Incident Management Policy

1. PURPOSE

This policy establishes the City of Tea Tree Gully's commitment to emergency management and business continuity management.

Emergencies and business interruption (disruption) events have the potential to adversely impact the community and disrupt the strategic and operational activities of Council.

The purpose of this policy is to:
 a. Define Council's roles and responsibilities in emergency management and business continuity management
 b. Ensure that Council prepares and maintains appropriate emergency management and business continuity arrangements, and corresponding documents
 c. Support Council to maintain safe working practices during emergencies and disruption events, and maintain effective protection for council workers, assets and liabilities associated with these activities
 d. Provide a framework to mitigate the potential consequences of an emergency or disruption event to Council and its community.

2. POLICY

2.1 Emergency management

Emergency management is about preventing, preparing for, responding to, and recovering from emergencies that may affect the community and endanger life, property or the environment.

The role of the City of Tea Tree Gully in emergency management is informed by the State Emergency Management Plan (SEMP), the Local Government Emergency Management Framework (LGEMF), as well as various responsibilities under the Local Government Act 1999, with a focus on the areas of disaster risk reduction, incident operations and recovery.

2.1.1 Disaster risk reduction (prevention and preparation)

Council will contribute to disaster risk reduction by:

a. Building and promoting disaster resilience, and strengthening disaster resilience in the community
b. Undertaking cost-effective measures to mitigate the effects of emergencies on local communities, including conducting emergency risk assessments
c. Taking proper account of risk assessments in land-use planning to reduce hazard risk
d. Representing community interests in emergency management at a regional level, and at other levels of government and contribute to decision-making processes
e. Progressing local and zone level emergency planning and preparedness measures
f. Supporting community preparedness measures through public education and awareness
g. Understanding and communicating current and emerging disaster risks to relevant stakeholders, and partnering with local stakeholders in addressing priority emerging risks
h. Integrating disaster risk reduction into existing plans and decision making where appropriate.

2.1.2 Response - support to control agencies and emergency services

The City of Tea Tree Gully is a participating organisation of the Local Government Functional Support Group (LGFSG). Under the SEMP, the LGFSG has the responsibility to:

a. Ensure coordinated operational support from local government during response and recovery
b. Support the preparedness of the local government sector including building the capacity of councils to participate in emergency management.

Occasionally, Council resources (staff and/or equipment) will be requested to support Control Agencies and emergency services in managing an emergency. The provision of Council resources will be made in accordance with:

a. Council's incident management arrangements
b. Local Government Association of SA Protection Guide for Incident Operations
c. LGFSG incident operations arrangements, including the i-Responda Operating Platform.

To maintain effective workers compensation and liability coverage when supporting Control Agencies and emergency services in incident operations, Council will:

a. Apply appropriate risk management principles
b. Have regard to the arrangements of the LGA Asset Mutual Fund, the LGA Workers Compensation Scheme and the LGA Mutual Liability Scheme.

To support this policy and the i-Responda Operating Platform, Council will maintain an Emergency Response Register. Council will ensure that employees listed on the register are appropriately trained:

a. To operate the plant and equipment that might be required to support an emergency response
b. In work health and safety procedures that are pertinent to staying safe in an emergency
c. And prepared to support Council's response to an emergency, recognising they will always have the right to decline their services.

Council will:
a. Not obligate any Council employee to be listed on the Emergency Response Support Register, nor obligate any employee listed on the register to respond to a particular incident
b. Ensure all Council employees who will be required to operate Council plant or equipment undertake i-Responda training as required
c. Reserve the right, in accordance with the i-Responda Operating Platform, not to release Council employees, plant and/or equipment during an Emergency event should extenuating circumstances exist (as deemed by the CEO).

2.1.3 Response - incident operations

Council will maintain and implement appropriate incident operations by:
a. Ensuring an adequate local Council emergency and business continuity response capability is in place within the organisation, through the development and testing of Council's incident management arrangements
b. Maintain a Council Incident Management Team (CIMT) to coordinate Council's response to, and recovery from and emergency or disruption event
c. Ensuring the provision of Council resources to support Control Agencies is done so in accordance with the Work Health and Safety Act 2012, LGA i-Responda Operating Platform, insurance provisions and LGFSG operational arrangements
d. Ensuring appropriate local resources and arrangements are in place to support emergency relief and recovery services to communities in accordance with State arrangements
e. Implementing lessons management processes, including participating in post-emergency assessment and analysis opportunities
f. Building the capacity of the organisation to participate in the Local Government Functional Support Group.

2.1.3 Recovery

Council will support and provide services to recovery activities by:
a. Providing leadership, coordination and advocacy when the community is impacted by emergencies
b. Planning for recovery to establish the principles, structures, partnerships and approaches that will guide Council during recovery from emergencies
c. Providing representation on local recovery committees and at community meetings where required

d. Supporting emergency relief and recovery centres
e. Providing support in assessing, mapping and informing the community of the impacts of the emergency on the Council area.
f. Providing information on how members of the community can support those affected by emergencies based on advice from the recovery organiser (eg. donations and volunteering).

2.2 Business continuity management

Business continuity management (BCM) is a structured approach to identifying disruption-related risks and building capacity to respond to a disruption to Council, to ensure continued delivery of key business services and achievement of critical business objectives. BCM is an important component of Council's broader risk management program contributing to good governance and organisational resilience.

Council is committed to ensuring the safety of people and the continuity of its critical business functions during periods of major disruption. It is acknowledged that the impact of disruption needs to be minimised where possible, and the restoration of services requires planning and preparation.

Council will implement an effective and efficient BCM process by:
a. Undertaking and maintaining a business impact analysis across all functions of Council to gain an understanding of activities and required supporting resources
b. Documenting cost effective business continuity arrangements for critical functions in order to minimise disruption to Council and its delivery of services to the community
c. Ensuring that plans to respond to disruption-related risk are kept up-to-date and are subject to periodic review and testing
d. Continually aligning with the organisational risk management program and other relevant strategies/plans.

Council's approach to BCM aligns with ISO 2231 Security and resilience – Business Continuity Management Systems – Requirements, and other relevant standards.

2.3 Incident management documents

Council will maintain supporting incident management documentation that describes the strategies and operational actions that Council will take to implement this policy. Where Council resource commitments are made in these documents they will be subject to the normal strategic and business planning processes of Council.

In developing these documents, Council will consider any relevant local, regional or State plans and arrangements as appropriate.

Council's incident management documentation will be reviewed and updated on a periodic basis to ensure that specific guidance provided by the SEMP or other relevant plans, strategies, frameworks and guidelines is included.

2.5 Financial spending during incidents

The CEO will report to Council as soon as reasonably practicable any material financial impacts of an emergency or disruption event which impacts on Council, its services or community.

Where costs for preparation, response or recovery are likely to exceed identified expenditure limits or are expenses not commonly encountered in Council's incident response experience, a Council decision may be required to consider specific financial allocations.

Where there are opportunities for cost recovery for incident expenditure Council will consider these as and when they become available.

3. DEFINITIONS

For the purposes of this policy the following definitions apply:

Business continuity

The capability of Council to continue delivery of services at an acceptable level following a business interruption event.

CEO

Refers to the Chief Executive Officer (including their delegate) of the City of Tea Tree Gully.

Control Agency

Refers to the agency assigned the function in the State Emergency Management Plan of exercising control at an emergency. A Control Agency is identified for each type of hazard, and takes charge of the emergency and provides leadership to all other agencies responding to an emergency.

Critical function

A business function (whole or part) identified as essential for the survival of the organisation and achievement of its objectives. A disruption may result in serious legal, financial, regulatory, reputational or other material consequences and Council will lose the capability to effectively achieve its critical objectives.

Disaster risk
Refers to the potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined probabilistically as a function of hazard, exposure, vulnerability and capacity.

Disaster risk reduction
Refers to action to avoid the creation of new disaster risks, reducing existing disaster risks, and managing any residual risk.

Disruption
An event that interrupts normal business functions, operations or processes, whether anticipated or unanticipated.

Disruption-related risk
Risk arising from the possibility of disruption events (e.g. loss of facility due to fire).

Emergency
Refers to an event (whether occurring in the State, outside the State or in an outside the State) that causes, or threatens to cause:
- a. The death of, or injury or other damage to the health of, any person; or
- b. The destruction of, or damage to, any property: or
- c. A disruption to essential services or to services usually enjoyed by the community; or
- d. Harm to the natural environment.

Emergency management
Refers to a range of measures to manage risks to the community and the environment.

Incident operations
Refers to actions undertaken immediately before, during and immediately after an emergency.

i-Responda Operating Platform
Developed by the Local Government Association of South Australia to assist councils to plan and implement their response to emergency incidents.

LGEMF
Refers to the Local Government Emergency Management Framework.

LGFSG
Refers to the Local Government Functional Support Group.

Recovery

Refers to the process of restoring emotional, social, economic and physical wellbeing, reconstructing physical infrastructure and restoring the environment following an emergency.

SEMP

Refers to the State Emergency Management Plan.

4. LEGISLATIVE FRAMEWORK

Local Government Act 1999

Section 7(c) of the Act requires Council to provide for the welfare, well-being and interests of individuals and groups within its community. Section 7(d) requires Council to take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards. Section 8 of the Act states that Council must 'give due weight, in all its plans, policies and activities to regional, state and national objectives and strategies concerning the economic, social, physical and environmental development and management of the community'.

State Emergency Management Act 2004

This Act outlines the State's strategies and systems for emergency management including direct references to local government. It provides the power for the creation of the State Emergency Management Committee and the State Emergency Management Plan.

State Emergency Management Plan

Council's link to the State emergency management arrangements is through the SEMP. The SEMP is prepared under section 9 of the Emergency Management Act 2004, and establishes the roles and responsibilities of local government in emergency management.

The LGFSG is established under the SEMP.

4.1 Other references

Council's documents including:
    a. Incident Management Framework
    b. Emergency Management Plan
    c. Business Continuity Plan
    d. Incident Operations Manual

External documents including:
    a. LGASA Emergency Management Framework
    b. LGASA Protection Guide for Incident Operations

5. STRATEGIC PLAN/POLICY

5.1 Strategic Plan

The following strategic objectives in Council's Strategic Plan 2025 are the most relevant to this policy:

Objective	Comments
Environment	
A community that is protected from public and environmental health risks	The Incident Management Policy provides assurance to the community about Council's commitment to emergency management, across the key focus areas of disaster risk reduction, incident operation and recovery. This allows Council to support its community and emergency services when emergencies occur.
We are resilient to climate change and equipped to manage the impact of extreme weather events	Council's approach to emergency management and business continuity management considers climate change, and recognises the need to better mitigate our known risks and better understand our emerging risks.
Leadership	
Leadership and advocacy is focused on the long term interests of the community	The Incident Management Policy demonstrates Council's commitment to the wellbeing and interests of its community by ensuring impacts from emergencies and disruptions are minimised.

5.2 Organisation Plan

Our Strategic Plan is supported by an Organisation Plan which focuses on four key themes of organisational excellence. The themes most relevant to this policy are: Customer Care; Learning & Growth; Future Capability; Sustainable Operations.

6. POLICY IMPLEMENTATION

This Policy will be implemented by the Chief Executive Officer or relevant portfolio director and managed in accordance with Council's scheme of delegations.

Record number	D23/80745
Responsible Manager	Manager Corporate Governance
Other key internal stakeholders	General Manager City Operations General Manager Corporate Services General Manager Community Services
Last reviewed	28 November 2023
Adoption reference	Council
Resolution number	324
Previous review dates	26/10/21, 19/06/19
Legal requirement	NA
Due date next review	2027
Delegations	Yes