# Business Continuity & Emergency Management Plan

**LGRS – Risk Management**

## District Council of Mallala

**LGRS**

# LGRS

Local Government Risk Services was established to manage and service the unique risk management and insurance needs of Local Government in South Australia.  Our extensive history of meeting the needs of Local Government has resulted in the evolution from our traditional insurance broking services to the establishment of very successful self-insurance schemes such as the LGA Workers Compensation Scheme and the LGA Mutual Liability Scheme.  Local Government Risk Services has continually developed an industry wide approach to all insurance and risk management issues and in more recent years this has been extended to include new self-insurance schemes for Council assets, motor vehicles and the income protection needs of employees.  As Local Government continues to develop in SA, LGRS is working with all Councils to ensure we can jointly identify opportunities to minimise risks through the introduction of proactive systems and processes in the area of risk management, claims management and insurance risk transfer.  These services are available in both metropolitan and regional areas, which again reflect our commitment to service the needs of our entire local government client group.

Our services include:

- Organisational Risk Management
- Emergency Management
- Workplace Emergency & Evacuation Planning
- Business Continuity Planning
- Environmental Management Systems
- Safety Management Systems
- Property Risk Assessment
- Fraud and Security

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# Document Review

## Document location

This document is located on the following file path or electronic records management system

## Version control

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

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# Abbreviations

| Term | Definition | Abbreviation |
|---|---|---|
| Business Continuity | Is the uninterrupted availability of all key resources supporting essential business functions. | BC |
| Business Continuity Management | Provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives. | BCM |
| Business Continuity 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. | BCEMP |
| 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 BCEMP or sub plans. | BIE |
| 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 |
| Incident Control Centre | A central point of reference to co-ordinate the response to a business interruption or emergency management event. To be established at the discretion of the CMT Director. | ICC |
| Continuity Management Team | An assembly of executive management representatives and other seconded staff formed for the express purpose of responding to an organisational incident. CMT management structure will overlay all normal management structures during the response process. | CMT |
| Critical Function Sub Plan | An agreed documented course of actions to be taken in the event of business function loss. Plan describes the key actions required under preparation, response and recovery phases. | CFSP |
| Emergency Event | An event due to an actual or imminent occurrence (such as a fire, earthquake, or epidemic) which:<br><br>• endangers or threatens to endanger the safety or health of staff or visitors to the organisation<br><br>• destroys or damages, or threatens to destroy or damage, property of the organisation<br><br>• has the capacity to disrupt operations to the extent that it impacts on business objectives. | N/A |
| Hazard Sub Plan | An assembly of the activities that are being undertaken by Council within a Prevention Preparedness Response & Recovery framework | HSP |
| 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 |

| Term | Definition | Abbreviation |
|---|---|---|
| National Emergency Risk Assessment Guidelines | Emergency management framework released by the federal government designed to be applied to all levels of government | NERAG |
| Prevention, Preparedness, Response & Recovery | **Prevention:**<br><br>Means those regulatory and physical measures to ensure that emergencies are prevented or their effects mitigated<br><br>**Preparedness:**<br><br>Means those arrangements to ensure that, though an emergency may occur, all those resources and services which are needed to cope with the effects can be efficiently mobilised and deployed<br><br>**Response:**<br><br>Means those actions taken in anticipation of, during, and immediately after an emergency to ensure that its effects are minimised, and that people affected are given immediate relief and support<br><br>**Recovery:**<br><br>Means that coordinated process of supporting emergency affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well being | PPRR |
| Risk Management | The culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects. | RM |

# INTRODUCTION

## Purpose

The purpose of the District Council of Mallala Business Continuity and Emergency Management Plan (the plan) is to build organisational capabilities to support the continued achievements of critical business objectives in the face of uncertainty or disruption, and provide a mechanism for the management of risks associated with emergency management in the context of Council as a community leader.

Council recognises that the plan does not build capability in isolation, 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 or local emergency.

The 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. It also establishes a governance framework and procedures for Council to deliver prevention, preparedness, response and recovery activities to meet its community safety objectives.

## Objectives

The objective of the District Council of Mallala's Business Continuity and Emergency Management 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 hazard and critical function resumption plans based on prioritised assessment

- Build resilience within Council's operational risk framework

- Identify and document roles and responsibilities for key staff positions

- Minimise the impact of emergencies & function loss on stakeholders and the community

- Present the findings and treatment strategies of an emergency management risk assessment, consistent with South Australian Emergency Management framework and AS NZS ISO 31000:2009 and other relevant standards and guidelines

- Describe the organisation, roles and responsibilities, and procedures for effective emergency management within Council

- Provide a framework for emergency management activities within the District Council of Mallala

- Describe the plans developed for specific risks and the supporting SOPs, including guidelines for operational management

The plan provides a framework for management and staff to enable them to implement an agreed planning, prevention, response or recovery process.

Emergency management risks are specific to the role of District Council of Mallala as a community leader and to meet requirements under the Local Government Act 1999.

## Use of the BCEMP

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

## Limitations

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

The plan does not cover requirements associated with a workplace emergency (safety) situation. In these circumstances, a separate workplace emergency and evacuation plan will be in place that is the responsibility of the Chief Warden.

This plan does not negate the District Council of Mallala's responsibility to participate in zone level planning activities however it should complement that zone level process.

## Audience – Distribution

The intended audience for the District Council of Mallala Business Continuity and Emergency Management Plan is:

- Leadership Team
- Sub Plan Owners and Staff
- Key Stakeholders
- Council

The plan is available to all Managers and staff via Council's Intranet (records management or internet?) and is to be reviewed annually by the Leadership Team.

## Authority

1. The plan has been developed under the authority of the Leadership Team. Prior to implementation the plan was reviewed and approved by that body.

2. A standing authority is given to the Sub Plan owners by the Leadership Team to implement the actions identified within the sub plans (Hazard & Critical Function).

## Overview of Business Function Criticality

Integral to the BCEMP 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.

| Division/ Group | Corporate & Community Services | |
|---|---|---|
| Business Unit | Critical Function | Max Acceptable Outage |
| Customer Service | Telephone enquiries, | 1 day |
| | Website Maintenance | 5 days |
| | | |
| Governance | Records Management | 2 days |
| Finance | Payroll | 2 days |
| | Information Communications Technology  - ICT | 1 day |
| Division/ Group | Infrastructure & Planning Services | |
| Business Unit | Critical Function | Max Acceptable Outage |
| | | |
| | | |
| Regulatory | Animal Management - Collection & Complaints | 1 day |
| | Environmental Health | |
| Construction & Maintenance | Cemetery Management – Grave Digging | 1 week |
| | | 1-4weeks |
| | | |
| | | |
| | | |
| | | |
| Environmental Health | Community Wastewater Management Scheme | 2hours |

## Overview of Hazards

Using the NERAG methodology to risk assess the hazards as identified as appropriate for the District Council of Mallala the managing executive determined the following hazards required further examination and treatment

| Hazard Plans | | |
|---|---|---|
| Hazards | Risk Statement | Impact Category |
| Escape of Hazardous Materials | Environment | People |
| | Economy | Economy |
| | Public safety | |
| Extreme Weather | Heat | People |
| | Flooding | Economy |

| Hazard Plans | | |
|---|---|---|
| | Property damage | Public Administration |
| Flooding (Coastal, erosion & riverine) | Flood<br>Erosion<br>Public health | Infrastructure<br>Economy<br>People |
| Animal & Plant Disease | Public health<br>Quarantine<br>Stock loss | Environment<br>People<br>Economy |
| Pandemic | Public heath<br>Quarantine | People<br>Economy<br>Social Amenity |
| Rural Fire | Infrastructure<br>Public safety | People<br>Economy<br>Public Administration |

## Scope

The objective of the BCEMP is to ensure that appropriate structures and protocols are in place to enable effective response to a business interruption event that has the potential to impact on councils objectives. The BCEMP 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.
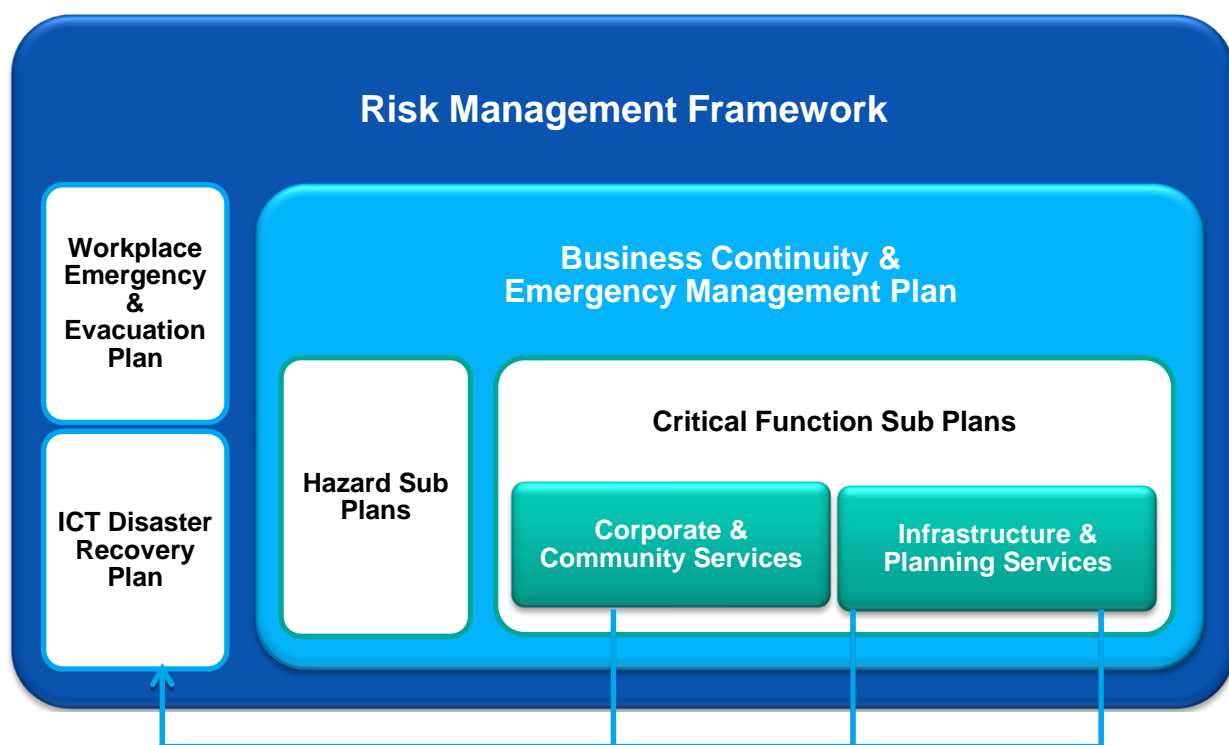


*Figure 1:  Risk Management Framework*

## References

The following documents are referenced in this plan:

- ISO 31000: 2009 Risk Management
- Australian Standard AS 5050: 2010 Business Continuity Management
- National Emergency Risk Assessment Guidelines
- National Disaster Resilient Community Engagement Framework
- National Disaster Resilience Strategy Communications Plan

# Methodology

The foundation of the BCEMP is contained within two separate but aligned risk assessment processes. Firstly the Identification of critical business functions using AS 5050:2010 and secondly undertaking hazard risk assessments using National Emergency Risk Assessment Guidelines as both guiding documents are based on the international standard for risk management ISO 31000:2009. The application of ISO 31000 ensures a consistent approach across the assessments.

Broadly, the steps in developing the BCEMP:

## 1. 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. The Business Process Assessment is available as a separate document.

## 2. 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, and 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).

## 3. 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, and agreed courses of actions for emergency, continuity and recovery. The CFSP also allows for targeted messages to be developed for specific function loss.

## 4. Conduct the Emergency Risk Assessment

Structured workshops were undertaken with staff from each Department and Unit from Council to collect information relevant to undertake the risk identification, analysis, evaluation and treatment of emergency hazards. The risk assessment consequence, likelihood, risk rating and risk treatment evaluation criteria can be found in Appendix A – Assessment Criteria. Emergency management risks were assessed using the National Emergency Risk Assessment Guidelines (NERAG) 2011. The resulting Emergency Risk Register is available as a separate document.

## 5. Hazard Sub Plan (HSP)

The results of the emergency risk assessments were used to develop Hazard Sub Plans that identify the prevention, preparedness, response and recovery actions to be undertaken for hazards rated as High and Extreme risks. The Sub Plans also record identified treatment measures and actions. Medium and Low risks were considered to be tolerable to the organisation.

## 6. Overarching Business Continuity and Emergency Management Plan (BCEMP)

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

emergency or outage that could occur. It provides a flexible framework for the process owners to identify, plan and develop redundancy for business processes, and provides operating procedures for emergency management.
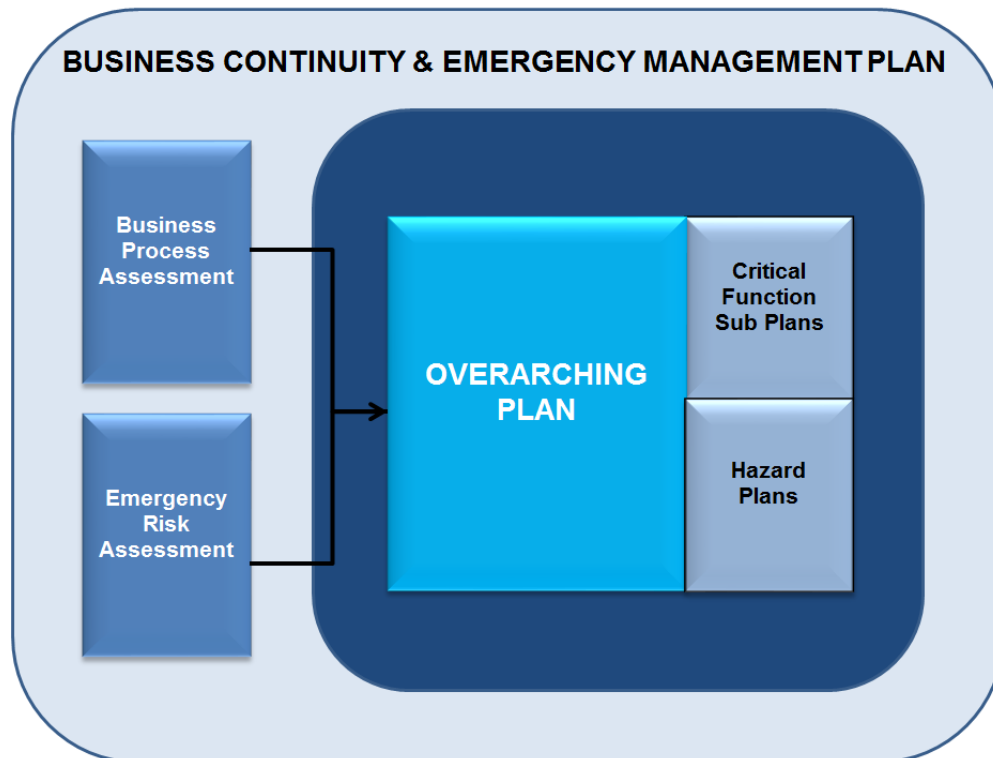


*Figure 2: Business Continuity & Emergency Management Plan Layout*

## 7. Test and maintain the BCEMP

The BCEMP 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, Hazard Plans and Overarching Plan 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 and emergency 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.

# Context

# About the District Council of Mallala

## Area Description

The District Council of Mallala area was originally inhabited by the Kaurna people whose territory extended in a narrow corridor along the eastern shore of the Gulf of St Vincent; Cape Jervis to Port Wakefield; inland near Hamley Bridge and Gawler from the east side of the Hummock Range. Inland the stringy bark forests of the Mount Lofty Ranges marked their boundary.

The District Council of Mallala is approximately 50 kms from metropolitan Adelaide and covers 935 km² with a population of 8,463 people covering an area that is predominately rural with a large tidal coastal region facing the Gulf of St Vincent. The District borders the City of Playford in the South, Wakefield Regional Council in the North and Light Regional Council to the East.

The major towns of the District are Dublin, Lewiston, Mallala and Two Wells with established settlements at Barabba, Middle Beach, Parham, Redbanks, Thompsons Beach, Webb Beach, Wild Horse Plains and Windsor with approximately 4,550 rateable properties. Major growth is predicted in the next 5 to 20 years in line with the Greater Adelaide 30 Year Plan.

The District is home to predominately agricultural and horticultural industries such as horticultural hot houses, market gardens, wheat, barley, canola, and lucerne and hay production with established hatcheries, piggeries, sheep and cattle.

## Topography

The township of Mallala, which is central to the District, is at an altitude of 47 metres above sea level.

The Western boundary of the Council area is predominately flat coastline with some areas of native vegetation and protected bird species. Most of the coastline is easily accessible with some restricted access as a result of minor coastal flooding and mud/ salt pans.

There is approximately 4,935Ha of conservation and natural environment within the Council area and most of this can be found on the coastal fringe.

The remainder of the Council area is flat/ low lying territory with no significant hills or mountain ranges within the area. Approximately 77,000Ha of this area is rain-fed agricultural land with approximately 9,000Ha of treed area ranging from closed to sparse.

The District is in the Gawler Craton with no distinctive fault lines running through the District.

## River systems

The District is drained by two major river systems, the Gawler and the Light River systems. These are the two main water systems within the District on the Western boundary of the District coastline.

The Gawler River feeds into to Buckland Park Lake which is an important water bird habitat.  The Light River feeds into the Light River Estuary, which is unique due to its salt and freshwater ecology, bird and plant diversity.  The estuary supports saltmarsh and mangrove habitat of high conservation value which provides significant habitat for migratory and resident shorebird species and is a likely important feeding ground for aquatic fauna.  The Light River Estuary is listed as a sanctuary zone under the Marine Parks System.

## Vegetation

The District Council of Mallala is characterised by a number of dune swales areas trending north/ west by south/ east.  Much of the District was originally covered in Mallee scrub, of which most has been cleared for farming leaving little remnant vegetation remaining.  The majority of remaining remnant vegetation occurs on roadsides and on adjacent private property leaving the remnant vegetation vulnerable from either accidental or willful destruction.  Council has identified these sites through the roadside marker system.

The Coastline is an important summer feeding area for migratory wading shorebirds and meets many of the criteria needed to obtain RAMSAR listing.  The saltmarsh within the Council area also qualifies under the EPBC listed plant community for Sub-tropical and Temperate Coastal Saltmarsh.  Tecticornia flabelliformis or the bead samphire is an EPBC listed plant species.

Other areas of note within the Council area include but are not limited to; Barabba Reserve, Dublin Scrub, Rockies Reserve, Pt Prime, Webb Beach, Bakers Creek, and Pt Gawler Conservation Park.

## Climate

The prevailing climate in Mallala is known as a local steppe climate.  The Köppen-Geiger climate classification is BSk.  The average annual temperature in Mallala is 16.6 °C.  The average annual rainfall is 389 mm.  The warmest month of the year is January with an average temperature of 22.9 °C.  In July, the average temperature is 10.7 °C being the lowest average temperature of the year.

## Population

Based on the 2011 Census, 8,463 people resided in the District. The majority of residents, 20.1%, were aged between 0 – 14 years.

69.4 % of residents are deemed to be of working age being aged 15-64.

There are 903 two parent families with children under the age of 15 and 200 one parent families with children under the age of 15 and/ or dependant students.

There are approximately 8,200 motor vehicles registered in the District, with approximately 5,500 of these passenger vehicles. Approximately 1,315 of these vehicles are under five years old with, 4,836 older than ten years.

| Population Statistics – District Council of Mallala | | | | | |
|---|---|---|---|---|---|
| **People** | 8,463 | **Male** | 4,320 | **Female** | 4,143 |
| **Median age** | 39.8 | **Families** | 2,328 | **Average children per family** | 3.1 |
| **All private dwellings** | 2,919 | **Average people per household** | 2.7 | **Average motor vehicles per dwelling** | 2.8 |
| **Median monthly mortgage repayments** | | **Median weekly rent** | 201.25 | | |

**Source:** Australian Bureau of Statistics National Regional Profiles www.abs.com.au

## Birthplace and language

81.2% of the District population was born within Australia, of the 18.8% of people born outside of the country 11.5% of these are from Europe with the District having a number of Italian, Greek and Asian families. 5.1% of the population speak another language other than English.

The following provides the top five birthplace percentages outside of Australia:

- North-West Europe                                            9.5%
- South-East Europe                                            2.0%
- South-East Asia                                              1.1%
- Oceania & Antarctica                                         0.7%
- Sub-Saharan Africa                                           0.3%
- Americas                                                     0.3%

**Source:** Australian Bureau of Statistics National Regional Profiles www.abs.com.au

## Immunisation

The District Council of Mallala does not run any community based immunisation programs.

Staff are offered influenza vaccinations annually with approximately 60% of staff taking up this option. Identified staff at risk to Hepatitis and Tetanus are provided immunisation in line with the frequency requirements of those specific conditions.

## Business

A number of different business and industry sectors may be impacted by an incident affecting the District, in particular the agricultural/horticultural industry and supporting businesses with approximately:

| | |
|---|---|
| • Broad acre cereal crops | 43,214 Ha |
| • Broad acre crops – non cereal | 10,425 Ha |
| • Horticulture for human consumption | 110 Ha |
| • Fruit and Nuts/ Orchard Trees | 43 Ha |

In terms of livestock approximately:

| | |
|---|---|
| • Pigs | 40,512 |
| • Sheep | 27,809 |
| • Meat Cattle | 4,891 |
| • Dairy Cattle | 816. |

Agricultural production – total gross value is approximately $122 million with:

| | |
|---|---|
| • Livestock slaughter | 67 million |
| • Cropping | 53 million |
| • Livestock by products | 2 million |

The following five industries are the top employers of people from within the District:

| | |
|---|---|
| • Manufacturing Industry | 14.7% |
| • Construction Industry | 10.7% |
| • Health Care and Social Assistance Industry | 10.2% |
| • Retail Trade Industry | 9.8% |
| • Agricultural, Forestry and Fishing Industry | 8.9% |

The following five occupations employ residents from the District:

| | |
|---|---|
| • Technicians and Trades Workers | 17.1% |
| • Labourers | 15.0% |
| • Managers | 14.7% |
| • Machinery Operators and Drivers | 13.3% |
| • Clerical and Administrative Workers | 13.1% |

**Source:** Australian Bureau of Statistics National Regional Profiles www.abs.com.au

## Internet access

75% of occupied dwellings have access to the internet at home. These are predominately fixed copper – line phone networks with the Lewiston / Two Wells area of the District expected to have access to the National Broadband Network (NBN) sometime in 2016. The remaining areas of the District are not anticipated to have access to the NBN and will continue on their current service.

**Source:** Australian Bureau of Statistics National Regional Profiles www.abs.com.au

## Travel

National Highway 1 runs North/ South through the Council area with Mallala and Two Wells in-particular being a major transport route for the agricultural and tourism industries. The National Railway corridor also runs North/ South through the Council area with daily freight and national commuter trains such as the Ghan and Indian Pacific.

There are no structured modes of public transport within the Council area with the Council contributing to a Community Bus Service which operates the third Friday monthly providing transport to the Elizabeth Shopping Centre with a number of pick-up and drop-off points within the Council area.

The Mid North Community Passenger Network provides transport for members of the community to medical, health and hospital appointments and some shopping activities. This is a fee for service option.

Councils transport network assets comprises approximately:

- Sealed Roads                                             147 km
- Sheeted Roads (varying from arterial to access tracks)   517 km
- Kerbing                                                  42 km
- Footpaths                                                13 km
- Bridges                                                  2

The following methods of travel where those utilised by residents travelling to work:

- Train/ Tram                                              18
- Bus                                                      12

    **Note**: Residents would have also travelled by other means to access this mode of transport.

- Car                                                      2,990
- Motorbike/Scooter                                        13
- Bicycle                                                  11
- Other (including taxi's)                                 127
- Walked                                                   102

**Source:** Australian Bureau of Statistics National Regional Profiles **www.abs.com.au**

# Hazard Description and History

## Animal and plant disease

Animal and plant disease and various types of pests have the potential to severely impact animal and plant industries, amenity plantings such as parks, gardens and reserves and the environment. Animal and plant diseases can be spread by natural means like wind and rain, as well as being dispersed by the movement of machinery, soil, livestock and produce.  Pests include certain types of insects, mites, bacteria and viruses.

### Plague

Mice plagues have been recorded across the District in 1902, 1914-15, 1917 (including rats), 1940, 1960 with the latest recorded in 1979-80.  A plague in 1893 is referred to as "the great plague".  Each recorded plague resulted in significant grain loss and contamination.

There have been no significant recorded locust/ grasshopper plagues.  These plagues are not as prevalent and normally occur further North having being reasonably contained before reaching the District, dependant on control measures implemented further North and the available food sources.

Plagues are known to move fast and on a large scale.  High density numbers will destroy food (agricultural) sources quickly with crop loss and contamination leading economic loss.

### Stock Disease

There is no recorded incidence of significant stock contamination within the District.  The 2007 horse flu epidemic affected local property owners and the animal husbandry area however the affect was limited to the ability to transport livestock through-out the region.

There are a number of hatcheries in the region which maintain quarantine controls.

Onset can be easily detectable or can go un-noticed, the duration of an incident will be influenced by the source of the contamination and the type of disease.

Dependant on the source of contamination there may only be a requirement to quarantine and provide treatment; worst case may see the requirement for culling of individual or a number of livestock.

Incidents may be contained to single properties or spread to adjoining properties through-out the region. The Adelaide Livestock Markets and the nature of the business could see infected livestock transported through-out the wider region without detection.

Improvements in quarantine and vaccinations have seen limited sources of stock contamination in recent history, however with the District being a major transport hub there is always the risk of exposure.  The current transportation of livestock through-out the region has seen minimal impact.

Consequences of incidents include spread to humans/ economic loss/ loss of domestic animals/ dog breeders/ animal husbandry etc and may restrict transport routes and animal livestock production.

### Plant Disease

Cereal crop damage/ disease have been recorded throughout the District on a regular basis differing in extensiveness.  Recent advances in chemical application and propagation of new cereal strains, education and awareness have seen instances decline, this is similar for the horticultural industry.

Incidents can spread rapidly dependant on individual properties, one property owner may use different control techniques minimising the risk or exposure. However incidents can usually be confined. While incidents can be minor there is always the risk of a vast area of contamination.

Incidents could affect both rural and horticultural properties and may be contained to single properties or spread to adjoining properties through-out the region.

Consequences include possible quarantine of affected areas, which may affect transport routes and grain storage facilities, all leading to economic loss.

Serious diseases resulting from animal and plant disease or from various types of pests have the potential to severely impact animal and plant industries, amenity plantings such as parks and gardens, and the environment. Animal and plant diseases can be spread by natural means like wind and rain, as well as being dispersed by the movement of machinery, equipment and soil. Pests can include certain types of insects, mites, bacteria and viruses.

## Bushfire

Bushfires can occur on farming land, reserves and within native vegetation areas. They can be combined with strong winds, heavy smoke and the shower of embers both before and after a fire passes. During a bushfire the radiant heat is the greatest threat to life and property. Well-prepared properties may be able to resist the normally brief exposure to a bushfire dependent on; the property location and safety of access; the amount and type of nearby vegetation; the property position and condition; and the availability of water and physical capabilities of those present.

Council does not have a high frequency of extensive/ un-controlled fires. The most recent fire of note was in 2003 burning some 2,000 acres South of Windsor affecting rural property and fencing only. This fire was caused by ETSA working on faulty infrastructure.

Historically there have been some large hay and implement shed fires and minor crop fires – these have been predominately in the summer months.

While there are fires annually these are contained to rural properties and often while farmers are on site meaning early detection, notification and action.

Onset and speed of bushfires is often dependant on the time of the fire, prevailing weather conditions and the fuel available to the fire. Previous season's rainfall can contribute to increased fuel for a fire. Weather conditions on the onset of a fire must also be considered.

Under normal conditions a bushfire will often be extinguished in a sufficient timeframe due to the ease of the terrain, ease of access and locality and availability of surrounding emergency services.

Fire bans and the affected areas are well advertised/ publicised through-out the fire danger season with Council also having Fire Permit requirements.

Incidents generally impact rural properties and associated infrastructure such utilities, also livestock, fencing and implement sheds.

Bushfires are a fact of rural living however awareness, response and technology have improved significantly assisting in the prevention and reaction to fires.

Mallala is situated in a central location with access to additional emergency services where required providing an immediate / greater response.

Council has in place health and safety procedures and requirements for its staff in relation to fire ban days and the types of work able to be carried out during declared fire ban days. Council's by-laws also prohibit the lighting of open fires during specific periods and locations.

## Earthquake

Although there have been few very earthquakes occurring near Adelaide over the past decade, earthquakes have the potential to damage buildings as well as cause casualties due to objects and debris that fall when buildings and contents shake. Each year only about one earthquake occurs within 30 kilometres of the city. Since 1837 three (3) earthquakes have caused some damage to Adelaide.

Residents of Mallala and Two Wells reported feeling tremors from the 1847 Kingston Earthquake but there were no significant reports of injury or property damage.

Residents of Dublin and Mallala reported feeling tremors from the 1902 Warooka Earthquake but again there were no significant reports of injury or property damage.

The 1954 Adelaide Earthquake was the smallest of these but was the closest to the city centre and resulted in the most damage. There were no reports of the impact of this earthquake within the District.

The Eden Fault Scrap (Gawler Craton) is the main fault line within the District Council of Mallala.

## Escape of Hazardous Material

Fuels, solvents, chemicals and pesticides may all be considered hazardous material. Many of these materials have the potential to ignite if stored or handled incorrectly. Other types of hazardous materials have the potential to harm the community or the environment if released into property or waterways.

While there are no significant incidents relating to hazardous substances there is the risk of incident within the District. The District is a main transport hub with a range of transport vehicles, including trains, transporting a wide range of hazardous substances through-out the District. This includes the agricultural industry transporting spray units from one property location to another.

The Moomba Gas Line also runs North/South along the Eastern boundary of the District – however there have been no reported significant incidents in relation to this. The gas-line is significantly sign-posted with property owners aware of its location.

Council does not have any operational land-fill sites with the last site closing in 2012. Council's old land-fill sites have been, or are in the process of being, capped in accordance with EPA requirements.

Council stores its own substances, such as diesel fuel, oils and herbicides; these are stored in appropriate facilities / storage containers with the required safety measures and signage in place.

Council has in place health and safety procedures and requirements for its staff in relation to hazardous substances, this includes the provision of PPE. Council maintains an electronic substance register with records available to staff.

## Extreme Weather

Extreme weather events have occurred more frequently than any of the major natural hazards in Australia and account for the majority of damaging events experienced across the Nation.

Severe storms occur when warm, humid air near the ground rises rapidly in an unstable atmosphere. They can produce a combination of lightning, hail with a diameter of 2 cm or more, wind gusts of 90 km/h or greater, flash floods or tornadoes. Land gales occur when there are large differences in atmospheric pressure, and usually last longer affecting much larger areas than thunderstorms. They feature high winds of 62 km/h plus or violent wind gusts, and have little or no rain. Severe storms and land gales have the potential to damage property and cause injury or death from falling or wind-borne objects.

During the drought in 1944/45 extensive dust storms caused damage to several properties with the weight of dust (soil) collapsing many roofs and ceilings. Photographic records indicate that a small cyclone occurred in Parham last century but there are no dates confirming this event.

With low lying plains and a coastal boundary strong winds are regular however not of a destructive nature. In 2009 there was significant damage to a Council leased facility at Two Wells and a residential property at Redbanks. Severe storm damage is often attributed to property damage caused by flooding.

Generally there is minimal notice of intense conditions. While inclement weather may be forecast and there are localised weather warning broadcasts via media sources this cannot always predict localised intensity. The timeframe of an incident could vary from immediate to more than one (1) day dependant on the weather system.

Strong winds may be more prevalent along coastal fringes and the open plains areas. Council has no operational buildings in these areas but does have a playground (Parham) and public toilets and shelters at the coastal settlements.

Dependant on the weather system the impact may be isolated or District wide which is likely to affect rural properties, cereal crops, residential areas, and infrastructure and transport corridors with an economic and environmental impact. Severe systems could impact the Districts river systems however this impact may not be immediate. There is limited control with more of a focus on minimising the impact and responsive efforts. Council would be involved in any recovery efforts which would impact work schedules and dependent on the timeframe the budget.

Council facilities and infrastructure are sound and well managed. Building maintenance and repair is consistent and of good quality. Council complies with the requirements of the Building Code of Australia.

Council has in place health and safety procedures and requirements for its staff in relation to extreme weather; this includes the provision to alter work schedules dependent on the weather system.

## Flood

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

Two significant river systems are located within the District Council of Mallala.  These are:

- Light River System;
- Gawler River System.

### Coastal

Minor flooding has occurred at Middle Beach, Thompsons Beach and Parham with flooding generally dependant on severe storms coinciding with king tides. There are a number of low lying areas and these are easily affected though minimal damage has been recorded. Middle Beach has residential allotments that may be at risk dependant on the tidal movement.

Areas of land were previously leased from the government but it is now under private ownership, specifically at Middle Beach. Residents are responsible for the sealed road adjacent the coastline and their property which is subject to flooding.

Onset may be reasonably quick but the duration can be as short as 2-4 hours in relation to tidal peaks. As tide times are identified in advance residents often have an indication of when such flooding may occur and may take action as they deem appropriate. Flooding is minor and intensity low. Only minor damage to residential property in particular has been identified with Council infrastructure requiring only minor

reactive and scheduled maintenance. Council roads and infrastructure in these areas is a low category of road.

There is the possibility of pollution / disease if septic systems (CWMS) is affected – though low risk and no recorded history of such incidents.

Council has flood mitigation infrastructure, including levy banks, along some of it's coastal fringe.

River

Localised flooding has occurred on a number of occasions (1889, 1925, 1941, 1983, 2010) of the Light River affecting localised areas with heavy rains further upstream affecting flow of the Gawler and Light Rivers.

Low lying areas in the southern part of Council bordering low areas of Playford Council are generally affected. Both Council's, on a number of occasions through-out a 12 month period, are required to close Bakers Road Ford to local traffic due to rising Gawler River levels.

Flooding is often localised with water receding in 1-4 days. There can be minimal warning in relation to onset due to condition / levels of catchment areas further East. The District is reliant on accurate daily weather forecast, and the early warning system of the North Para River Catchment.

Flooding could occur within 6-16 hours dependant on rainfall, (both locally and further East), previous weather conditions, current levels of rivers etc. Historically there has been high intensity flow through the Light River with slow moving water expansion once water has broken through levy banks, it can be fast moving dependant on ground level / condition of previous rains.

Areas adjacent Gawler and Light Rivers are predominately animal husbandry, broad acre, horticulture areas with the Lewiston and Two Wells residential areas the most likely to be impacted.

There is the possibility of disease dependant on timeframe flood water is dormant. There is a minor possibility of residential septic systems being affected with some likelihood of damage to infrastructure with maintenance occurring as soon as practicable.

Property owners and Council has flood mitigation infrastructure, including levy banks, along some of the river system. Council would provide a reactive response as required following a flooding event and it is expected that some Council infrastructure – in-particular roads and stormwater infrastructure may be damaged during an incident.

## Human Disease

Human diseases that are easily transmitted and spread rapidly, have high mortality rates, require special action for control and/ or may cause extreme public anxiety include pandemic influenza, smallpox and anthrax. Natural disaster such as earthquakes and floods, or industrial accidents where toxic chemicals or fumes are accidentally released into the environment, all may have an impact on human disease.

There are no recorded incidents of a human pandemic affecting any operations of Council. Dependant on the pandemic onset could be 1-3 days with a duration of 3-10 days. In circumstances such as flu it may be over a prolonged period affecting individuals at differing times and varying degrees of illness.

Council has an annual Corporate Health Program which provides for free flu vaccinations annually. There is generally Health Commission warnings and information regarding the early onset / predicted pandemic allowing Council to anticipate and manage any such possibility prior to the onset.

## Urban Fire

In the urban environment, fires may occur in structures and damage or destroy homes, schools, commercial buildings and vehicles.

The old Mallala Depot Signage Shed sustained some minor damage due to an electrical fire however that site was demolished in 2010 due to un-related structural damage. There are no other documented/ reported incidents in relation to Council operational buildings.

Onset and speed of a building fire is dependent on the time of the fire and the fuel available. It is expected that current Council facilities would be consumed in their entirety within 5 to 20 minutes of the onset of fire which was not identified. Where assistance was available, dependent on the extent of the fire, it may be able to be contained preventing significant to total loss.

Dependent on the fuel available and prevailing weather conditions, the fire would be extremely intense. Where substances are stored on site this may contribute to the intensity of the fire. The nature of the office environment would provide considerable fuel.

Based on the size of Council facilities it is anticipated that the entire site could be affected by smoke at least with further impact dependant on the time left un-attended. There is a perception amongst staff that it will not happen and in the event that it does simply collect personal belongings and evacuate the site.

There would be significant damage to utilities, infrastructure and property including plant and vehicles, dependent on the affected site. There is also the risk of personal injury.

Council buildings comply with the BCA with regards to fire safety equipment with this equipment serviced every six months by an external provider.  Council conducts annual fire evacuations at its sites with bi-annual fire training being conducted by registered training organisation..

# Section One: Continuity Management Team

# Roles and Responsibilities of the Continuity Management Team (CMT)

The Continuity Management Team is established to provide a management mechanism that can ensure reporting lines and responsibilities are clear when the BCEMP 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 incident whether that be business related or emergency related. Resilience within the CMT is the responsibility of the CMT. Each position is to have an alternate member identified and trained in the role.

## CMT Structure



Continuity Management Team (CMT) Structure

CMT Director

CMT - Support

CMT Members

CMT Co-ordinator

Critical Function Sub plan Owners

(see page 8 for overview)

Activation at the request of Control Agency / Hazard Leader

Continuity Management Team
Council Incident Coordinator

Deployment of Council Staff / resources to be authorised by CEO
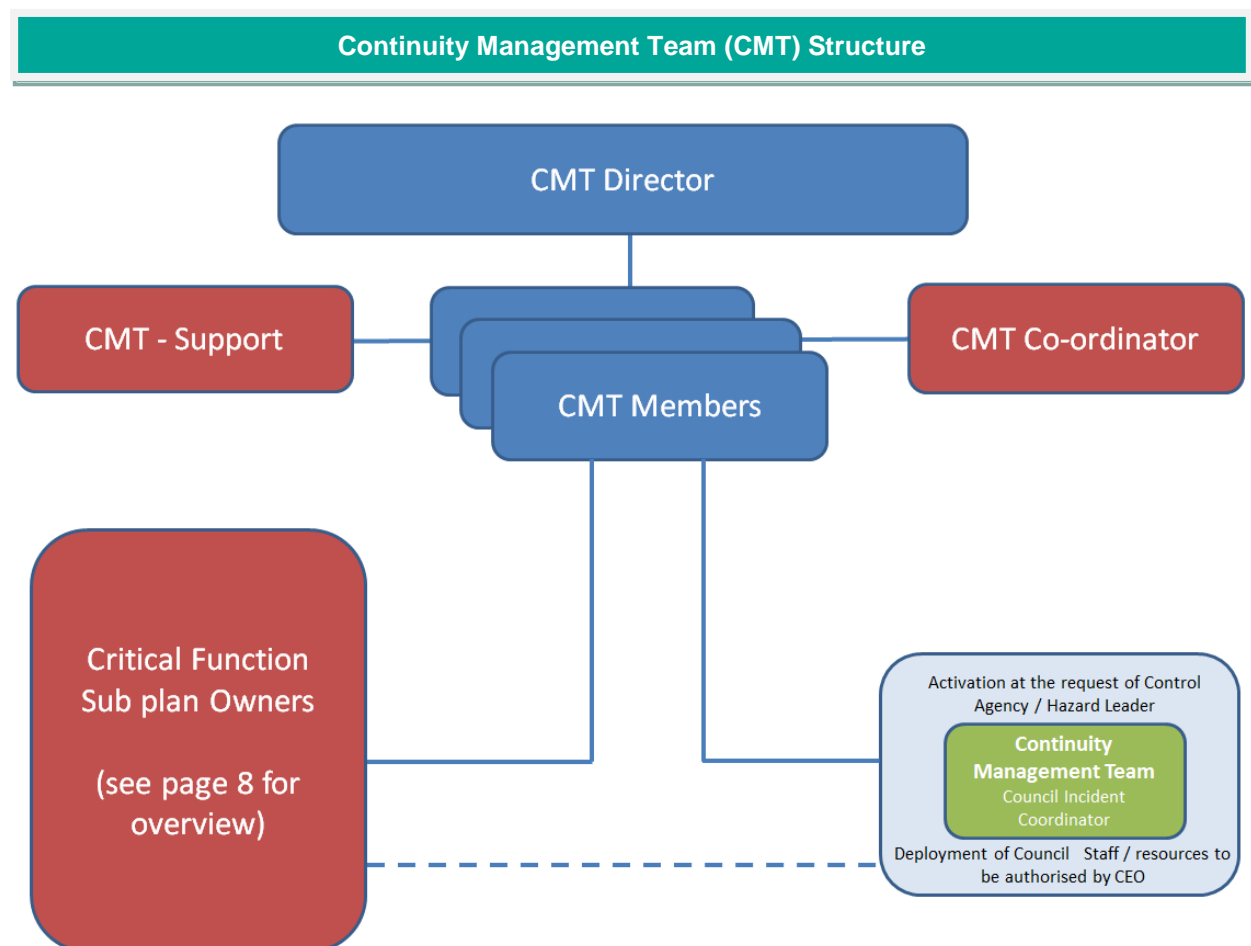
| CMT  Position | Staff Position | Alternate Staff Position |
|---|---|---|
| CMT  Director | Chief Executive Officer | General Manager Infrastructure & Planning |
| CMT  Coordinator | Governance Officer | WHS Officer |
| CMT  Support | Executive Assistant to the CEO | EA's to Infrastructure or Planning Services |
| CMT  Member | Strategic Infrastructure Coordinator | Asset Officer |
| CMT  Member | Depot Operations Coordinator | Team Leader – Civil |
| CMT  Member | General Manager Infrastructure & Planning Services | General Manager Corporate & Community Services |
| CMT  Member | General Manager Corporate & Community Services | General Manager Infrastructure & Planning Services |

## Continuity Management Support Group

The existing business unit management structures may be called upon during activation of specific plans within their area of responsibilities to provide advice to the CMT as required.  When this occurs it is collectively known as the Continuity Management Team Support Group.

# Notification – Activation

## Notification

On first becoming aware of a possible business continuity or emergency management 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 BCEMP (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)

## Activation

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

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

## Control Centre

The Control Centre will be opened on the activation of a Business Interruption Event by the CMT Director, if deemed appropriate. The resourcing and opening of this centre is the responsibility of the CMT Coordinator. Given the variable nature of these types of events the following sites have been identified and prioritised.

1. Mallala Council Chambers
2. DC Mallala Depot
3. Boardroom next to CEO's office
4. Two Wells Council Chambers/ Office

If the incident does not impact on the DC Mallala Depot then that will become the control centre:

If that centre is uninhabitable then:

1. Backup Centre, Boardroom next to CEO's office.

In selecting the above sites due regard was given to the possible escalation and involvement of hazard leaders. Sites that may be required as control centres by such hazard leaders where practical have been excluded from consideration by council.

## Business Continuity and Emergency Information

Upon activation of an interruption event or emergency the information in Appendix B – Business Continuity & Emergency Information has been developed to provide assistance. However, any restoration plan developed by the CMT will take precedence over the respective instruction.

## 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 to Appendix C – Emergency Contacts.

A copy of this listing should be held off premises by respective CMT members and identified alternates to enable the listing to be referenced in the event that access is denied to the premises.

## Initial CMT Meeting & Briefing sessions

The CMT Director is to call the initial CMT meeting to obtain more detailed information from the relevant business areas impacted, including:

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

Ensure all team members understand their responsibilities and their assigned tasks.

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 is to be collated by the 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.

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

# Debriefs

An operational debrief will be conducted following the deployment of Council resources and will be administered by the CMT. A record will be kept of the proceedings.

## Operational Debriefing Formats

**Aim**: To provide standard content and order for Operational Debriefings and to ensure the transfer of appropriate information.

**Scope**: Applies to all Council Staff.

**Procedure**: All Operational Debriefs will be conducted utilising the format outlined in this document.

### Hot Debriefs

**Purpose**: A short, informal discussion which involves the exchange of observations and ideas and focuses on improving individual or team performance and operational efficiency;

To establish a common perception about risks, hazards, and the task at hand.

### Post-Shift Debrief

**Purpose**: Provides a forum to determine current activity against planned activity.

Continuous process of closing gaps between operational strengths and weaknesses;

Establishes a common perception about the 'Big Picture';

Provides an opportunity to pass on key points and discuss the response strategy.

**Benefits**:        Deals with events while they are still fresh;

Lessons learned are drawn out and documented;

Problems are resolved prior to next shift;

Key points passed onto oncoming shift.

# Recovery

Recovery arrangements are specifically enacted through the State Emergency Management arrangements, guided by the National Principles for Disaster Recovery:

- Understanding the context

- Recognising complexity

- Using community-led approaches

- Ensuring coordination of all activities

- Employing effective communication

- Acknowledging and building capacity.

These arrangements seek to assist individuals and communities to manage their own recovery, recovery activities are delivered holistically and in an integrated manner across four environments:

- Social

- Infrastructure and built

- Economic

- Natural.

Depending on the scale of the event, the Assistant State Coordinator - Recovery or Chair of the State Recovery Office (SRC) may appoint a Local Recovery Coordinator.  The Local Recovery Coordinator will operate as near as practicable to the affected area to lead the following activities:

- Establish local recovery structures including recovery coordination and a local recovery committee

- Ensure that regular reports are provided to the Assistant State Coordinator – Recovery and/ or Chair of the SRC

- Ensure that effective communication processes with the public are in place.

To ensure recovery activities are locally driven and reflective of local needs, a Local Recovery Committee may be established as soon as practicable following an event.  The Local Recovery Committee will be supported by the SRC and State Recovery Office.

# Responsibility Statements

Responsibility Statements for each position in the CMT 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 BCEMP these statements come into effect.

| CMT Director | | | |
|---|---|---|---|
| **Position** | CMT Director | **Staff Position** | Chief Executive Officer |
| **During absence this role will be assumed by** | | General Manager Infrastructure & Planning | |
| **Position Statement** | The CMT Director is responsible for declaring an incident and invoking the BCEMP. <br><br> The CMT Director is required to oversee and manage all resumption activities. <br><br> 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 BCEMP is to be activated. | | |
| **Knowledge Requirements** | 1. High level of organisation activities and service delivery priorities <br><br> 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. <br><br> **Responsibilities include:** <br><br> • Maintain working knowledge of BCEMP & relevant Critical Function Sub Plans <br><br> • Participate in monitor and review activities <br><br> • Participate in and ensure appropriate levels of training is undertaken <br><br> **On Activation:** <br><br> • Activate the BCEMP <br><br> • Notifying and liaising with stakeholders <br><br> • Provide the focal point in communication to the staff, media and public <br><br> • Establishing and chairing all CMT meetings (may delegate) <br><br> • Authorisation of any detailed restoration plan <br><br> • Delegate tasks and overseeing resumption activities <br><br> • Monitor the gathering of business interruption & or emergency event information. Ensure CEO is briefed as required <br><br> • Promote the wellbeing and safety of all staff <br><br> • Liaise with elected body via the Mayor | | |
| **Date approved by CMT** | November 2015 | | |

| CMT  Coordinator | | | |
|---|---|---|---|
| **Position** | CMT Coordinator | **Staff Position** | Governance Officer |
| **During absence this role will be assumed by** | | WHS Officer | |
| **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 & emergency management plan, Critical function Sub Plans and team responsibilities. | | |
| **Knowledge Requirements** | 1.   High level knowledge of overarching BCEMP<br><br>2.   Understanding of organisation activities and service delivery priorities<br><br>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 hazard plan.<br><br>**Responsibilities include:**<br><br>• Pre event co-ordination of BCEMP and Sub & Hazard plans with relevant owners<br><br>• Co-ordination of training for CMT & CMT SG members<br><br>• Co-ordination of testing for the BCEMP<br><br>• Resourcing of Control Centre<br><br>**On Activation:**<br><br>• Open Control Centre on direction of CMT Director<br><br>• Assisting CMT Director as required<br><br>• Notify Insurer and manage the insurance requirements<br><br>• Media Functions<br><br>• Support the Mayor/ CEO to ensure the dedicated media briefing centre is fit for purpose | | |
| **Date approved by CMT** | November  2015 | | |

| CMT Support | | | |
|---|---|---|---|
| **Position** | CMT Support | **Staff Position** | Executive Assistant to the CEO |
| **During absence this role will be assumed by** | | EA's to Infrastructure and Planning Services | |
| **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 administrative functions and arrangements | | |
| **Responsibilities** | **Responsibilities include:**<br><br>• Maintain working knowledge of BCEMP.<br><br>• Maintain high level of administration skills<br><br>**On Activation:**<br><br>• If required, assist with the setup of the Control Centre and arranging stationery, equipment etc.<br><br>• Arrange resources to assist CMT members (if required)<br><br>• Making arrangements for all CMT meetings<br><br>• Provide general administrative support (including log of all events and actions, resumption status, CMT members' movements etc.)<br><br>• Create and maintain a chronological log of meetings and decisions made | | |
| **Date approved by CMT** | November  2015 | | |

| CMT Members – Corporate & Community Services | | | |
|---|---|---|---|
| **Position** | CMT Members – Corporate & Community Services | **Staff Positions** | General Manager Corporate & Community Services |
| **During absence this role will be assumed by** | | General Manager Infrastructure & Planning Services | |
| **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<br><br>2. High level knowledge of group critical function sub plans<br><br>3. High level knowledge of overarching BCEMP. | | |
| **Responsibilities** | **Responsibilities include:**<br><br>• Maintain working knowledge of BCEMP & relevant Critical Function Sub Plans<br><br>• Participate in monitor and review activities<br><br>• Participate in and ensure appropriate levels of training are undertaken with Critical Function Sub Plan Managers<br><br>**On Activation:**<br><br>• Operate as a member of the CMT<br><br>• Ascertain the impact on business unit activities and report to CMT<br><br>• Co-ordination of business unit Critical Function Sub Plan implementation as required<br><br>• Monitoring implementation against the BCEMP<br><br>• Maintaining information and report on costs to CMT<br><br>• Maintain communications with staff | | |
| **Date approved by CMT** | November  2015 | | |

| CMT Members – Planning Services | | | |
|---|---|---|---|
| **Position** | CMT Members – Planning Services | **Staff Positions** | Strategic Infrastructure Coordinator |
| **During absence this role will be assumed by** | | Asset Officer | |
| **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<br><br>2. High level knowledge of group critical function sub plans<br><br>3. High level knowledge of overarching BCEMP. | | |
| **Responsibilities** | **Responsibilities include:**<br><br>• Maintain working knowledge of BCEMP & relevant Critical Function Sub Plans<br><br>• Participate in monitor and review activities<br><br>• Participate in and ensure appropriate levels of training are undertaken with Critical Function Sub Plan Managers<br><br>**On Activation:**<br><br>• Operate as a member of the CMT<br><br>• Ascertain the impact on business unit activities and report to CMT<br><br>• Co-ordination of business unit Critical Function Sub Plan implementation as required<br><br>• Monitoring implementation against the BCEMP<br><br>• Maintaining information and report on costs to CMT<br><br>• Maintain communications with staff | | |
| **Date approved by CMT** | November 2015 | | |

| CMT Members – Infrastructure Services | | | |
|---|---|---|---|
| **Position** | CMT Members – Infrastructure & Planning | **Staff Positions** | General Manager Infrastructure & Planning Services |
| **During absence this role will be assumed by** | | General Manager Corporate & Community Services | |
| **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<br><br>2.  High level knowledge of group critical function sub plans<br><br>3.  High level knowledge of overarching BCEMP. | | |
| **Responsibilities** | **Responsibilities include:**<br><br>• Maintain working knowledge of BCEMP & relevant Critical Function Sub Plans<br><br>• Participate in monitor and review activities<br><br>• Participate in and ensure appropriate levels of training are undertaken with Critical Function Sub Plan Managers<br><br>**On Activation:**<br><br>• Operate as a member of the CMT<br><br>• Ascertain the impact on business unit activities and report to CMT<br><br>• Co-ordination of business unit Critical Function Sub Plan implementation as required<br><br>• Monitoring implementation against the BCEMP<br><br>• Maintaining information and report on costs to CMT<br><br>• Maintain communications with staff | | |
| **Date approved by CMT** | November  2015 | | |

| CMT Members – Infrastructure Services | | | |
|---|---|---|---|
| **Position** | CMT Members – Infrastructure & Planning | **Staff Positions** | Depot Operations Coordinator |
| **During absence this role will be assumed by** | | Team Leader – Civil | |
| **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<br><br>2. High level knowledge of group critical function sub plans<br><br>3. High level knowledge of overarching BCEMP. | | |
| **Responsibilities** | **Responsibilities include:**<br><br>• Maintain working knowledge of BCEMP & relevant Critical Function Sub Plans<br><br>• Participate in monitor and review activities<br><br>• Participate in and ensure appropriate levels of training are undertaken with Critical Function Sub Plan Managers<br><br>**On Activation:**<br><br>• Operate as a member of the CMT<br><br>• Ascertain the impact on business unit activities and report to CMT<br><br>• Co-ordination of business unit Critical Function Sub Plan implementation as required<br><br>• Monitoring implementation against the BCEMP<br><br>• Maintaining information and report on costs to CMT<br><br>• Maintain communications with staff | | |
| **Date approved by CMT** | November 2015 | | |

# Section Two: Hazard Control Plans

# Animal, Plant & Marine Disease

| Animal, Plant & Marine Disease | | | |
|---|---|---|---|
| **Prepared by** | GM Corporate & Community Services<br>Strategic Infrastructure Coordinator<br>Environmental Health Officer<br>Governance Officer | **Date** | 22<sup>nd</sup> August 2014 |
| **Sub Plan Owner** | This plan is owned by the **GM Infrastructure & Planning Services**. The plan owner is responsible for ensuring the accuracy and currency of the plan and advising the stakeholders of any changes made or required. | | |
| **Intent** | This plan is for the sole use of District Council of Mallala. It is intended to provide guidance for Council in applying Risk Management principles to the management of the hazard at a council level and therefore effect a coordinated "whole of council" response to the identified hazard. | | |

| State Arrangements | |
|---|---|
| **Hazard Leader** | **Control Agency** |
| Primary Industries & Regions SA | Primary Industries & Regions SA |

| Hazard Background |
|---|

**Plague**

Mice plagues have been recorded across the District in 1902, 1914-15, 1917 (including rats), 1940, 1960 with the latest recorded in 1979-80. A plague in 1893 is referred to as "the great plague". Each recorded plague resulted in significant grain loss and contamination. There have been no significant recorded locust / grasshopper plagues. These plagues are not as prevalent and normally occur further north having being reasonably contained before reaching the District, dependant on control measures implemented further north and the available food sources.

Plagues are known to move fast and on a large scale. Dependant on numbers per sq. metre, high density numbers will destroy food (agricultural) sources quickly with crop loss and contamination leading economic loss.

**Stock Disease**

There is no recorded incidence of significant stock contamination within the District. The 2007 horse flu epidemic affected local property owners and the animal husbandry area however the affect was limited to the ability to transport livestock through-out the region. There are a number of hatcheries in the region which maintain quarantine controls.

Onset can be easily detectable or can go un-noticed; the duration of an incident will be influenced by the source of the contamination and the type of disease. Dependant on the source of contamination there may only be a requirement to quarantine and provide treatment; worst case may see the requirement for culling of individual or a number of livestock. Incidents may be contained to single properties or spread to adjoining properties through-out the region. The Adelaide Livestock Markets and the nature of the business could see infected livestock transported through-out the wider region without detection.

Improvements in quarantine and vaccinations have seen limited sources of stock contamination in recent history, however with the District being a major transport hub there is always the risk of exposure. The current transportation of livestock through-out the region has seen minimal impact. Consequences of incidents include spread to humans / economic loss / loss of domestic animals / dog breeders / animal husbandry etc and may restrict transport routes and animal livestock production.

**Plant Disease**

Cereal crop damage / disease have been recorded throughout the District on a regular basis differing in extensiveness. Recent advances in chemical application and propagation of new cereal strains, education and awareness have seen instances decline, this is similar for the horticultural industry.

Incidents can spread rapidly dependant on individual properties, one property owner may use different control techniques minimising the risk or exposure. However incidents can usually be confined. While incidents can be minor there is always the risk of a vast area of contamination. Incidents could affect both rural and horticultural properties and may be contained to single properties or spread to adjoining properties through-out the region. Consequences include possible quarantine of affected areas, may affect transport routes and grain storage facilities, all leading to economic loss.

## Animal, Plant & Marine Disease

### Prevention

| Prevention Activities | Internal Stakeholders |
|---|---|
| • This is not under Council control, but led by relevant Government Agency | • Council EHO<br>• Council Coastal Management Officer<br>• Council Leadership Group |
| **Communications Activities** | **External Stakeholders** |
| • Council Website providing links to relevant government agency<br>• Public Notices<br>• Community Forums<br>• Newspaper Articles / Advertisements | • Property Owners<br>• Industry<br>• PIRSA<br>• EPA<br>• NRM |

### Preparedness

| Preparedness Activities | Internal Stakeholders |
|---|---|
| • ZEMC<br>• ZEC<br>• NRM Board – CMO – Shared Officer with Salisbury, Playford<br>• Regional Committee Representation | • Council EHO<br>• Council Coastal Management Officer<br>• Council Leadership Group |
| **Communications Activities** | **External Stakeholders** |
| • Council Website providing links to relevant government agency<br>• Public Notices<br>• Community Forums<br>• Newspaper Articles / Advertisements | • Property Owners<br>• Industry<br>• PIRSA<br>• EPA<br>• NRM |

### Response

| Response Activities | Internal Stakeholders |
|---|---|
| • Conduct audits / provide information to relevant government agency(ies) | • Council EHO<br>• Council Coastal Management Officer<br>• Council Leadership Group |
| **Communications Activities** | **External Stakeholders** |
| • Council Website providing links to relevant government agency<br>• Public Notices<br>• Community Forums<br>• Newspaper Articles / Advertisements | • Property Owners<br>• Industry<br>• PIRSA<br>• EPA<br>• NRM |

### Recovery

| Recovery Activities | Internal Stakeholders |
|---|---|
| • Provide plant / resources as directed by relevant government agency(ies) | • Council EHO |

| Animal, Plant & Marine Disease | |
|---|---|
| | • Council Coastal Management Officer <br> • Council Leadership Group |
| **Communications Activities** <br> • Council Website providing links to relevant government agency <br> • Public Notices <br> • Community Forums <br> • Newspaper Articles / Advertisements | **External Stakeholders** <br> • Property Owners <br> • Industry <br> • PIRSA <br> • EPA <br> • NRM |

| Further Treatment/ Action Plans | | |
|---|---|---|
| **Treatment/ Action Plan** | **Position Responsible for Development** | **Target Date** |
| • Review / improve Communications | EHO / Website administrator | 31/03/2016 |

# Human Disease/ Epidemic

| Human Disease/ Epidemic | | | |
|---|---|---|---|
| **Prepared by** | GM Corporate & Community Services <br> Strategic Infrastructure Coordinator <br><br> Environmental Health Officer <br> Governance Officer | **Date** | 22nd August 2014 |
| **Sub Plan Owner** | This plan is owned by the **GM Infrastructure & Planning Services**. The sub plan owner is responsible for ensuring the accuracy and currency of the plan and advising the stakeholders of any changes made or required. | | |
| **Intent** | This plan is for the sole use of Council. It is intended to provide guidance for Council in applying Risk Management principles to the management of the hazard at a council level and therefore affect a coordinated "whole of council" response to the identified hazard. | | |
| **State Arrangements** | | | |
| **Hazard Leader** | | **Control Agency** | |
| Department for Health & Ageing | | Department for Health & Ageing | |
| **Hazard Background** | | | |
| Human diseases that are easily transmitted and spread rapidly, have high mortality rates, require special action for control and/ or may cause extreme public anxiety include pandemic influenza, smallpox and anthrax. Natural disaster such as earthquakes and floods, or industrial accidents where toxic chemicals or fumes are accidentally released into the environment, all may have an impact on human disease. <br><br> There are no recorded incidents of a human pandemic affecting any operations of Council. Dependant on the pandemic onset could be 1-3 days with a duration of 3-10 days. In circumstances such as flu it may be over a prolonged period affecting individuals at differing times and varying degrees of illness. | | | |
| **Prevention** | | | |
| **Prevention Activities** <br> **Staff** <br> • Council has an annual Corporate Health Program which provides for: <br>     o Free flu vaccinations annually | | **Internal Stakeholders** <br> • Council EHO <br> • Council Leadership Group | |

| Human Disease/ Epidemic | |
|---|---|
| <ul><li>    o  Health Assessments</li><li>    o  Comprehensive 2 yr program.</li></ul>**Council Staff Training ie manual handling**<br>**Community**<ul><li>Council has provided some community health awareness sessions</li><li>Note: Council does not participate in Community Vaccinations</li></ul> | |
| **Communications Activities**<ul><li>Council Website link to Dept of Health</li><li>Notice boards Public Notices</li><li>Community Forums</li><li>Newspaper Articles / Advertisement</li></ul> | **External Stakeholders**<ul><li>Community</li><li>PIRSA</li><li>Education Department</li><li>EPA</li><li>Department of Health</li></ul> |
| **Preparedness** | |
| **Preparedness Activities**<ul><li>There is generally Health Commission warnings and information regarding the early onset / predicted pandemic allowing Council to anticipate and manage any such possibility prior to the onset</li></ul> | **Internal Stakeholders**<ul><li>Council EHO</li><li>Council Leadership Group</li></ul> |
| **Communications Activities**<ul><li>Council Website link to Dept of Health</li><li>Notice boards Public Notices</li><li>Community Forums</li><li>Newspaper Articles / Advertisement</li></ul> | **External Stakeholders**<ul><li>Community</li><li>PIRSA</li><li>Education Department</li><li>EPA</li><li>Department of Health</li></ul> |
| **Response** | |
| **Response Activities**<br>**Staff**<ul><li>BCP<ul><li>reschedule staff</li><li>implement working from home policies</li></ul></li></ul>**Community**<ul><li>Work with Dept of Health to provide assistance as directed, ie office space, staff etc</li></ul> | **Internal Stakeholders**<ul><li>Council EHO</li><li>Council Leadership Group</li></ul> |
| **Communications Activities**<ul><li>Council Website link to Dept of Health</li><li>Notice boards Public Notices</li><li>Community Forums</li><li>Newspaper Articles / Advertisement</li></ul> | **External Stakeholders**<ul><li>Community</li><li>PIRSA</li><li>Education Department</li><li>EPA</li><li>Department of Health</li><li>SA Ambulance Service</li></ul> |

| Human Disease/ Epidemic | | |
|---|---|---|
| **Recovery** | | |
| **Recovery Activities** | **Internal Stakeholders** | |
| • BCP | • Council EHO | |
| • Liaise with SRC if requested | • Council Leadership Group | |
| **Communications Activities** | **External Stakeholders** | |
| • Council Website link to Dept of Health | • Community | |
| • Notice boards Public Notices | • PIRSA | |
| • Community Forums | • Education Department | |
| • Newspaper Articles / Advertisement | • EPA | |
| | • Department of Health | |
| **Further Treatment/ Action Plans** | | |
| • Improve communication to the community and internally | Website Administrator | ? |
| • Develop procedures for internal staff to follow | Administration | |

# Escape of Hazardous Materials

| Escape of Hazardous Materials | | | |
|---|---|---|---|
| **Prepared by** | GM Corporate & Community Services Strategic Infrastructure Coordinator Governance Officer | **Date** | 22nd August 2014 |
| **Sub Plan Owner** | This plan is owned by the **GM Infrastructure & Planning Services**. The sub plan owner is responsible for ensuring the accuracy and currency of the plan and advising the stakeholders of any changes made or required. | | |
| **Intent** | This plan is for the sole use of District Council of Mallala. It is intended to provide guidance for Council in applying Risk Management principles to the management of the hazard at a council level and therefore affect a coordinated "whole of council" response to the identified hazard. | | |
| **State Arrangements** | | | |
| **Hazard Leader** | | **Control Agency** | |
| SafeWork SA – Department of Premier & Cabinet | | SA Country Fire Service or SA Metropolitan Fire Service | |
| **Hazard Background** | | | |

Fuels, solvents, chemicals and pesticides may all be considered hazardous material. Many of these materials have the potential to ignite if stored or handled incorrectly. Other types of hazardous materials have the potential to harm the community or the environment if released into property or waterways.

While there are no significant incidents relating to hazardous substances there is the risk of incident within the

| Escape of Hazardous Materials |
|---|
| District. The District is a main transport hub with a range of transport vehicles, including trains, transporting a wide range of hazardous substances through-out the District, this includes the agricultural industry transporting spray units from one property location to another. |
| The Moomba Gas Line also runs North/South along the Eastern boundary of the District – however there have been no reported significant incidents in relation to this. The gas-line is significantly sign-posted with property owners aware of its location. |
| Council does not have any operational land-fill sites with the last site closing in 2012. Council's old land-fill sites have been, or are in the process of being, capped in accordance with EPA requirements. However there is transport of hazardous waste, ie asbestos, surgical waste, from Dry Creek to Dublin through the Council Area. |

| Prevention | |
|---|---|
| **Prevention Activities** | **Internal Stakeholders** |
| • Council stores its own substances, such as diesel fuel, oils and herbicides; these are stored in appropriate facilities / storage containers with the required safety measures and signage in place.<br><br>• Council has in place health and safety procedures and requirements for its staff in relation to hazardous chemicals; this includes the provision of PPE. Council maintains an electronic chemical register (Chemalert) with records available to staff.<br><br>• Council workers are trained in hazardous material handling /awareness<br><br>    o Asbestos<br><br>    o Gaslines<br><br>    o Railways | • Council – General Inspector<br><br>• Council – Leadership Group |
| **Communications Activities** | **External Stakeholders** |
| • Council Website providing links to relevant government agency<br><br>• Public Notices<br><br>• Community Forums<br><br>• Newspaper Articles / Advertisements | • Property Owners<br><br>• SANTOS<br><br>• DPTI<br><br>• Truck companies |

| Preparedness | |
|---|---|
| **Preparedness Activities** | **Internal Stakeholders** |
| • ZEMC – Council Staff membership<br><br>• ZEC – Council Staff membership<br><br>• Training of Council Staff | • Council ZEMC & ZEC Member<br><br>• Council Staff |
| **Communications Activities** | **External Stakeholders** |
| • Council Website providing links to relevant government agency<br><br>• Public Notices<br><br>• Community Forums<br><br>• Newspaper Articles / Advertisements | • ZEMC<br><br>• ZEC<br><br>• SEC |

| Response | |
|---|---|
| **Response Activities** | **Internal Stakeholders** |
| • Liaise with / report to/ Investigate incidents with | • Leadership group |

| Escape of Hazardous Materials | |
|---|---|
| relevant government agency(ies) <br><br> • Provide Plant / resources as directed by relevant government agency(ies) | |
| **Communications Activities** <br><br> • Council Website providing links to relevant government agency <br> • Public Notices <br> • Community Forums <br> • Newspaper Articles / Advertisements | **External Stakeholders** <br><br> • ZEC <br> • Relevant Emergency Organisations |
| **Recovery** | |
| **Recovery Activities** <br><br> • Provide Plant / resources as directed by relevant government agency(ies) | **Internal Stakeholders** <br><br> • Leadership Group |
| **Communications Activities** <br><br> • Council Website providing links to relevant government agency <br> • Public Notices <br> • Community Forums <br> • Newspaper Articles / Advertisements | **External Stakeholders** <br><br> • Relevant Government Organisations <br> • Relevant Emergency Organisation |
| **Further Treatment/ Action Plans** | | |
| • Nil | N/A | N/A |

# Extreme Weather (Storm)

| Extreme Weather (Storm) | | | |
|---|---|---|---|
| **Prepared by** | GM Corporate & Community Services <br> Strategic Infrastructure Coordinator <br> Governance Officer | **Date** | 22nd August 2014 |
| **Sub Plan Owner** | This plan is owned by the **GM Infrastructure & Planning Services**.  The sub plan owner is responsible for ensuring the accuracy and currency of the plan and advising the stakeholders of any changes made or required. | | |
| **Intent** | This plan is for the sole use of District Council of Mallala.  It is intended to provide guidance for Council in applying Risk Management principles to the management of the hazard at a council level and therefore effect a coordinated "whole of council" response to the identified hazard. | | |
| **State Arrangements** | | | |
| **Hazard Leader** | | **Control Agency** | |
| SA State Emergency Services | | SA State Emergency Service | |
| **Hazard Background** | | | |

Extreme weather events have occurred more frequently than any of the major natural hazards in Australia and account for the majority of damaging events experienced across the Nation. Severe storms occur when warm, humid air near the ground rises rapidly in an unstable atmosphere.  They can produce a combination of lightning, hail with a diameter of 2 cm or more, wind gusts of 90 km/h or greater, flash floods or tornadoes. Land gales occur when there are large differences in atmospheric pressure, and usually last longer affecting much larger areas than thunderstorms. They feature high winds of 62 km/h plus or violent wind gusts, and have little or no rain. Severe

| Extreme Weather (Storm) |
|---|

storms and land gales have the potential to damage property and cause injury or death from falling or wind-borne objects.

During the drought in 1944/45 extensive dust storms caused damage to several properties with the weight of dust (soil) collapsing many roofs and ceilings. Photographic records indicate that a small cyclone occurred in Parham last century but there are no dates confirming this event. With low lying plains and a coastal boundary strong winds are regular however not of a destructive nature. In 2009 there was significant damage to a Council leased facility at Two Wells and a residential property at Redbanks. Severe storm damage is often attributed to property damage caused by flooding.

Generally there is minimal notice of intense conditions. While inclement weather may be forecast and there are localised weather warning broadcasts via media sources this cannot always predict localised intensity. The timeframe of an incident could vary from immediate to more than one (1) day dependant on the weather system.

Strong winds may be more prevalent along coastal fringes and the open plains areas. Council has no operational buildings in these areas but does have a playground (Parham) and public toilets and shelters at the coastal settlements..

Dependant on the weather system the impact may be isolated or District wide which is likely to affect rural properties, cereal crops, residential areas, and infrastructure and transport corridors with an economic and environmental impact. Severe systems could impact the Districts river systems however this impact may not be immediate. There is limited control with more of a focus on minimising the impact and responsive efforts. Council would be involved in any recovery efforts which would impact work schedules and dependent on the timeframe the budget.

| Prevention | |
|---|---|
| **Prevention Activities** | **Internal Stakeholders** |
| • Council facilities and infrastructure are sound and well managed. Building maintenance and repair is consistent and of good quality. Council complies with the requirements of the Building Code of Australia<br><br>• Council has in place health and safety procedures and requirements for its staff in relation to extreme weather, this includes the provision to alter work schedules dependent on the weather system<br><br>• Council has Planning & Development Department, a Building Officer who conducts building audits and ensures compliance<br><br>• Council has developed emergency management plans including: BCP, WEEP, Extreme Heat, etc<br><br>• Council WHS Policies include policies relating to Extreme Weather | • Council Leadership Group |
| **Communications Activities** | **External Stakeholders** |
| • Council Website link to BOM<br><br>• Notice boards<br><br>• Letter drop to the elderly | • Property owners<br><br>• Community |
| Preparedness | |
| **Preparedness Activities** | **Internal Stakeholders** |
| • ZEMC membership<br><br>• Asset Management Plan , with building Audit<br><br>• Buildings adequately insured | • Council Leadership Group |
| **Communications Activities** | **External Stakeholders** |
| • Council Website link to BOM | • Property Owners |

| Extreme Weather (Storm) | |
|---|---|
| • Notice boards<br>• Letter drop to the elderly | • Community |
| **Response** | |
| **Response Activities** | **Internal Stakeholders** |
| • Provision of Drop In Centres<br>• Reschedule of Council Staff & staff duties as required<br>• Provide evacuation centres for displaced community members | • Council Leadership Group |
| **Communications Activities** | **External Stakeholders** |
| • Council Website link to BOM<br>• Notice boards<br>• Letter drop to the elderly | • Property Owners<br>• Community |
| **Recovery** | |
| **Recovery Activities** | **Internal Stakeholders** |
| • Provide Plant / resources as directed by relevant government agency(ies) | • Council Leadership Group |
| **Communications Activities** | **External Stakeholders** |
| • Council Website<br>• Notice boards | • Property Owners<br>• Community |
| **Further Treatment/ Action Plans** | | |
| **Treatment/ Action Plan** | **Position Responsible for Development** | **Target Date** |
| • Zone Emergency Management Plan (ZEMP) complete | ZEMC | 31st Jan 2016 |

# Flood (Coastal, Erosion & Riverine)

| Flood (Coastal, Erosion & Riverine) | | | |
|---|---|---|---|
| **Prepared by** | GM Corporate & Community Services<br>Strategic Infrastructure Coordinator<br>Governance Officer | **Date** | 22$^{nd}$ August 2014 |
| **Sub Plan Owner** | This plan is owned by the **GM Infrastructure & Planning Services**. The sub plan owner is responsible for ensuring the accuracy and currency of the plan and advising the stakeholders of any changes made or required. | | |
| **Intent** | This plan is for the sole use of Council. It is intended to provide guidance for Council in | | |

| Flood (Coastal, Erosion & Riverine) | |
|---|---|
| | applying Risk Management principles to the management of the hazard at a council level and therefore affect a coordinated "whole of council" response to the identified hazard. |

| State Arrangements | |
|---|---|
| **Hazard Leader** | **Control Agency** |
| Department of Environment, Water & Natural Resources | SA State Emergency Service |

## Hazard Background

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

Two (2) significant river systems are located within the District Council of Mallala. These are:

- Light River System;
- Gawler River System.

**Coastal**

Minor flooding has occurred at Middle Beach, Thompsons Beach and Parham with flooding generally dependant on severe storms coinciding with king tides. There are a number of low lying areas and these are easily affected though minimal damage has been recorded. Middle Beach has residential allotments that may be at risk dependant on the tidal movement. Areas of land were previously leased from the government but it is now under private ownership, specifically at Middle Beach. Residents are responsible for the sealed road adjacent the coastline and their property which is subject to flooding.

Onset may be reasonable quick but the duration can be as short as 2-4 hours in relation to tidal peaks. As tide times are identified in advance residents often have an indication of when such flooding may occur and may take action as they deem appropriate. Flooding is minor and intensity low. Only minor damage to residential property in particular has been identified with Council infrastructure requiring only minor reactive and scheduled maintenance. Council roads and infrastructure in these areas is a low category of road.

There is the possibility of pollution / disease if septic systems (CWMS) is affected – though low risk and no recorded history of such incidents.

**River**

Localised flooding has occurred on a number of occasions (1889, 1925, 1941, 1983, 2010) of the Light River affecting localised areas with heavy rains further upstream affecting flow of the Gawler and Light Rivers. Low lying areas in the southern part of Council bordering low areas of Playford Council are generally affected. Both Council's, on a number of occasions through-out a 12 month period, are required to close Bakers Road Ford to local traffic due to rising Gawler River levels.

Flooding is often localised with water receding in 1-4 days. There can be minimal warning in relation to onset due to condition / levels of catchment areas further East. The District is reliant on accurate daily weather forecast, and the early warning system of the North Para River Catchment.

Flooding could occur within 6-16 hours dependant on rainfall, (both locally and further East), previous weather conditions, current levels of rivers etc. Historically there has been high intensity flow through the Light River with slow moving water expansion once water has broken through levy banks, it can be fast moving dependant on ground level / condition of previous rains.

Areas adjacent Gawler and Light Rivers are predominately animal husbandry, broad acre, horticulture areas with the Lewiston and Two Wells residential areas the most likely to be impacted. There is the possibility of disease dependant on timeframe flood water is dormant. There is a minor possibility of residential septic systems being affected with some likelihood of damage to infrastructure with maintenance occurring as soon as practicable.

## Prevention

| Prevention Activities | Internal Stakeholders |
|---|---|
| - Council has flood mitigation infrastructure, including levee banks, along some of it's coastal fringe<br><br>- Property owners and Council have flood mitigation infrastructure, including levee banks, along some of | - Council Leadership Group |

| Flood (Coastal, Erosion & Riverine) | |
|---|---|
| <ul><li>the river system</li><li>Council participates in Floodsafe</li><li>Council has provided training by SES to staff in "swift water"</li><li>Council has developed Flood Mapping and uses this in Panning, Development and Building</li><li>Early warning system of the North Para River Catchment</li></ul> | |
| **Communications Activities**<ul><li>Council Website link to BOM</li><li>Notice boards Public Notices</li><li>Community Forums</li><li>Newspaper Articles / Advertisements</li></ul> | **External Stakeholders**<ul><li>Community</li><li>SES</li><li>Emergency Services</li><li>SA Water</li><li>SEC</li></ul> |
| **Preparedness** | |
| **Preparedness Activities**<ul><li>Asset management Plan – data capture completed & road classification</li></ul> | **Internal Stakeholders**<ul><li>Council Leadership Group</li></ul> |
| **Communications Activities**<ul><li>Council Website link to BOM</li><li>Notice boards Public Notices</li><li>Community Forums</li><li>Newspaper Articles / Advertisement</li></ul> | **External Stakeholders**<ul><li>Community</li><li>SES</li><li>Emergency Services</li><li>SA Water</li><li>SEC</li></ul> |
| **Response** | |
| **Response Activities**<ul><li>Council would provide a reactive response as required following a flooding event and it is expected that some Council infrastructure – in-particular roads and stormwater infrastructure may be damaged during an incident.</li><li>Provide Plant / resources as directed by relevant government agency(ies)</li></ul> | **Internal Stakeholders**<ul><li>Council Leadership Group</li></ul> |

| Flood (Coastal, Erosion & Riverine) | |
|---|---|
| **Communications Activities** | **External Stakeholders** |
| • Council Website link to BOM <br> • Notice boards Public Notices <br> • Community Forums <br> • Newspaper Articles / Advertisement | • Community <br> • SES <br> • Emergency Services <br> • SA Water <br> • SEC |
| **Recovery** | |
| **Recovery Activities** | **Internal Stakeholders** |
| • Provide Plant / resources as directed by relevant government agency(ies) <br> • Provide resources to repair damaged Levees or road infrastructure | • Council Leadership group |
| **Communications Activities** | **External Stakeholders** |
| • Council Website link to BOM <br> • Notice boards Public Notices <br> • Community Forums <br> • Newspaper Articles / Advertisement | • Community <br> • SES <br> • Emergency Services <br> • SA Water <br> • SRC |
| **Further Treatment/ Action Plans** | | |

| Treatment/ Action Plan | Position Responsible for Development | Target Date |
|---|---|---|
| • Develop additional levees | GM Infrastructure & Planning Services | Ongoing |
| • Black Spot funding for Baker Road Ford | GM Infrastructure & Planning Services | 30th June 2016 |
| • Train relevant staff re how to respond/ assist in an emergency event – I-Responda | Governance Officer | 31st Dec 2015 |
| • Develop a Plant Register for use in the event of an emergency and nominated staff list to assist in the emergency event | Governance Officer | 31st March 2016 |

# Rural Fire

| Rural Fire | | | |
|---|---|---|---|
| **Prepared by** | GM Corporate & Community Services Strategic Infrastructure Coordinator Governance Officer | **Date** | 22nd August 2014 |
| **Sub Plan Owner** | This plan is owned by the **GM Infrastructure & Planning Services**. The sub plan owner is responsible for ensuring the accuracy and currency of the plan and advising the stakeholders of any changes made or required. | | |
| **Intent** | This plan is for the sole use of Council. It is intended to provide guidance for Council in applying Risk Management principles to the management of the hazard at a council level and therefore affect a coordinated "whole of council" response to the identified hazard. | | |

| State Arrangements | |
|---|---|
| **Hazard Leader** | **Control Agency** |
| SA Country Fire Service | SA Country Fire Service or SA Metropolitan Fire Service |

## Hazard Background

Bushfires can occur on farming land, reserves and within native vegetation areas. They can be combined with strong winds, heavy smoke and the shower of embers both before and after a fire passes. During a bushfire the radiant heat is the greatest threat to life and property. Well-prepared properties may be able to resist the normally brief exposure to a bushfire dependent: on the property location and safety of access; the amount and type of nearby vegetation; the property position and condition; and the availability of water and physical capabilities of those present.

Council does not have a high frequency of extensive / un-controlled fires. The most recent fire of note was in 2003 burning some 2,000 acres South of Windsor affecting rural property and fencing only, this fire was caused by ETSA working on faulty infrastructure. Historically there have been some large hay and implement shed fires and minor crop fires – these have been predominately in the summer months. While there are fires annually these are contained to rural properties and often while farmers are on site meaning early detection, notification and action.

Onset and speed of bushfires is often dependant on the time of the fire, prevailing weather conditions and the fuel available to the fire. Previous season's rainfall can contribute to increased fuel for a fire. Weather conditions on the onset of a fire must also be considered. Under normal conditions a bushfire will often be extinguished in a sufficient timeframe due to the ease of the terrain, ease of access and locality and availability of surrounding emergency services.

Fire bans and the affected areas are well advertised / publicised through-out the fire danger season with Council also having Fire Permit requirements. Mallala is situated in a central location with access to additional emergency services where required providing an immediate / greater response.

Incidents generally impact rural properties and associated infrastructure such utilities, also livestock, fencing and implement sheds. It is a fact of rural living however awareness, response and technology have improved significantly assisting in the prevention and reaction to fires.

## Prevention

| Prevention Activities | Internal Stakeholders |
|---|---|
| <ul><li>Council has in place health and safety procedures and requirements for its staff in relation to fire ban days and the types of work able to be carried out during declared fire ban days. Council's by-laws also prohibit the lighting of open fires during specific periods and locations.</li><li>Council has a General Inspector who is also the Bushfire Prevention Officer</li></ul> | <ul><li>Council General Inspector</li><li>Council Leadership Group</li></ul> |
| **Communications Activities** | **External Stakeholders** |
| <ul><li>Council website – link to Fire Ban Information</li></ul> | <ul><li>CFS</li></ul> |

| Rural Fire | |
|---|---|
| • Community Bushfire Prevention Sessions<br>• Notice Boards<br>• CFS Newsletter available<br>• Public Notices | • Community<br>• Businesses |

| Preparedness | |
|---|---|
| **Preparedness Activities**<br>• ZEMP<br>• ZEC | **Internal Stakeholders**<br>• Council General Inspector<br>• Council Leadership Group |
| **Communications Activities**<br>• Council website – link to Fire Ban Information<br>• Community Bushfire Prevention Sessions<br>• Notice Boards<br>• CFS Newsletter available<br>• Public Notices | **External Stakeholders**<br>• CFS<br>• Community<br>• Businesses |

| Response | |
|---|---|
| **Response Activities**<br>• Provide Plant / resources as directed by relevant government agency(ies)<br>• ZEC Council Representation | **Internal Stakeholders**<br>• Council General Inspector<br>• Council Leadership Group<br>• ZEC Member |
| **Communications Activities**<br>• Council website<br>• Notice Boards<br>• Public Notices | **External Stakeholders**<br>• CFS<br>• Community<br>• Businesses |

| Recovery | |
|---|---|
| **Recovery Activities**<br>• Provide Plant / resources as directed by relevant government agency(ies)<br>• Provide Evacuation Centres if requested | **Internal Stakeholders**<br>• Council General Inspector<br>• Council Leadership Group |
| **Communications Activities**<br>• Council website | **External Stakeholders**<br>• CFS<br>• Community<br>• Businesses<br>• SRC |

| Further Treatment/ Action Plans | | |
|---|---|---|
| **Treatment/ Action Plan** | **Position Responsible for Development** | **Target Date** |
| • Formalise guidelines for council Staff & Council Plant Usage with CFS during an Incident | Governance Officer LGA | 30th June 2016 |
| • Train nominated staff – I-Responda Training | Governance Officer | 31st July 2015 |
| • Develop a Plant Register for use in the event of an | HS Officer | 31st Dec 2015 |

| Rural Fire | | |
|---|---|---|
| emergency and nominated staff list to assist in the emergency event | | |
| • Develop an Animal Plan | Leadership Group | 30 June 2016 |
| • Purchase Emergency Kits for each site which include torches, radio, batteries, paper, pen, matches, high visibility vests, name tags etc | HS Officer | 31 March 2016 |
| • Develop procedures for the coordination of staff | Leadership Group/ HS Officer/ Governance Officer | 30 June 2016 |
| • Develop Guidelines for the Customer Service staff | GM Corporate and Community Services | 30 June 2016 |
| • Investigate options for communications across sites e.g. satellite phones, UHF radios, Two Way Radios in the event that the power and phones are done. | GM Infrastructure Services | 31 March 2016 |
| • Develop community plans for each township | Leadership Group | 30 September 2016 |
| • Review Emergency Contact Details for all Staff | Payroll Officer | 31 March 2016 |

# Section Three: Critical Function Control Plans

# Corporate & Community Services

| Customer Service | | | |
|---|---|---|---|
| **Prepared by** | Anne Sawtell | **Date** | 8th May 2014 |
| **Sub Plan Owner** | This plan is owned by the **General Manager Corporate & Community Services** who has overall responsibility for this plan.<br><br>The routine management of the plan in delegated to **Customer & Library Services Coordinator** who has responsibility for ensuring the accuracy and currency of the plan and advising the **General Manager Corporate & Community Services** of any changes required. | | |

| Identified Critical Business Functions |
|---|
| • Telephone enquiries – transfer to staff & general public<br>• Internal Communications between Customer Service and all other staff in an emergency event<br>• Mail – individual & consultations |

| Overview of Functions (Context) |
|---|
| Customer service – functions for both residents & ratepayers, in accordance with the Local Government Act |

| Business Impact Analysis | | |
|---|---|---|
| **Business Impact of Function Loss** | **Penalties for Non Delivery** | **Functional Interdependencies** |
| • Frustrated residents & internal staff<br>• Reputational/ Public humiliation<br>• Financial loss – can't process cheques<br>• Records not up to date<br>• Potential legal implications<br>• WHS/ Risk - Safety | | • Planning<br>• Inspectorial<br>• Community Services<br>• Depot staff (basically affects all council)<br>• Elected Members |
| **Current Resources Premises/ Equipment/ Staff** | **Minimum Resources Required** | **Alternate Manual Process or Work Around** |
| • Three sites (Mallala & Two Wells Offices and Mallala Depot)<br>• 4 staff<br>• 4 computers<br>• Telephone system, both 2 lines – Mallala & TW & internal phone numbers | • 1 PC at both sites<br>• Civica systems module<br>• Receipt printer<br>• Telephone line/ Communications – Two Way or Satelitte<br>• Investigate generator for power outage | • Can survive for up to half a day without IT – manual transactions – but means records won't be up to date<br>• Use Two Way Communications when phone and service is down |

| Disruption Scenario | Max Allowable Outage |
|---|---|
| • Loss of one customer service site due to fire<br>• Loss of staff ( due to sickness)<br>• Power outage<br>• Phone outage | • Up to a week<br>• 1 day<br>• 1day<br>• 2 hours |

| Customer Service | |
|---|---|
| **Authority for Invoking Plan** | General Manager Corporate & Community Services |

**Key Decision Makers to be assembled**

- Customer & Library Service Coordinator
- General Manager – Corporate and Community Services

**Stakeholders other than process owner**

| Internal | External |
|---|---|
| • All staff | • Conveyancers |
| | • Civic |
| | • Telstra |
| | • Residents & ratepayers |

**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:

- TRIM

Hard copies:

- Each site has procedure manual – DA's at Two Wells

**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 via website – customer service down – both internal & external sites
- Organise Two Way Communications for internal staff
- 

**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 MAO the following responses may be appropriate:

- Set up alternative site i.e. Sports Club (this would need to be investigated as part of pre-plan) see what facilities particularly IT/ Communications is possible
- Investigate alternate two way communications for internal staff in an emergency event
- Investigate generator in the event of a power outage.

**Communication Considerations**

| Internal | External |
|---|---|
| • All staff | • Residents & ratepayers |
| • Elected members | • Media |
| | • Business owners |
| | • Bank SA |
| | • Courts (dog notices) |
| | • LGA |

**Further Treatment/ Action Plans** Actions required for continuous improvement

| Treatment/ Action Plan | Position Responsible for development | Target Date |
|---|---|---|

| Customer Service | | |
|---|---|---|
| • Need to investigate alternative sites if Council buildings burnt down<br><br>• Need to organise two way communications if both power and phones are down<br><br>• Investigate cost of a generator for power outage | General Manager Corporate & Community Services<br><br>General Manager Infrastructure Services | June 2016 |

| Finance | | | |
|---|---|---|---|
| **Prepared by** | Krystal Duffy<br>Lyn Mann | **Date** | 8th May 2014 |
| **Sub Plan Owner** | This plan is owned by the **General Manager Corporate & Community Services** who has overall responsibility for this plan.<br><br>The routine management of the plan in delegated to **Finance Coordinator** who has responsibility for ensuring the accuracy and currency of the plan and advising the **General Manager Corporate & Community Services** of any changes required. | | |

**Identified Critical Business Functions**

- Payroll

- 

**Overview of Functions (Context)**

- Paying employees for work provided

- 

**Business Impact Analysis**

| Business Impact of Function Loss | Penalties for Non Delivery | Functional Interdependencies |
|---|---|---|
| • If employees aren't paid they can't pay their bills<br><br>• | • May need to pay overdue fees for employees. Employees will want compensation<br><br>• Not meeting legislative requirements<br><br>• | • Lose confidence of staff. Pays are what employees survive on<br><br>• |
| **Current Resources Premises/ Equipment/ Staff** | **Minimum Resources Required** | **Alternate Manual Process or Work Around** |
| • Two part time employees – two computers, confidential compactors, management to sign time sheets<br><br>• | • One part time employee, internet connection, Civica, confidential paperwork loaded up, one laptop<br><br>• | • Pay with cash, manual cheques, pay base rate, no overtime until confirmed<br><br>• |

| Disruption Scenario | Max Allowable Outage |
|---|---|
| • Fire, building failure, power outage, computer failure, virus, loss of staff, computer hacking, flood | • Two (2) days if pays aren't entered we will fall behind<br><br>• |

| Authority for Invoking Plan | General Manager Corporate & Community Services |
|---|---|

**Key Decision Makers to be assembled**

- Finance team:
  - Payroll Officer
  - Customer service officer (assists with queries)

**Stakeholders other than process owner**

| Internal | External |
|---|---|
| • Employees<br><br>• | • Partners of employees/ family/ their creditors<br><br>• |

| Finance | |
|---|---|
| **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 officer folder on S/drive & TRIM

Hard copies:

- Confidential compactor

- Accounts department, personal folders & files

- 

| **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 employees off the issue with payroll. Keep them updated with progress. Gather payroll timesheets in case we need to manually do pays (potentially set up other site)

- 

| **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 MAO the following responses may be appropriate:

- Gather manual time sheets, prepare to pay manually if the emergency arises

- Make sure you keep staff informed

- Attempt to use other avenues/ computer systems/ re print off file

| **Communication Considerations** | |
|---|---|
| **Internal** | **External** |
| <ul><li>all staff</li><li>all staff/ management</li><li>all staff/ management</li></ul> | <ul><li>partners/ family/ their creditors</li><li></li></ul> |

| **Further Treatment/ Action Plans** Actions required for continuous improvement | | |
|---|---|---|
| **Treatment/ Action Plan** | **Position     Responsible for development** | **Target Date** |
| Develop procedures for manual processing of pays | Finance Coordinator | 30th    June 2016 |

## Information Communications Technology (ICT)

| Prepared by | Jo-Ann Tanti, Gary Graham & Angie-Marie Fuss | Date | 24th September 2015 |
|---|---|---|---|
| Sub Plan Owner | This plan is owned by the **General Manager, Corporate and Community Services** who has overall responsibility for this plan.<br><br>The routine management of the plan is delegated to the **Finance Coordinator** who has responsibility for ensuring the accuracy and currency of the plan and advising the **General Manager, Corporate and Community Services** of any changes required. | | |

## Identified Critical Business Functions

Information Technology

## Overview of Functions (Context)

- Computer – Internal network for staff
- Phone Network, Website - Communications
- Records (all rely on IT functionality)
- Hardware/ Servers (Internally and Externally- MSP - Civica)

## Business Impact Analysis

| Business Impact of Function Loss | Penalties for Non Delivery | Functional Interdependencies |
|---|---|---|
| • Finance department unable to function efficiently<br><br>• Record capture/ access<br><br>• Lack of critical information not stored in alternative location<br><br>• Lack of communication<br><br>• Maintenance of Website | • Designated employees<br><br>• Industrial relations (negative)<br><br>• Compliance – not meeting deadlines, reporting | • All departments |

| Current Resources Premises/ Equipment/ Staff | Minimum Resources Required | Alternate Manual Process or Work Around |
|---|---|---|
| • MSP – Civica – External Provider<br><br>• Hard Copies – Various locations<br><br>• 1 x records officer<br><br>• Mobile Phones<br><br>• 3 different sites | • Available staff to organize data retrieval and information | • To be developed |

| Information Communications Technology (ICT) | |
|---|---|

| Disruption Scenario | Max Allowable Outage |
|---|---|
| • Power Failure | • 1 day |
| • Phone outage | • 1 day |
| • Fire | • 1 day |
| • Virus/ malware/ hacking | • 1 day |
| • Loss of Key Staff | • 5 days |
| • IT Support provider (External) | • 1 day |
| • Software Support Provider | • 1 day |
| • Internet Service Provider | • 1 day |

| Authority for Invoking Plan | General Manager Corporate & Community Services |
|---|---|

**Key Decision Makers to be assembled**

- CEO
- General Manager, Corporate and Community Services
- General Manager, Infrastructure and Planning Services
- Communications Officer
- Records Officer
- MSP – Civica – External Provider
- Internal/ External IT Support

**Stakeholders other than process owner**

| Internal | External |
|---|---|
| • All departments of Council | • IT Service Provider |
| • Elected Members | • Software Support Provider |
| | • Internet Service Provider |

**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**

- MSP – Civica (External Service Provider)

**Hard Copies**

- Various Sites

**Emergency Response** Immediate actions required if function is lost.

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

- Notify internal & external stakeholders
- Alternate site determined (Fire/ Flood)

**Information Communications Technology (ICT)**

**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 MAO the following responses may be appropriate:-

- Mitigate community dissatisfaction – Media Release
- Determine critical functions to be accessed prior to server shutting down UPS (Uninterrupted Power Supply)

**Communication Considerations**

| Internal | External |
|---|---|
| • Notify external providers (IT, Software, Internet)<br>• All Staff | • Community – Media Release<br>• Contractors |

**Further Treatment/ Action Plans** Actions required for continuous improvement

| Treatment/ Action Plan | Position Responsible for development | Target Date |
|---|---|---|
| • Disaster Recovery Treatment Plan<br>• Contact External Providers to confirm their BCP.<br>• Media – CEO<br>• Investigate generator for power outage<br>• Develop procedures for customer service staff in the event of an interruption<br>• Investigate Two Way Communications across sites | General Manager Corporate & Community Services | 30th June 2016<br>31st Dec 2015<br>31st March 2016 |

## Records Management

| Prepared by | Paula Algar, Jo-Ann & Angie-Marie Fuss | Date | 21st September 2015 |
|---|---|---|---|

| Sub Plan Owner | This plan is owned by the **General Manager, Corporate and Community Services** who has overall responsibility for this plan.<br><br>The routine management of the plan is delegated to the **Records Officer** who has responsibility for ensuring the accuracy and currency of the plan and advising the **General Manager, Corporate and Community Services** of any changes required. |
|---|---|

## Identified Critical Business Functions

- Receiving and Capturing of Records
- Supporting the Records Management System

## Overview of Functions (Context)

Responsible for the following:

- Classification & Distribution of incoming and outgoing mail
- Monitoring & review of the records management system (TRIM)
- Record Sentencing & Disposal
- Providing records support to all staff

In accordance with State Records Act 1997.

## Business Impact Analysis

| Business Impact of Function Loss | Penalties for Non Delivery | Functional Interdependencies |
|---|---|---|
| <ul><li>Back Log of incoming and outgoing mail</li><li>Loss of Vital Records</li><li>Compliance Failure</li></ul> | <ul><li>Future Support Documents unable to be provided</li><li>Regulatory, Compliance</li></ul> | <ul><li>ICT</li><li>Human Resources</li><li>Other departments</li></ul> |
| **Current Resources Premises/ Equipment/ Staff** | **Minimum Resources Required** | **Alternate Manual Process or Work Around** |
| <ul><li>TRIM</li><li>Network</li><li>MSP - Civica</li><li>6 x Office sites – Storage</li><li>8 x Photocopiers</li><li>1 x FTE (all staff capturing records)</li><li>S:Drive</li><li>Remote Access</li><li>Alternate Sites</li></ul> | <ul><li>1 x FTE</li><li>1 x Photocopier/ Scanner per site</li><li>Alternate Site</li><li>Computer</li></ul> | <ul><li>Photocopying/ Scanning</li><li>Hard Copy Storage</li><li>Power</li><li>1 x FTE (plus staff trimming records)</li></ul> |

## Records Management

| Disruption Scenario | Max Allowable Outage |
|---|---|
| • Power Loss | • 2 days |
| • Software Support Provider (External) | • 5days |
| • ICT Service Provider (External) | • 5days |
| • Loss of Staff | • 10days |

| Authority for Invoking Plan | General Manager Corporate & Community Services |
|---|---|

### Key Decision Makers to be assembled

- General Manager, Corporate and Community Services
- Records Officer
- Governance Officer
- IT Support (Internally)

### Stakeholders other than process owner

| Internal | External |
|---|---|
| • All Staff | • State Records |
| | • Community Members |
| | • Elected Members |
| | • Australia Post |
| | • ICT Service Provider (External) - Managed Service Provider (MSP) -– Civica  (Externally) |

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

The current Policies and Procedures for this critical function can be located at :-

- Shared data – S: Drive
- Records System - TRIM
- Council Website
- ICT Service Provider (External) – MSP - Civica  (Externally)
- Hard Copies – Records Folders – Various Off Site Locations as follows:
  - Mallala Council Chambers
  - Mallala Main Office
  - Mallala Depot
  - Two Wells Annexe
  - Two Wells Office
  - Two Wells Library
  - Recall

| Records Management | |
|---|---|

**Emergency Response** Immediate actions required if function is lost.

- Determine length of interruption (if Possible)
- Save all current working documents ( if time permits)
- Inform/ remind  staff of the manual capture/ records  process
- Time permitting secure hard copies
- Availability of 1 x staff member/ workstation/ scanner/ copier

**Continuity Management** Actions required to ensure continued availability of the function

- Move to an alternate site – To be determined
- Hard Copies
- Availability of 1 x staff member/ workstation/ scanner/ copier
- Advise Mail Delivery

**Communication Considerations**

| Internal | External |
|---|---|
| • Inform staff E.g. Direct, Mobile network | • Mobile Phone Network |
| • Email if able to all staff | • Council Website |

**Further Treatment/ Action Plans** Actions required for continuous improvement

| Treatment/ Action Plan | Position Responsible for development | Target Date |
|---|---|---|
| • ICT Recovery Plan (Civica)<br>• Fire Prevention Processes - Storage | General Manager Corporate & Community Services | 31$^{st}$ March 2016<br>31$^{st}$ Dec 2015 |

# Planning Services

| Animal Management and Dog Control | | | |
|---|---|---|---|
| **Prepared by** | Peter Buttery | **Date** | 21st December 2015 |
| **Sub Plan Owner** | This plan is owned by the **General Manager Infrastructure & Planning** who has overall responsibility for this plan. The routine management of the plan is delegated to the **Authorising Officer** who has responsibility for ensuring the accuracy and currency of the plan and advising the **General Manager Infrastructure & Planning** of any changes required. | | |
| **Identified Critical Business Functions** | | | |
| • Animal management and dog control | | | |
| **Overview of Functions (Context)** | | | |
| • Collection of animals found wandering around<br>• Dealing with complaints from the community | | | |
| **Business Impact Analysis** | | | |

| Business Impact of Function Loss | Penalties for Non Delivery | Functional Interdependencies |
|---|---|---|
| • Media – outrage<br>• Reputation loss<br>• Injury – loss of life<br>• Financial impact<br>• Incident occurring in the community for not managing/ responding to complaints<br>• Backlog<br>• Potential to need to relate animals<br>• Loss of animals | • Enforcing Dog & Cat Management Act – obligated to comply<br>• Potential fines<br>• Litigation issues | • Customer service<br>• Waste management<br>• Construction<br>• Records/ IT<br>• Finance |
| **Current Resources Premises/ Equipment/ Staff** | **Minimum Resources Required** | **Alternate Manual Process or Work Around** |
| • Authorising officer (1FTE)<br>• Vehicle/ cages<br>• Premises – dog pound/ kennels<br>• Computer, phone, IT<br>• Office<br>• Back up personnel (1 FTE internal, 1 FTE external) | • IT – computer – access to server records<br>• Staff (1FTE)<br>• Phone – communication systems<br>• Desk or work from home<br>• Vehicle 4WD<br>• Relation of dog kennels | • Map book<br>• Local knowledge |

| Animal Management and Dog Control | |
|---|---|

| Disruption Scenario | Max Allowable Outage |
|---|---|
| • Computer failure | • 1 day |
| • Loss of staff | • 1 week |
| • Fire | • 1 week |
| • Flood (isolation of staff) | • 1 week |
| • Loss of building | • 2 weeks |
| • Loss of vehicle | • 1 day |

| Authority for Invoking Plan | General Manager Infrastructure & Planning Services |
|---|---|

**Key Decision Makers to be assembled**

- General Manager Infrastructure & Planning
- Authorising Officer
- Coordinators

**Stakeholders other than process owner**

| Internal | External |
|---|---|
| • Authorising officer | • Neighbouring councils – back up personnel |
| • Planning & compliance officer | • RSPCA |
| • Records | |
| • IT | |

**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:

- TRIM – safe operating procedures
- Authority – follow up – expiation records in TRIM

Hard copies:

- Vehicle
- Expiation noticed – hand written
- Folder in main office - Mallala

**Emergency Response** Immediate actions required if function is lost.

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

- Nil

**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 MAO the following responses may be appropriate:

- Organise backup personnel to assist or cover key personnel
- Organise for IT & communication system to be available – receive records
- Work from home, relocate office, work from car/vehicle

| Animal Management and Dog Control | | |
|---|---|---|
| **Communication Considerations** | | |
| **Internal** | **External** | |
| • Key personnel/ relevant stakeholders<br>• Customer service staff<br>• Records<br>• IT<br>• Finance | • Community<br>• LGAWCS & LGAMLS<br>• Neighbouring Councils<br>• Dog & Cat Management Board<br>• EPA | |
| **Further Treatment/ Action Plans** Actions required for continuous improvement | | |
| **Treatment/ Action Plan** | **Position Responsible for development** | **Target Date** |
| Site procedures based on specific scenarios | Authorising Officer | 30th June 2016 |
| Develop an Animal Plan in the event of a Fire or Flood | Community Services and Leadership Group | 30 June 2016 |

# Infrastructure Services

| Community Wastewater Management System – Mallala & Middletown | | | |
|---|---|---|---|
| **Prepared by** | Paul Cleghorn | **Date** | 10th August 2015 |
| **Sub Plan Owner** | This plan is owned by the **General Manager, Infrastructure & Planning Services** who has overall responsibility for this plan. <br><br> The routine management of the plan is delegated to the **Strategic Infrastructure Coordinator** who has responsibility for ensuring the accuracy and currency of the plan and advising the **General Manager, Infrastructure & Planning Services** of any changes required. | | |

### Identified Critical Business Functions

- Community Waste Management Scheme.

### Overview of Functions (Context)

Provision of CWMS to the Mallala Township. The maintenance and operation of gravity and pumping main, 5 pump stations, an operated lagoon treatment system, and a water storage and distribution system. Mallala Community Wastewater Management System – Ensure the new system is operating as per the design to treat and process the waste from the Mallala Township.

### Business Impact Analysis

| Business Impact of Function Loss | Penalties for Non Delivery | Functional Interdependencies |
|---|---|---|
| • Unable to provide service under WIA <br> • Community/ Public Health risk <br> • Buildings & Facilities not fit for purpose <br> • Health and Safety <br> • Environmental | • Breeching our license agreements <br> • Legal compliance Implications <br> • Reputation <br> • Water Industry Act | • Major effects to the residents as this is a full system (no Septic tanks) <br> • Infrastructure Department <br> • Planning Department |
| **Current Resources Premises/ Equipment/ Staff** | **Minimum Resources Required** | **Alternate Manual Process or Work Around** |

## Community Wastewater Management System – Mallala & Middletown

| | | |
|---|---|---|
| • Chief Executive Officer<br>• General Manager of Infrastructure and Planning<br>• Environmental Health Officer<br>• Strategic Infrastructure Coordinator<br>• Asset Management Officer<br>• Depot Operations Coordinator<br>• Kirk Daniel Building Maintenance Officer<br>• Vehicles<br>• 1 x Genset<br>• 1 x truck<br>• 2 x staff<br>• Mobile Phones | • Alano Waters professionals who are engaged to operate the treatment plant<br>• Effluent pumping Contractors on standby<br>• Council Staff<br>• Utilities Water – Power<br>• Generator<br>• Vehicles | • Ok up to 8 hrs in peak times for the pumps stations<br>• Treatment plant (further investigation required) |

| Disruption Scenario | Max Allowable Outage |
|---|---|
| • Power outage<br>• Damage to Infrastructure<br>• Controller Pump Failure<br>• Flooding<br>• Blue Green Algae in the treatment pond<br>• Mechanical failure | • 8 Hrs for the 5 pump stations<br>• 2 hours<br>• 2 hours<br>• 24 Hours<br>• 1 week<br>• 1 day |

| Authority for Invoking Plan | General Manager Corporate & Community Services |
|---|---|

### Key Decision Makers to be assembled

- Chief Executive Officer
- General Manager of Infrastructure and Planning
- Environmental Health Officer
- Strategic Infrastructure Coordinator

### Stakeholders other than process owner

| Internal | External |
|---|---|
| • Environmental Health Officer<br>• Customer Service<br>• Strategic Infrastructure Coordinator | • Contractors<br>• Alano Waters<br>• Community/ Customers<br>• Utilities – Water – Power<br>• SA Health & EPA |

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

The current Policies and Procedures for this critical function can be located at :-

- Shared data – S: Drive
- Records System - TRIM
- ICT Service Provider (External) – MSP - Civica  (Externally)

| Community Wastewater Management System – Mallala & Middletown |
|---|

**Emergency Response** Immediate actions required if function is lost.

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

Power Outage
- Analyse consequences – Identify priority pump stations
- Notify key personnel
- Liaise with SA Power Networks
- Engage relevant staff or contractors to restore or assist
- Implement Action Plan

Controller/ Pump Failure
- Analyse consequences – Identify priority Pump Stations
- Notify Key Personnel
- Liaise with SA Power Networks
- Engage relevant staff or contractors to restore or assist
- Implement Action Plan

Strategic Infrastructure Coordinator - Comments
- Activate the response plan (to be Developed) if high risk to the community
- Contact the (EHO) Environmental Health Officer if there has been a spill
- EHO to call Health SA
- Activate Councils Genset to operate the pumps
- Contact Emergency Services
- Contact Utilities E.g. SA Power Networks
- Contact Alano Waters (Treatment Plant)
- Contact septic pump contractors
- Ensure Community and staff are safe

**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 MAO the following responses may be appropriate:-

- Engaged additional resources – Trucks.
- Notify relevant agencies as required by License.
- If in the event that the power was out for more than 8 hours in peak times, the likelihood is very low with controls in place. Council have a portable Genset purposely for this emergency that can be mobile to all 5 pumps to keep them at a stable level during a power outage.
- Further work in the event of a Fire, Flood, Blue Green Algae Pond, Mechanical

**Communication Considerations**

| Internal | External |
|---|---|
| • Customer Service Team <br> • All staff <br> • Elected Members | • Community/ Customers <br> • SA Health & EPA <br> • Media <br> • Other Agencies |

**Further Treatment/ Action Plans** Actions required for continuous improvement

| Treatment/ Action Plan | Position Responsible for development | Target Date |
|---|---|---|

| Community Wastewater Management System – Mallala & Middletown | | |
|---|---|---|
| Develop an Implementation Action Plan in the event of an interruption. | Strategic Infrastructure Coordinator | 31st March 2016 |
| Liaise and train relevant staff in the procedures in the event of an interruption. | Strategic Infrastructure Coordinator | 31st March 2016 |
| Recycled Water Management Plan (RWNP) (to be developed SA Heath) | Strategic Infrastructure Coordinator | 31st March 2016 |
| Safety Reliability, Maintenance and Technical Management Plans (SRMTMP) (to be developed Office of the Technical regulator) | Strategic Infrastructure Coordinator | 31st Jan 2016 |
| Further work in the event of a Fire, Flood, Blue Green Algae Pond, Mechanical | Strategic Infrastructure Coordinator | 31st Jan 2016 |

# Section Four: Communication, Consultation and Engagement

# Community Consultation and Engagement

The District Council of Mallala is involved in many activities that build community and organisational resilience, prepare the community for emergencies, evaluate and manage risks, and adapt to issues such as climate change. Community engagement and communications are an integral and ongoing component in these and other inter-related activities, and are vital to ensure the Council's success as the community leader.

The National Disaster Resilient Community Engagement Framework describes community engagement in the context of:

> "a process where local government and the community interact in different ways to build resilience through shared decision-making, the two-way flow of information and learnings, shared capacity building and the development of strong relationships based on mutual trust and respect."

This plan supports the National Strategy for Disaster Resilience and associated Communications Plan. It enables the District Council of Mallala to build disaster resilience through robust community consultation and engagement activities. Consulting and engaging the community and key stakeholders will result in a greater understanding of local risks, the potential consequences of disasters, an increased appreciation of local government's role as the Community Leader, strengthen local ownership of decisions and actions, and ultimately continue to develop community resilience.

## Key Messages

This plan supports the key messages from the National Disaster Resilience Strategy Communications Plan. These are:

| | |
|---|---|
| **Disasters will happen** | Natural disasters are inevitable, unpredictable and significantly impact communities and the economy. |
| **Disaster resilience is your business** | Governments, businesses, not-for-profit, communities and individuals all have a role to play and to be prepared. |
| **Connected communities are resilient communities** | Connected communities are ready to look after each other in times of crisis when immediate assistance may not be available. |
| **Know your risk** | Every Australian should know how to prepare for any natural disaster. |
| **Get ready – then act** | Reduce the effects of future disasters by knowing what to do. |
| **Learn from experience** | We reduce the effects of future disasters by learning from past experiences. |

Where applicable, community engagement activities should support these key messages.

## Engagement Channels

The National Disaster Resilient Community Engagement Framework includes the Emergency Management Model for Community Engagement that has been adapted from the IAP$_2$'s Public Participation Spectrum and tailored specifically for emergency management. The model is centred on

five forms of engagement. All engagement activities, whether internal or external, should use an appropriate channel of engagement for the message type.

| Information | Sharing information between communities and council to come to a mutual understanding. Everyone is informed and able to take responsibility for decisions and actions. |
|---|---|
| Collaboration | Partnering with communities to support action, including developing alternatives and identifying a preferred solution. |
| Consultation | Sharing information, questions or positions to obtain ideas, feedback, knowledge or an understanding of objectives and expectations. |
| Empowerment | Individuals and communities have capacity to understand risk and accept responsibility and implement initiatives. |
| Participation | Building connected networks and relationships, ownership and trust through active involvement. |

# Evaluation

A structured approach to the evaluation of engagement supports continuous improvement and ongoing development. This plan supports the principles for evaluation in the National Disaster Resilient Community Engagement Framework. These are:

i. **Communities and individuals are informed about and understand the risks/ hazards that may affect them**

ii. **Individuals and communities have personal preparedness plans in place**

iii. **Communities harness their local resources and expertise**

iv. **Communities and individuals are active partners working with emergency services, local council and other community organisations**

v. **Community and individuals influence and make decisions that affect them**

**(Graham 2011)**

# Media Communications

## 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 is in the best interests in terms of allowing for the preparation of an appropriate response.

## Authority

It is the District Council of Mallala's policy that no person other than the Chief Executive Officer divulges any information to the media. This extends to contractors and other service providers and agencies and should be communicated in any 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. In some cases, this responsibility may be delegated to other senior staff such as Directors, with comment limited to their area of expertise.

The spokesperson will speak with accuracy regarding what is known and will not speculate about details that are unknown.

Responsibility for briefing the spokesperson lies with the CEO who is the single point of contact for all media enquiries.

## Media Advice

Primary responsibility for the coordination of communications messages and media advice rests with the CEO. This role is responsible for:

- Acting as the single point of contact for all media enquiries
- Briefing the Mayor on and coordinating any related communications messages
- Approving external communications messages
- Developing and maintaining external communications and media policies and procedures.

Employees will not make any comments to the media unless authorised to do so by senior management.

The resource requirements for the Media Briefing Centre that supports the Continuity and Emergency Control Centre are included in Appendix B.7 CMT Coordination Centre Checklist. Appendix B.5 Press Release provides an example press release.

## General Statement to Media

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 located in Appendix B.4 Media Enquiry 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.

# Stakeholders

Stakeholders have been identified within the community, organisation, state government agencies, emergency service organisations and not-for-profit organisations, as relating to community engagement activities and communications activities for business continuity and emergency management.

## Other Key Stakeholders

The following state government agencies, emergency service organisations and not-for-profit organisations have formed partnerships with local government to deliver educational campaigns regarding risk preparedness, and/ or work closely with the Council regarding community incidents, emergency events and disasters. Council will involve these stakeholders in discussions regarding communications to draw on their experience and gain mutual acceptance of strategies. They are:

- Emergency service organisations including –
    - o Country Fire Service
    - o Metropolitan Fire Service
    - o South Australian Police
    - o State Emergency Service (FloodSafe and Storm Safe)
- Red Cross (REDiPlan)
- SA Farmers Federation
- State Government Agencies including –
    - o Department of Environment, Water and Natural Resources
    - o Department of Planning, Transport and Infrastructure (road, rail and marine sections)
    - o Environmental Protection Agency
    - o Forestry SA
    - o SA Health
    - o SA Fire and Emergency Services Commission.

# Section Five: Testing, Review and Maintenance

# Monitoring and Review

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

| | Activity for Review | Accountability | Timeframe |
|---|---|---|---|
| 1 | Business Continuity and Emergency Management Plan (overarching plan) | CMT | Monitor annually and action as required |
| 2 | Business Continuity and Emergency Management Plan Training | CMT | Annual training brief or refresher session |
| 3 | Business Continuity and Emergency Management Plan Exercise | CMT | Annual desk top exercise<br><br>Simulation exercise each 2 years |
| 4 | Emergency Risk Register | CMT | Annual Review |
| 5 | Hazard Control Plans | CMT | Annual Review |

In addition to an annual test and review of the BCEMP, any significant changes in the District Council of Mallala's operations should also trigger a review of the plan. This includes changes from outcomes of risk assessment studies, after an exercise, after an incident or emergency where all or any part of this plan is utilised, or where changes are required for other reasons. Version control of the BCEMP should be co-ordinated through the CMT – Coordinator.

# Competence, Training and Awareness

A key objective of the BCEMP is to increase the awareness within the District Council of Mallala 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 process facilitators however one of the benefits of a facilitated process is that engagement and ownership of the BCEMP is developed at the business unit level. It will be the responsibility of the various Senior Managers to ensure that the requirements of the BCEMP are communicated to all staff and that induction/ training programs include reference to business continuity and emergency management in the context of sound risk management practices.

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

Training and awareness may be provided using a variety of programs that accommodate specific requirements for roles and positions. Training may be on-the-job, collective or group training (eg workshops, discussion, simulation, or multi-agency exercises), or guided self-paced self-learning programs (eg multi-media electronic or web-based).

Each Business Unit is responsible for identifying their business continuity and emergency management professional development and training needs, and the subsequent planning and implementation of programs to enable this process. This includes making adequate funding available to support selected staff in attending externally provided emergency management training opportunities and training for personnel involved in the delivery of emergency-based Council services and incident management systems.

Business Units looking to develop internal training and related programmes to support emergency prevention, preparedness, response and recovery are responsible for funding these through either the Council budget process or by seeking national level grants such as the Natural Disaster Resilience Program.

In circumstances where individuals from Council are deployed in support of an emergency response either locally, regionally or interstate, it is the responsibility of the relevant Manager to ensure that they seek to identify and disseminate as appropriate all relevant lessons learnt and other pertinent experiences that will value-add to Council's emergency prevention, preparedness, response and recovery capability development.

# Validation and Testing

Planning is a process, not an event. Once the BCEMP has been prepared, commitment to a pre-planned, annual test and maintenance schedule is required by Council to ensure BCEMP procedures remain viable into the future.

The District Council of Mallala recognises the importance of the testing of this plan. This plan must be verified through testing for accuracy and functionality. The benefits of testing this plan include:

- Determining the effectiveness of the plan.

- Bringing together all relevant stakeholders to promote knowledge of, and confidence in the plan.

- Providing the opportunity to promote the plan and educate the community.

- Providing the opportunity for testing stakeholder integration, operational procedures and skills in simulated business interruption or emergency conditions while testing Council's ability to work together on common tasks.

- Improving the plan in accordance with the results of incident and exercise debriefings.

The testing should include all aspects of the BCEMP, but not necessarily all in one year. Major components (Hazard Control Plans & Critical Function 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.

## Exercise schedule

The Council shall undertake one business continuity and emergency management exercise annually. This exercise may be conducted and reviewed by an independent facilitator and/ or panel of appropriately qualified people. The review will include debrief and production of a report with recommendations for areas of possible improvement to the plan. Exercises may take various forms and should be developed under the guidance of a trained exercise management practitioner.

## Exercise Formats
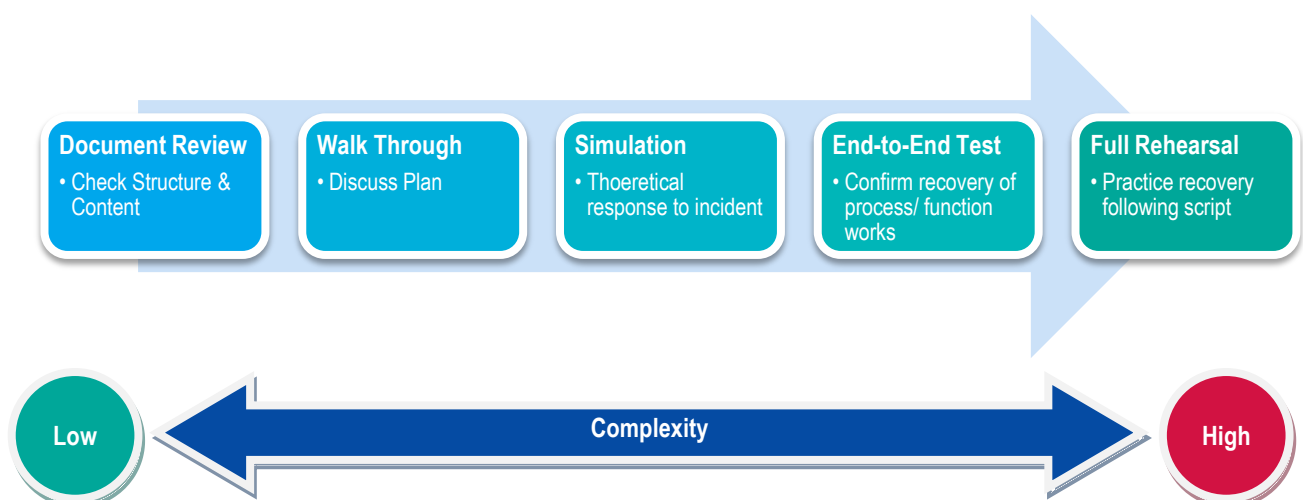
| Document Review | Walk Through | Simulation | End-to-End Test | Full Rehearsal |
|---|---|---|---|---|
| • Check Structure & Content | • Discuss Plan | • Thoeretical response to incident | • Confirm recovery of process/ function works | • Practice recovery following script |

Low ← Complexity → High

# Section Six:  Appendices

# Appendix A – Assessment Criteria

| Likelihood Rating | Frequency | Average Recurrence Interval |
|---|---|---|
| Almost Certain (1) | Once or more per year | < 3 years |
| Likely (2) | Once per ten years | 3 – 30 years |
| Possible (3) | Once per hundred years | 31 – 300 years |
| Unlikely (4) | Once per thousand years | 301 – 3,000 years |
| Rare (5) | Once per ten thousand years | 3,001 – 30,000 years |
| Very Rare (6) | Once per hundred thousand years | 30,001 – 300,000 years |
| Almost Incredible (7) | Less than once per million years | > 300,000 years |

| Category | Category Description |
|---|---|
| People | Relates to the direct impacts of the emergency on the physical health of people/individuals and emergency services' (i.e. health system) ability to manage Mortality defined as the ratio of deaths in an area to the population of that area; expressed per 1000 per year |
| Environment | Relates to the impacts of the emergency and its effects on the ecosystem of the area, including fauna and flora |
| Economy | Relates to the economic impact of the emergency on the governing body as reported in the annual operating statement for the relevant jurisdiction, and Industry Sectors as defined by the Australian Bureau of Statistics |
| Public Administration | Relates to the impacts of the emergency on the governing body's ability to govern |
| Social Setting | Relates to the impacts of the emergency on society and its social fabric, including its cultural heritage, resilience of the community |
| Infrastructure | Relates to the impacts of the emergency on the area's infrastructure/lifelines/utilities and its ability to service the community<br><br>Long-term failure = Repairs will take longer than 6 months<br>Mid- to long-term failure = Repairs may be undertaken in 3 to 6 months<br>Mid-term failure = Repairs may be undertaken in 1 to 3 months<br>Short- to mid-term failure = Repairs may be undertaken in 1 week to 1 month<br>Short-term failure = Repairs may be undertaken in less than 1 week |

| | Consequence Level | | | | |
|---|---|---|---|---|---|
| Likelihood Level | Insignificant | Minor | Moderate | Major | Catastrophic |
| Almost Certain | Medium | Medium | High | Extreme | Extreme |
| Likely | Low | Medium | High | High | Extreme |
| Possible | Low | Low | Medium | High | High |
| Unlikely | Low | Low | Medium | Medium | High |
| Rare | Low | Low | Low | Medium | Medium |
| Very Rare | Low | Low | Low | Low | Medium |
| Almost Incredible | Low | Low | Low | Low | Low |

| Consequence Rating | | | | |
|---|---|---|---|---|
| **Insignificant** | **Minor** | **Moderate** | **Major** | **Catastrophic** |
| **People A** Near misses or minor injuries, no reliance on health system | Isolated cases of serious injuries, health system operating within normal parameters | Isolated cases of loss of life (mortality > than one in one million), health system operating at maximum capacity, isolated cases of displacement of people (less than 24 hours) | Multiple loss of life (mortality >1 in one hundred thousand), health system over-stressed, large numbers of displaced people (more than 24 hours) | Widespread multiple loss of life (mortality > 1 in ten thousand), health system unable to cope, displacement of people beyond ability to cope Widespread multiple loss of life (mortality > 1 in ten thousand), health system unable to cope, displacement of people beyond ability to cope |
| **Environment B** Near misses or incidents without environmental damage, no recovery efforts required | Isolated cases of environmental damage, one off recovery efforts required | Isolated but significant cases of impairment or loss of ecosystem functions, intensive efforts for recovery required | Severe impairment or loss of ecosystem functions affecting many species or landscapes, progressive environmental damage | Widespread severe impairment or loss of ecosystem functions across species and landscapes, irrecoverable environmental damage |
| **Economy C** Financial loss < 0.1% of the government sector's revenues to be managed within standard financial provisions, inconsequential disruptions at business level | Financial loss 0.1-0.3% of the government sector's revenues requiring activation of reserves to cover loss, disruptions at business level leading to isolated cases of loss of employment | Financial loss 0.3-1% of the government sector's revenues requiring adjustments to business strategy to cover loss, disruptions to selected industry sectors leading to isolated cases of business failure and multiple loss of employment | Financial loss 1-3% of the government sector's revenues requiring major changes in business strategy to (partly) cover loss, significant disruptions across industry sectors leading to multiple business failures and loss of employment | Unrecoverable financial loss > 3% of the government sector's revenues, asset destruction across industry sectors leading to widespread business failures and loss of employment |
| **Public Administration D** Governing body manages the event within normal parameters, public administration functions without disturbances, public confidence in governance, no media attention | Governing body manages the event under emergency regime, public administration functions with some disturbances, isolated expressions of public concern, media coverage within region or jurisdiction | Governing body manages the event with considerable diversion from policy, public administration functions limited by focus on critical services, widespread public protests, media coverage within region or jurisdiction | Governing body absorbed with managing the event, public administration struggles to provide merely critical services, loss of public confidence in governance, media coverage beyond region or jurisdiction | Governing body unable to manage the event, disordered public administration without effective functioning, public unrest, media coverage beyond region or jurisdiction |
| **Social Setting E** Inconsequential short-term reduction of services, no damages to objects of cultural significance, no adverse emotional and psychological impacts | Isolated and temporary cases of reduced services within community, repairable damage to objects of cultural significance, impacts within emotional and psychological capacity of the community | Ongoing reduced services within community, permanent damage to objects of cultural significance, impacts beyond emotional and psychological capacity in some parts of the community | Reduced quality of life within community, significant loss or damage to objects of cultural significance, impacts beyond emotional and psychological capacity in large parts of the community | Community unable to support itself, widespread loss of objects of cultural significance, impacts beyond emotional and psychological capacity in all parts of the community |
| **Infrastructure F** Inconsequential short-term failure of infrastructure and service delivery, no disruption to the public services | Isolated cases of short- to mid-term failure of infrastructure and service delivery, localised inconveniences | Mid-term failure of (significant) infrastructure and service delivery affecting some parts of the community, widespread inconveniences | Mid- to long-term failure of significant infrastructure and service delivery affecting large parts of the community, initial external support required | Long-term failure of significant infrastructure and service delivery affecting all parts of the community, ongoing external support at large scale required |

# Appendix B – Business Continuity & Emergency Information

- B.1  Infrastructure and Services Locations
- B.2  Fire Danger Ratings
- B.3 CMT Meeting Agenda
- B.4  Media Enquiry Form
- B.5  Press Release
- B.6  Telephone Redirection Authorisation
- B.7  CMT Coordination Centre Checklist
- B.8  Pandemic Influenza Information Guide
- B.9 Emergency Response Support Register
- B.10 Emergency Services Plant and Equipment Register

## B.1  Infrastructure and Services Locations

| Council Infrastructure/ Service | Location | Fire Ban District |
|---|---|---|
| | | |
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## B.2  Fire Danger Ratings

| Fire Danger Rating | What Does it Mean? | What Should I Do? |
|---|---|---|
| **CATASTROPHIC**<br><br>**Total Fire Ban** | ▪ These are the worst conditions for a bush or grass fire.<br><br>▪ If a fire starts and takes hold, it will be extremely difficult to control and will take significant fire fighting resources and cooler conditions to bring it under control.<br><br>▪ Spot fires will start well ahead of the main fire and cause rapid spread of the fire.  Embers will come from many directions.<br><br>▪ Homes are not designed or constructed to withstand fires in these conditions.<br><br>▪ The safest place to be is away from bushfire prone areas. | **YOU NEED TO ACT NOW**<br><br>▪ Put your survival first and leave bushfire prone areas the night before or early in the day – this is your safest option.<br><br>▪ Act immediately – do not wait and see.<br><br>▪ Avoid forested areas, thick bush or long, dry grass.<br><br>▪ Prepare, know and practice a plan for:<br>  – When you will leave<br>  – How you will get there<br>  – What you will do if you cannot leave<br>  – Where you will go<br>  – When you will return |
| **EXTREME**<br><br>**Total Fire Ban** | ▪ These are very hot, dry and windy conditions for a bush or grass fire.<br><br>▪ If a fire starts and takes hold, it will be unpredictable, move very fast and be very difficult for fire fighters to bring under control.<br><br>▪ Spot fires will start and move quickly.  Embers may come from many directions.<br><br>▪ Homes that are prepared to the highest level, have been constructed to bushfire protection levels and are actively defended **may** provide safety.<br><br>▪ You must be physically and mentally prepared to defend in these conditions.<br><br>▪ The safest place to be is away from bushfire prone areas. | **YOU NEED TO GET READY TO ACT**<br><br>▪ Only stay with your property if you are prepared to the highest level.  This means your home needs to have been constructed to bushfire protection levels eg; enclosed eaves, covers over external air conditioners, metal flyscreens etc.<br><br>▪ You must be well prepared and able to actively defend your home if a fire starts.  This means you have the right equipment and resources to put out fires around your home eg; enough water supply, petrol/ diesel portable pump, generator, protective clothing etc.<br><br>▪ If you are not prepared to the highest level, leaving bushfire prone areas early in the day is your safest option. |
| **SEVERE**<br><br>**Total Fire Ban** | ▪ These are hot, dry and possibly windy conditions for a bush or grass fire.<br><br>▪ If a fire starts and takes hold, it will be hard for fire fighters to bring under control.<br><br>▪ Well prepared homes that are actively defended can provide safety.<br><br>▪ You must be physically and mentally prepared to defend in these conditions. | **YOU NEED TO BE AWARE**<br><br>▪ Well prepared homes that are actively defended can provide safety.  This means you have the right equipment and resources to put out fires around your home eg; enough water supply, petrol/ diesel portable pump, generator, protective clothing etc.<br><br>▪ If you are not prepared, leaving bushfire prone areas early in the day is your safest option. |
| **VERY HIGH**<br>**HIGH**<br>**LOW - MODERATE** | ▪ If a fire starts, it is likely to be controlled in these conditions and homes can provide safety.<br><br>▪ Be aware of how fires can start and reduce the risk. | ▪ Check your Bushfire Survival Plan.<br><br>▪ Monitor conditions.<br><br>▪ Action may be needed.<br><br>▪ Leave if necessary. |

# B.3 CMT Meeting Agenda

## Initial CMT Meeting

The CMT Director is to call the initial CMT meeting to obtain more detailed information from the relevant business areas impacted, including:

- Staff

- Any associated Emergency Services issues

- Building facilities

- Public relations/ media

- Damage/ security, and

- Salvage of building and/ or IT equipment.

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.

## Other Issues for consideration include

- Scheduling of site visit

- Identification of affected departments

- Public notification

- Schedule of staff meetings

- Development of initial plan for operations (short term)

- Allocation of temporary work locations.

## B.4  Media Enquiry Form

| BCEMP – Media Enquiry Record Form | | |
|---|---|---|
| Taken by: | | |
| Issue: | | |
| Date: | Time of call: | |
| Journalist name: | | |
| Contact numbers: | | |
| Media outlet: | | |
| Deadline: | | |
| Publication date: | | |
| Question: | | |
| Taken by: | | |
| Issue: | | |
| Response by: | | |
| Position in District Council of Mallala: | | |
| Response: | | |
| Date: | Time: | |

## B.5  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:

- Rates
- Water & Sewer
- Roads
- Community Services

Services that are not impacted by the business interruption include:

- Libraries
- Swimming pools
- Meals on wheels
- etc

Workarounds are currently being put in place 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 remains (insert number) and will be manned from (insert times) until further notice.

Issued by

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

## B.6  Telephone Redirection Authorisation

*Note that telephone redirection has not been setup by Local Government Risk Services*. Indications from Telstra are that clients will need to provide the following information to effect a redirection on phone numbers.

- Company name

- ABN

- Billing Address

- Redirection numbers.

Only authorised Council account holders will be able to authorise effect and will need to be pre authorised.

Emergency Redirections can be obtained with the above information by calling **13 22 55** Telstra Corporate Faults.

The following may be used to confirm your requirements with Telstra:


(Date)
(Council)
(Address)
(Town State Post Code)

The Manager
Telephone Redirections

Dear Sir/ Madam

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

This fax is to request in writing Telstra immediately redirect the current District Council of Mallala (insert council number) 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 Mobile Number of CMTmember).

Issued by


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

## B.7 CMT Coordination Centre Checklist

| Continuity and Emergency Coordination Centre (CECC) | | |
|---|---|---|
| **Element** | **Issues to be addressed** | **Actions Required** |
| **Location of CECC** | The location of the Organisation Name Coordination Centre is the Control Centre Location providing that the building is not subject to the interruption event | |
| **Alternate Location of CECC** | Backup Centre Location | |
| **Diagram of CECC** | | |
| **Provisions of telecommunications facilities** | | |
| **Provision of internet facilities** | | |
| **Emergency power requirements for CECC** | | |
| **Management and Staffing** | See Responsibility Statements for nominated positions | |
| **Security** | | |
| **Media** | | |
| **Initial level of activation** | | |
| **Stages of Operation Activation** | | |
| **Information Displays** | Information Board required in CECC<br><br>**Current Operations Display Board**, showing all tasks currently being carried out<br><br>**Contacts Display Board** Used to display important contact telephone and fax numbers in regular use<br><br>**Resources Allocation Board** Showing resources location, resources committed and resources available<br><br>**Staff Rosters** for longer or protracted use of the CECC<br><br>**Timing Details** recording of Briefing, meetings Situation Report etc<br><br>**Media Releases** Copies of publicly released materials | |
| **Plans and Documents** | Hard and soft copies of BCEMP, including Critical Function Sub Plans | |
| **Administration** | Stationary Equipment list to be developed by the CMT coordinator | |

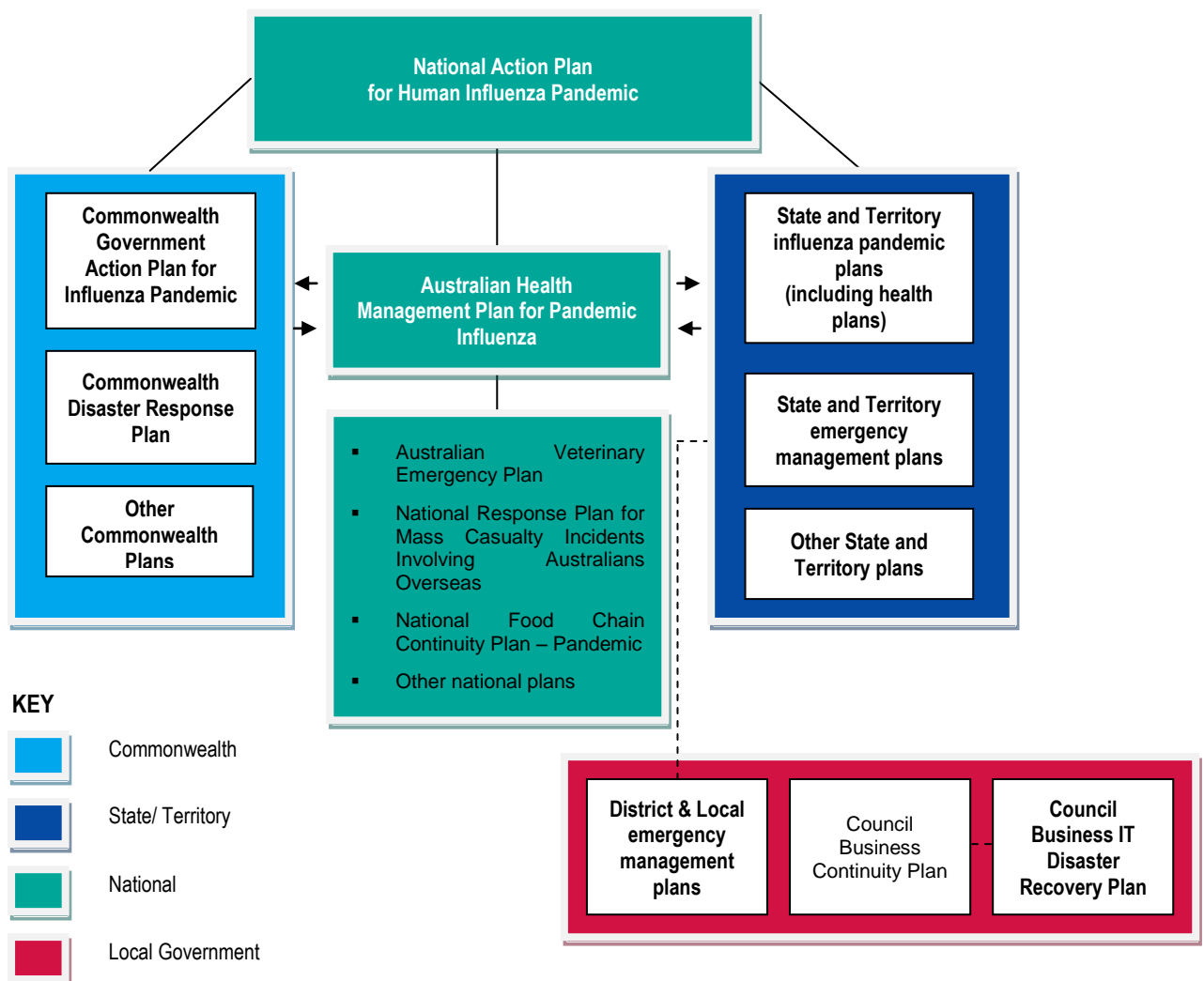| Continuity and Emergency Coordination Centre (CECC) | | |
|---|---|---|
| **Extended Operations** | Staff Roster to be developed if protracted use of the CECC is expected | |
| **Briefing Sessions** | Suitable briefing timing sessions to be identified by the CMT<br><br>Staff<br><br>Community<br><br>Elected Members | |
| **Stages of Operation Stand down** | Stand down of the CECC will be at the discretion of the CMT Director<br><br>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 | |
| **Forms** | CMT  Coordinator to identify suitable forms to be used to collect and record information within the CECC | |
| **Date approved by CMT** | | |

# B.8  Pandemic Influenza Information Guide

If a pandemic of any description was to eventuate within any local government area, it is probable that state level disaster plans would be activated, these plans are separate to Business Continuity Plans and have a community response focus.

Currently it is a requirement of the National Action Plan for Human Influenza Pandemic for all local government authorities to have in place a Business Continuity Plan.

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

A pandemic event occurring may result in the failure scenario 'loss of critical staff' occurring.  It is the impact of that business continuity loss scenario that the plan is designed to respond to.

## National, State & Local Pandemic Planning Matrix

**National Action Plan for Human Influenza Pandemic**

**Commonwealth Government Action Plan for Influenza Pandemic**

**Commonwealth Disaster Response Plan**

**Other Commonwealth Plans**

**Australian Health Management Plan for Pandemic Influenza**

- Australian Veterinary Emergency Plan
- National Response Plan for Mass Casualty Incidents Involving Australians Overseas
- National Food Chain Continuity Plan – Pandemic
- Other national plans

**State and Territory influenza pandemic plans (including health plans)**

**State and Territory emergency management plans**

**Other State and Territory plans**

### KEY

- Commonwealth
- State/ Territory
- National
- Local Government

**District & Local emergency management plans**

Council Business Continuity Plan

**Council Business IT Disaster Recovery Plan**

## Phases of Human Influenza Pandemic

| | | Global phase | Australian phase | Description of phase | AHMPPI 2008 |
|---|---|---|---|---|---|
| PREVENTION AND PREPAREDNESS | | AUS 0 | | No circulating animal influenza subtypes in Australia that have caused human disease | Australian phases |
| | | 1 | Overseas 1 | Animal infection overseas: the risk of human infection or disease is considered low | |
| | | | AUS 1 | Animal infection in Australia: the risk of human infection or disease is considered low | |
| | | 2 | Overseas 2 | Animal infection overseas: substantial risk of human disease | |
| | | | AUS 2 | Animal infection in Australia: substantial risk of human disease | |
| | | 3 | Overseas 3 | Human infection overseas with new subtype/s but no human to human spread or at most rare instances of spread to a close contact | ALERT |
| | | | AUS 3 | Human infection in Australia with new subtype/s but no human to human spread or at most rare instances of spread to a close contact | |
| RECOVERY | RESPONSE | 4 | Overseas 4 | Human infection overseas: small cluster/s consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans | DELAY |
| | | | AUS 4 | Human infection in Australia: small cluster/s consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans | |
| | | 5 | Overseas 5 | Human infection overseas: 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 (substantial pandemic risk) | DELAY |
| | | | 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 (substantial pandemic risk) | |
| | | 6 | Overseas 6 | Pandemic overseas: increased and sustained transmission in general population | DELAY |
| | | | AUS 6a | Pandemic in Australia: localised (one area of country) | CONTAIN |
| | | | AUS 6b | Pandemic in Australia: widespread | SUSTAIN |
| | | | AUS 6c | Pandemic in Australia: subsiding | CONTROL |
| | RECOVER | | AUS 6d | Pandemic in Australia: next wave | RECOVER |

Source:   National Action Plan April 2009

## Recommended Actions for Australian Businesses

| Aus 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<br><br>• Consider suspending all overseas/interstate travel<br><br>• Purchase health and safety consumables such as disinfectant, gloves and face masks<br><br>• Distribute hard copies of staff contact and supplier contact list<br><br>• 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.<br><br>• Prepare rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives<br><br>• Encourage staff to eat at their desks and stagger breaks to prevent groups meeting in the break rooms<br><br>• Provide staff with details of the location of fever clinics, designated influenza hospitals, infection control guidelines, the hotline for influenza and other relevant information<br><br>• Exercise the Business Continuity Plan examine how continuity will be affected in an environment of high absenteeism including up to 50% absenteeism, when regions are quarantined, preventing staff and goods from leaving or arriving, and when schools are closed and other social distancing is introduced.<br><br>• Plan to allow staff to work from home<br><br>• Plan for ways to increase social distancing in the workplace, eg video conferencing<br><br>• Identify the conditions where all but the critical functions would be suspended<br><br>• Update company succession plans in case the key staff succumb<br><br>• 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<br><br>• Implement social distancing at work<br><br>• Cancel all non-essential work<br><br>• Activate rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives<br><br>• Maximise building ventilation<br><br>• Require staff to wear surgical masks, introduce cough etiquette and other hygiene measures<br><br>• Undertake daily temperature checks of staff<br><br>• Clean phones and all touched surfaces between shifts |

| Aus 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<br>• 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<br>• Implement plan for the restoration of operations |

Adapted from: National Security Briefing Notes May 2009

# Appendix C – Emergency Contacts

## Continuity Management Team

| CMT Position | Staff Position | Contact Details | Alternate Staff Position | Contact Details |
|---|---|---|---|---|
| CMT Director | Chief Executive Officer | | General Manager Infrastructure & Planning Services | |
| CMT Coordinator | Governance Officer | | WHS Officer | |
| CMT Support | Executive Assistant to the CEO | | EA's to Infrastructure or Planning Services | |
| CMT Member | Strategic Infrastructure Coordinator | | Asset Officer | |
| CMT Member | Depot Operations Coordinator | | Team Leader – Civil | |
| CMT Member | General Manager Infrastructure & Planning Services | | General Manager Corporate & Community Services | |
| CMT Member | General Manager Corporate & Community Services | | General Manager Infrastructure & Planning Services | |

## Internal Contacts

| Name | Position Title/ Role | Department | Contact Numbers | Email Address |
|---|---|---|---|---|
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## External Contacts

| Name | Position Title/ Role | Organisation | Contact Numbers | Email Address |
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## Adjoining Councils

| Name | Position Title/ Role | Council | Contact Numbers | Email Address |
|------|---------------------|---------|-----------------|---------------|
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## Key Stakeholders

| Name | Position Title/ Role | Organisation | Contact Numbers | Email Address |
|------|---------------------|--------------|-----------------|---------------|
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