocate tasks to CIMT
- ✓ Coordinate and deploy resources as requested by the Control Agency and/or LGFSG
- ✓ Attend ZEST if established and required
- ✓ Brief Council staff



Stand down (recovery transition)

- ✓ Debrief and stand down Council personnel on completion of final tasks
- ✓ Coordinate return of deployed Council resources
- ✓ Complete final reports and incident journals
- ✓ Review emergency events and effectiveness of Council's response in relation to this plan
- ✓ Establish recovery arrangements if required

Recovery (and Relief)

Recovery

Recovery is the conduct of any measures (such as humans, economic and environmental measures) taken during or after an emergency, being measures necessary to assist in the re-establishment of the typical pattern of life of individuals, families and communities affected by the emergency. An emergency is generally not considered over until the community has recovered to the new situation.

Recovery Management

Local government has an important role in community recovery due to its local level services and functions. The four components of recovery as recognised in the State Recovery Plan are:

- Social – people, families and communities
- Economic – businesses, tourism, local economies and agriculture
- Natural – land management, air quality, natural heritage, culture, history and ecological conservation
- Built environment – public and commercial buildings, transport infrastructure, gas, electricity and fuels, water and wastewater infrastructure and essential services and other infrastructure

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

Recovery can be a traumatic time for the community and the CoA may be the first point of contact for many community members.

The State Recovery Office provides management and administrative support to the assigned recovery leaders and coordinates the formal recovery process. Councils may have a role in this process as needed through the LGFSG, or independently. The CoA or LGFSG may liaise with the recovery lead agency to determine any special arrangements and immediate recovery requirements.

Recovery (and Relief)

Support for CoA Staff

Responding to emergencies can have a significant impact on those who respond. CoA staff can be impacted financially, physically and emotionally during a disaster or incident and it is important that their recovery is considered and planned for. Ways in which the broader CoA can support recovery of impacted staff can include:

- Leave from work or flexibility around working arrangements and hours
- Employee Assistance Program (EAP)

Disaster Recovery Guide for Councils

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

Local Recovery Committee

To ensure recovery activities are locally driven and reflective of local needs, a Local Recovery Committee (LRC) may be established as soon as practicable following an emergency. The LRC will be supported by the State Recovery Committee and State Recovery Office and will include a range of local and state agencies. CoA is a vital member of this group and will be expected to attend meetings and provide support to the LRC.

CoA Volunteers

The CoA has registered volunteers who contribute to the delivery of services in the local community, using their local knowledge, and a range of skills and abilities. These skills may be directly relevant or transferrable to volunteer tasks commonly needed during the recovery phase. The CoA volunteers are managed in accordance with the CoA's Volunteer Management Policy and associated procedures.

Local Government Disaster Recovery Assistance (LGDR)

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

Recovery (and Relief)

Relief

Relief is the provision of material aid and emergency medical care necessary to save and preserve human lives and enable families to meet their basic needs for shelter, clothing, water and food.

Emergency Relief Centres

An emergency relief centre is a temporary facility established to provide immediate support and essential needs to persons affected by an emergency. Housing SA is the agency responsible for establishing and managing emergency relief centres. Other organisations along with the CoA may be involved in the provision of community services. Services may include grants for temporary accommodation, counselling, personal support and financial assistance.

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

Animal relief

The Managing Animals in Emergencies Framework for South Australia addresses issues arising in relation to the management of domestic animals during emergencies.

Disposal of deceased domestic animals is the responsibility of the animal owner. In the case of de-pasturing horses located at Nanto Womma Park (Park 6) being impacted, disposal (if required) may be organised by the CoA Park Lands Ranger. Requests to the CoA for assistance may be made by the animal owner or the Primary Industries and Regions SA (PIRSA).

Lost or wandering animals reported to or collected by the CoA will be referred to the Animal Welfare League.

Recovery (and Relief)

City of Adelaide Libraries and Community Centres

The CoA will make available where appropriate safe spaces such as libraries and community centres to act as refuge in times of extreme weather or post incident. This will be assessed on demand and in response to the individual event.

Stand Down

As soon as practicable after an emergency operation, the CIMT will coordinate the operational debriefs with representatives from each involved CoA department and any other external agency involved as the CIMT deems appropriate.

After significant events, it may be appropriate for the CoA to participate in a formal debrief or multiagency debrief.

Communication

Spokesperson for the City of Adelaide: The Lord Mayor, or nominated proxy, is the official spokesperson for the City of Adelaide during emergency events. This role includes representing the Council in public communications, supported by the Media Relations team and in coordination with the CoA Incident Management Team (CIMT) and relevant emergency agencies.

Elected Members

The CoA's Chief Executive Officer (CEO) will be responsible for briefing the Lord Mayor and Elected Members and keeping them informed regarding emergency events. The Media Relations team will provide support to the Lord Mayor or delegate as the CoA spokesperson.

The CoA Incident Management Team (CIMT)

Communications within the CIMT are crucial to ensure that all CIMT members are aware of the current situation, actions being undertaken and objectives to achieve to resolve the emergency. During an emergency, communications within the CIMT will include: Regular briefings; Handover documents; and Situation reports

ZEST and Control Agency

When a ZEST is activated, communication between the CoA and the Control Agency will be through the LGFSG and Council Commander.

Local Government Functional Support Group (LGFSG)

The LGFSG is active and in standby mode at all times. If the CoA becomes aware of information or warnings relating to any emergency within their jurisdiction, the Council Commander will contact the LGFSG State Duty Officer (SDO) by phoning 8120 1720. The SDO and Council Commander will communicate throughout the incident to coordinate resources and share information.

Community Information

The provision of information to the public regarding an emergency is the responsibility of the Control Agency as identified in the SEMP. The CoA recognises that its role is to strengthen and support these messages by timely sharing through existing channels and ensuring that relevant information is shared internally. Any information released by the CoA will be in conjunction with key stakeholders and must be approved by the CIMT and managed in accordance with the CoA's media policies/procedures to ensure accuracy and consistency.

Communication

Public Warnings

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

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

Emergency information can be displayed on the home page of the CoA's website to provide the public with direct links to Control Agency information and information on relief and recovery.

Resource and Financial Management

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

- **The Control Agency**
- **An impacted council**
- **The LGFSG**
- **Members of the community, including community groups**

Requests for assistance should be directed to the Council Commander.

When supporting another Council or Control Agency in an incident, it is important to remember that all councils are supported by the LGA Mutual Liability Scheme, Workers Compensation Scheme and Asset Mutual Fund.

All requests should be recorded using the template in the Emergency Operations Manual. This document is based on the Ask, Assess, Arrange, Act principles:

- Ask – understand what is being requested
- Assess – understand the job and the associated risk
- Arrange – internal and external operational details
- Act – mobilise resources

Financial Management

The cost to the CoA of providing emergency-related support is generally unbudgeted, as the timing, nature, scale and duration of such requirements are unpredictable. If the CoA provides plant, equipment or resources in response to an emergency it may incur some costs relating to:

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

It is important that any expenditure in regard to the emergency is separately recorded and allocated a separate budget line at the commencement of the incident. This allows for the cost of support to be readily identified and reimbursed as appropriate.

Workplace related documents

This document should be considered alongside:

- **CoA IT Disaster Recovery Plan**
- **CoA Community Emergency Recovery Operations Manual**
- **CoA Emergency Operations Manual**

As well as the below, which the following pages also contain summary information on:

- **CoA Business Continuity Plan**
- **CoA Workplace Emergency Evacuation Plans**

Business Continuity Planning

The CoA has a Business Continuity Plan (BCP) to ensure that its staff and resources can continue to operate in the event of a disruption to the normal business activities of CoA. Events that may trigger the activation of the BCP include, but are not limited to, urban fire, flood, epidemic, earthquake and power outages. The objective of Business Continuity Planning is to provide a mechanism that enables the CoA to:

- Identify business functions that are critical to the organisation in meeting its business objectives
- Develop response actions based on criticality
- Build resilience of the CoA to withstand disruptions
- Minimise the impact of function loss to the community and stakeholders.

The CoA's business continuity planning is supported by the Corporate Governance & Risk team. The performance of the BCP is reviewed annually and the learnings identified from the exercise will provide recommendations to attain better outcomes.

For further information, refer to the CoA Business Continuity Plan (separate document).

Workplace related documents

Workplace Emergency Management Planning

Workplace Emergency Management Planning provides a mechanism that enables the CoA and its officers to:

- Minimise injury and accidents in the workplace so far as is reasonably practicable.
- Promptly, decisively and effectively manage any incidents in the workplace
- Minimise damage to property
- Restore day-to-day operations as soon as it is safe and reasonably practicable

The CoA's workplace emergency management planning is supported by People Safety and Wellbeing.

Evacuations

Workplace Emergency Evacuation

Plans: The CoA has developed workplace emergency evacuation plans to ensure emergencies and evacuations in the workplace are managed appropriately. The workplace emergency evacuation plans have been designed to meet the CoA's legislative regulatory requirements.

Personal Emergency Evacuation Plans:

Workers with a disability or who may require assistance during an emergency are offered a personal emergency evacuation plan. These plans outline specific procedures to be implemented in the case of an evacuation.

Evacuation Diagrams: Evacuation diagrams that provide emergency evacuation information are displayed and installed in all CoA facilities in accordance with AS3745:2010. The location of where these diagrams are displayed, and the number of diagrams is approved and minuted by the Emergency Management Steering Committee.

Workplace related documents

Legislative context to workplace emergency management

Part 2 of the *Work Health and Safety Act 2012* requires a person “to eliminate risks to health and safety, so far as is reasonably practicable”, and “if it is not reasonably practicable to eliminate risks to health and safety, to minimise those risks so far as is reasonably practicable”.

The *Work Health and Safety Regulations 2012* include a number of requirements related to workplace emergencies.

The *Work Health and Safety Regulations 2012*, Part 2, Division 2, related to ensuring the layout of the workplace allows “for persons to enter and exit and to move about without risk to health and safety, both under normal working conditions and in an emergency”, and that lighting enables “safe evacuation in an emergency”.

The *Work Health and Safety Regulations 2012*, Part 2, Division 4, describes the duty to prepare, maintain and implement an emergency plan at a workplace that provides emergency procedures including: “an effective response to an emergency; evacuation procedures; notifying emergency service organisations at the earliest opportunity; medical treatment and assistance; and effective communication”. It also calls for testing and training provisions to be included.

The *Code of Practice: Managing the Work Environment and Facilities (December 2011)* and *Australian Standard 3745-2010: Planning for Emergencies in Facilities* both expand upon what should be considered when preparing an emergency plan and emergency procedures in a workplace.

Legislation, Standards and Glossary

Relevant legislation,

Emergency Management Act 2004 (SA):

Defines South Australia's emergency management arrangements, including responsibilities of state and local government in prevention, preparedness, response, and recovery (PPRR).

Establishes the State Emergency Management Plan (SEMP), which guides local government's role in emergencies.

Fire and Emergency Services Act 2005

(SA): Establishes the South Australian Fire and Emergency Services Commission (SAFECOM) and the roles of the Metropolitan Fire Service (MFS), Country Fire Service (CFS), and State Emergency Service (SES). Outlines responsibilities for firefighting, flood response, and rescue operations.

Local Government Act 1999 (SA):

Section 7 defines council functions, including responsibilities for protecting communities from hazards, disaster risk reduction, and providing infrastructure for emergency response and recovery.

Work Health and Safety Act 2012

(SA): Establishes employer obligations for workplace emergency planning, evacuation procedures, and risk management.

Work Health and Safety Regulations

2012 (SA): Provides specific requirements for emergency planning, including emergency response procedures, evacuation plans, and workplace safety during disasters.

Legislation, Standards and Glossary

Standards & Guidelines

AS/NZS ISO 31000:2018 – Risk Management – Principles and Guidelines:

Establishes a framework for risk identification, assessment, and mitigation, ensuring emergency management planning aligns with best practice.

National Emergency Risk Assessment Guidelines (NERAG):

A framework for risk assessment across all hazards, ensuring councils use a consistent, evidence-based approach to assessing and mitigating disaster risks.

South Australian Emergency Risk Management Guide:

Assists councils in conducting risk assessments using the All-Hazards approach, aligning with NERAG and ISO 31000.

AS 3745:2010 – Planning for

Emergencies in Facilities: Covers requirements for emergency planning committees, evacuation procedures, emergency response drills, and emergency control organisation structures.

Managing Animals in Emergencies

Framework (SA): Outlines responsibilities for managing domestic animals and livestock in emergencies.

Local Government Functional Support Group (LGFSG) Operational

Arrangements: Provides guidance on how councils support the state emergency response through coordinated resource deployment.

Local Government Association of South Australia – Disaster Recovery

Guide: supports Councils in forming and implementing emergency management practices.

Legislation, Standards and Glossary

Glossary: Throughout this document, the below terms have been used and are defined as:

All-Hazards Approach: A comprehensive emergency management strategy that considers a wide range of potential hazards (natural, technological, and human-caused) rather than focusing on individual disaster types.

Business Continuity Plan (BCP): A structured approach to ensure that critical CoA functions and services can continue or be rapidly restored following an emergency or disruption.

CoA Incident Management Team (CIMT): A trained team within the CoA responsible for coordinating the response and recovery efforts during an emergency affecting the CoA operations or the community.

Command: The internal direction and control of resources within an organisation (e.g., how the CoA deploys staff and assets during an emergency).

Control: The overall responsibility for coordinating emergency response efforts across multiple agencies. The Control Agency is the organisation legally responsible for managing a specific emergency type (e.g., SAPOL for terrorism incidents, CFS for bushfires).

Coordination: The process of bringing together organisations, resources, and stakeholders to ensure an effective emergency response and recovery effort.

Emergency Operations Manual: A supporting document to the Emergency Management Plan that contains operational procedures, checklists, and guidelines for responding to emergencies.

Emergency Relief Centre: A temporary facility established to provide immediate support, shelter, food, and other essential services to people affected by an emergency.

Incident Management Command Centre (IMCC): A designated location where the CIMT operates from during an emergency to manage response and recovery efforts.

Local Government Functional Support Group (LGFSG): A group established under the State Emergency Management Plan (SEMP) to coordinate local government resources and support emergency services during an emergency.

Mitigation: Actions taken to reduce impact of potential emergencies, such as risk assessments, infrastructure improvements, and community education programs.

Personal Emergency Evacuation Plan (PEEP): An individualised evacuation plan designed to assist people with disabilities or mobility issues during an emergency.

Preparedness: The measures taken to plan, train, and equip staff and the

community to respond effectively to an emergency.

Legislation, Standards and Glossary

Prevention: Actions aimed at reducing or eliminating risks associated with emergencies, such as fire safety regulations, flood mitigation infrastructure, and public health programs.

Recovery: The process of restoring normalcy in a community following an emergency, including social, economic, environmental, and infrastructure recovery efforts.

Response: The actions taken during or immediately after an emergency to minimise harm and protect people, property, and the environment.

Risk Assessment: The process of identifying, analysing, and evaluating potential emergency risks to determine how best to manage them.

State Emergency Management Plan (SEMP): The overarching framework for emergency management in South Australia, outlining the roles, responsibilities, and coordination arrangements for all agencies.

Work Health and Safety (WHS) in Emergencies: The legal obligations of the CoA to ensure that staff and visitors are safe during emergencies, including evacuation planning, training, and hazard identification.

This document has been produced internally for the purposes of Emergency Management Planning at the City of Adelaide.

Record Details: ACC2025/49635 (2025/00274)

Contact: Coordinator, Security & Emergency Management
Corporate Governance & Risk, Governance & Strategy
Phone: (08) 8203 7913
Email: j.barden@cityofadelaide.com.au

Review History

Under Australian Standard 3745, emergency management plans should be reviewed at least annually. However, reviews should also be conducted after any emergency or significant change to the facility or its occupants. These changes could include renovations, changes in the workforce, or the introduction of new activities.

Version	Revised by	Description of changes
July 2025	Emergency Management Steering Committee	Minor amendments made further to Committee feedback received in July 2025.
July 2025	Executive Leadership Group	Changes made to format, layout and order of documentation.