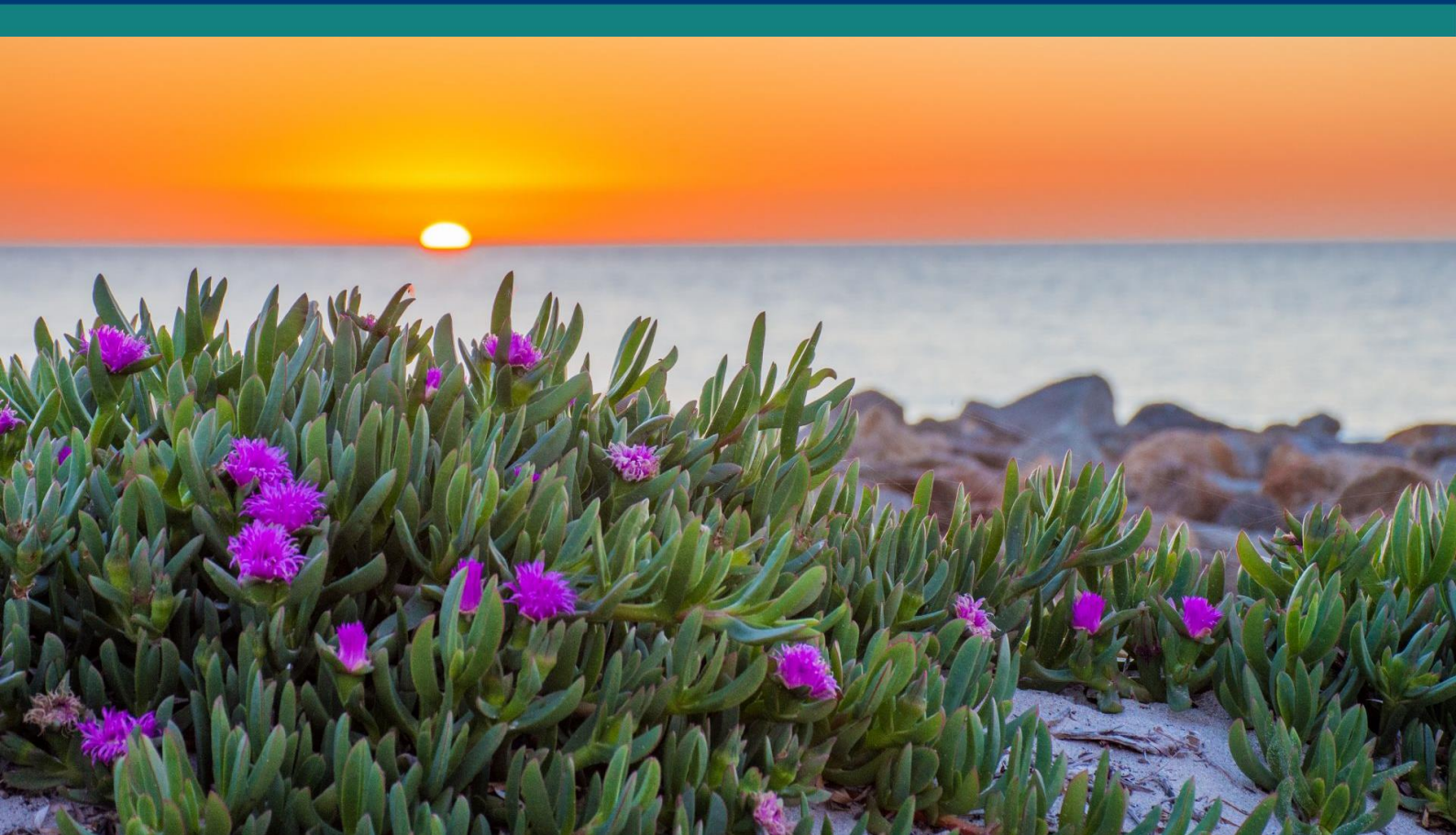


KINGSTON DISTRICT COUNCIL

EMERGENCY MANAGEMENT PLAN 2021-2025



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COMMON ACRONYMS

CEC	Communication Engagement Coordinator
CEO	Chief Executive Officer
CFS	Country Fire Service
CRO	Community Resilience Officer
CWMS	Community Wastewater Management System
DCC	Development and Compliance Coordinator
GRO	Governance and Risk Officer
LCLGA	Limestone Coast Local Government Association
LGA	Local Government Association
LGFSG	Local Government Functional Support Group
MAI	Manager Assets and Infrastructure
MCCS	Manager Corporate and Community Services
NERAG	National Emergency Risk Assessment Guidelines
SAPOL	South Australian Police
SEMP	State Emergency Management Plan
SES	State Emergency Service
SPC	Sustainability and Projects Coordinator

EXECUTIVE SUMMARY

Emergencies can occur at any time with little warning, rapidly spread over designated boundaries and cause diverse and widespread impacts across affected communities. The Kingston District Council area has experienced emergencies in the past such as the COVID-19 Pandemic, 2020 Keilira bushfire, 2013 tornado and 1897 earthquake. In addition to significant coastal management issues, bushfire, storm, flood, and earthquake; new threats are anticipated to emerge in response to changing social, environmental, and economic conditions.

Councils can help to minimise these threats and contribute to the safety and wellbeing of their communities by participating in local emergency management.

The State Emergency Management Plan (SEMP) articulates the roles and responsibilities that Local Government may play in the local emergency management planning. As well as the legislative and administrative roles under the SEMP, the Local Government Emergency Management Framework 2019 sets out roles for Councils in the areas of disaster risk reduction, incident operations and recovery.

Kingston District Council has considered these when developing and adopting an *Emergency Management Policy*. This Emergency Management Plan is an implementation document that exists to translate the Kingston District Council *Emergency Management Policy* into clearly defined actions with responsibility and resource allocations.

The current goals established for this plan are:

Disaster Risk Reduction

- **Priority 1:** Maintain current programs and undertake further research into emergency hazards and impacts to incorporate appropriate disaster risk reduction into Council's strategic planning documentation.
- **Priority 2:** Participate in regional planning to implement relevant strategies that reduce impacts of emergencies.
- **Priority 3:** Promote communication of emergency hazards to increase the resilience of our community.
- **Priority 4:** Partner with key stakeholders and advocate for funding to support disaster risk reduction projects.

Incident Operations

- **Priority 5:** Develop and maintain Council's capacity and capability to support emergency operations.

Recovery

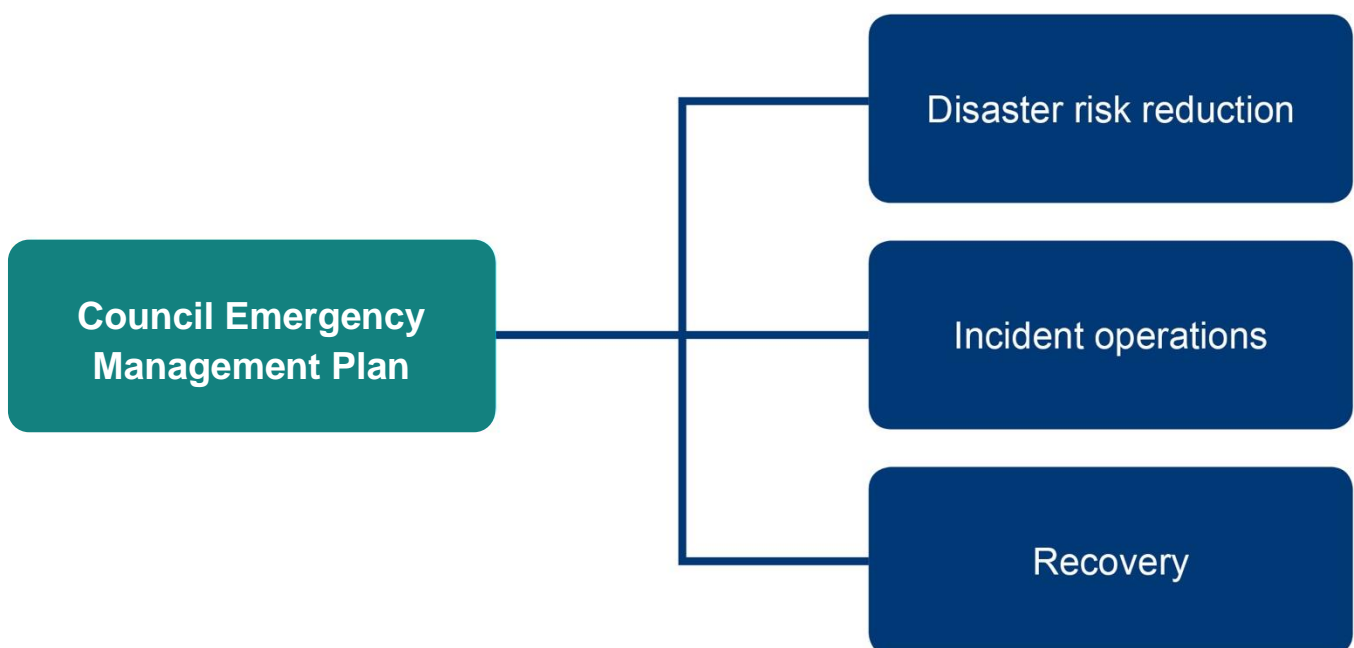
- **Priority 6:** Build and maintain Council's capacity and capability to support recovery operations.
- **Priority 7:** Partner with key stakeholders to build a connected and resilient community that can recover following a major emergency.

This document forms part of Council's commitment to emergency management and ensures that Council has a coordinated and planned approach to managing the consequences of emergencies in its community.

1. INTRODUCTION

1.1. Purpose

Council's Emergency Management Plan (the Plan) establishes Council's strategic direction for emergency management and describes the actions that Council will take to reduce disaster risk, maintain incident operational capability, and prepare for recovery. The Plan identifies responsibility and resources to achieve broad strategies, with the Incident Operations Handbook for use in incident or recovery operations.



In accordance with the *State Emergency Management Plan*, *Local Government Emergency Management Framework* and the *Emergency Management Planning Guide for SA Councils*, the Plan:

- Describes the context in terms of Council and community values, related plans, the state emergency management arrangements, and the Council's partners in emergency management.
- Establishes linkages with other relevant Council or regional strategies and plans that contribute to management of emergency risk.
- Identifies emergency risks in the Council area, and their possible impacts on Council and community values.
- Identifies the strategies Council has or will adopt to manage emergency risks.
- Describes how the strategies will be acted upon by describing specific tasks and allocating accountability, resources, and timeframes.
- Identifies the monitoring and improvement processes associated with the plan, including implementation.

1.2. Link to Emergency Management Policy and Arrangements

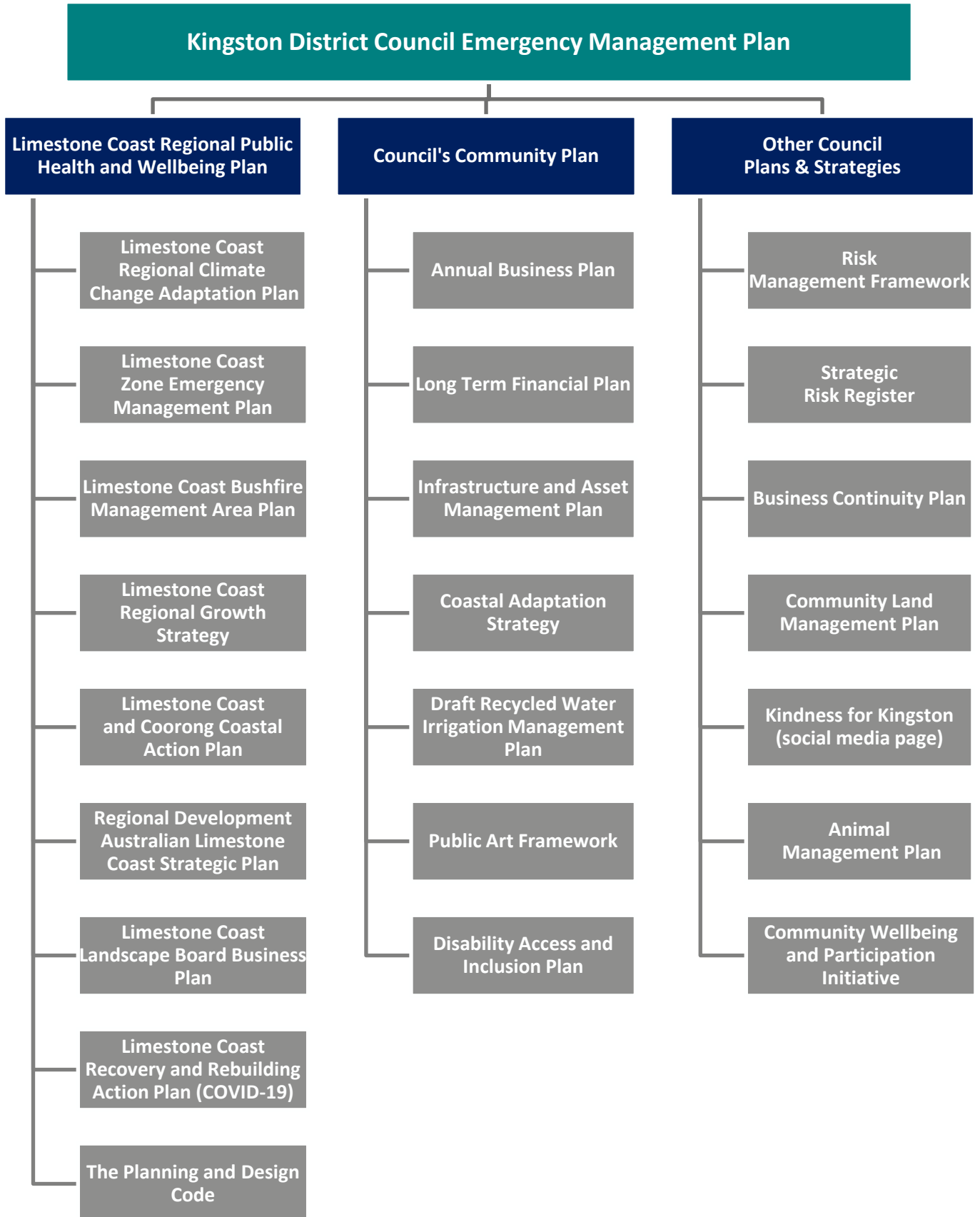
This Plan supports the implementation of Council's *Emergency Management Policy*, adopted at the meeting of Council on 21 January 2020 and a diverse range of policies, frameworks, and procedures that include references to emergencies, environment protection, economy and community support.

This Plan is supported by incident operations that detail how Council will organise and take practical action in the event of an emergency occurring. These arrangements are the documents to be referred to during an actual incident response.



1.3. Link to Related Council Plans

The Plan is linked to, and underpinned by, other Council and regional plans and strategies, such as:



Council's 2019–2029 Community Plan has several links with emergency management. Specific actions under the Plan's themes have emergency management intents, including the following actions:

- **Thriving Destination**
 - > “sustainably manage sand and seagrass movement at the Cape Jaffa Anchorage Marina”
- **Best Practice Planning**
 - > “monitor and proactively manage coastal erosion, sand drift and seagrass accumulation to ensure safe and accessible beaches, boat launching and marina facilities”
 - > “strongly advocate relevant government agencies for management and preservation of the Kingston Jetty”
- **Excellence in Assets & Infrastructure**
 - > “review Council's stormwater management system that informs asset renewal and future upgrade strategies”
 - > “develop a Coastal Adaptation Strategy which will deliver a holistic and strategic approach to the ongoing management of Council's coastline”
- **Strong Communities**
 - > “support emergency preparedness and disaster response planning”

The Annual Business Plan and Budget process acknowledges that additional expenses have largely resulted from ongoing coastal management issues. The coastal management issues include coastal erosion, seagrass wrack, sand accumulation, coastal inundation, and flooding. Responding to this, Council has developed and endorsed the Kingston District Council Coastal Adaption Strategy to address challenges with a planned approach.

Likewise, the Plan is also strongly aligned to regional plans including the:

- Limestone Coast Zone Emergency Management Plan
- Limestone Coast Bushfire Management Area Plan
- Limestone Coast Regional Public Health and Wellbeing Plan
- Limestone Coast Regional Climate Change Adaptation Plan
- Limestone Coast Regional Growth Strategy

1.4. Scope and Exclusions

The Plan is limited to community emergency risks that are within Council's sphere of influence and responsibility. The Plan does not address the management of internal emergency risk to Council operations or services as these are addressed in Council's Business Continuity Plan and other internal procedures.

2. CONTEXT

2.1. Community Profile

Approximately 300km from Adelaide, South Australia, Kingston District Council is located on the Limestone Coast and covers a land area of 3,339km². The Council area is bordered by over 100km of Southern Ocean and four municipal districts including the district Councils of Coorong, Tatiara, Naracoorte-Lucindale and Robe. The regional location has implications for the provision of services and infrastructure. To protect the environment, heritage, lifestyle, and sense of community, Kingston District Council is committed to ensuring new communities are located and designed in ways to minimise exposure to emergency risks and that encourage a thriving community.

Our People

According to Census data, Council's population was estimated to be 2,371 in 2019. The prime tourist destination attracts many holiday homeowners, with 42% of property owners residing outside of the Council district. The potentially unknown transient community may result in complications for prioritising emergency services and delivering essential communication messages. Employment levels remain high with over 95.9% in the labour force; of these 49.7% work full-time. Given the high level of employment, ensuring that businesses can restore and recover following an emergency will be important to the local community.

Kingston District Council is the traditional home of the Meintangk tribal group of Aboriginal people. Indigenous persons account for 2% of the district's population. Given the potential catastrophic impacts on the heritage and character of the district, it will be important to consider how to protect and recover the history and cultural lands of Kingston.

Vulnerable Residents

Key vulnerable groups include transient populations, business owners, ageing residents, children and lone households. Residents and business owners may experience greater or more long-lasting consequences from an emergency requiring specialised support to respond and recover. Additionally, the 2016 census identified that 19.2% of the district's population was aged over 65, which is predicted to grow. In addition to this, approximately 29% of households in the district are lone person households. These demographic factors may impact the type of support needed to prepare for, respond to, and recover from emergencies.

The increase in population during peak tourism periods has an impact for emergency management. These transient populations often do not have local knowledge and may not be aware of their exposure to a hazard. They are unlikely to be as prepared for an emergency as residents and may not be easily contactable in an event.

Tourism and Business

Tourism is a driver of the district's economy, with local businesses dependent on visitors during the summer months and school holidays.

The district is also home to a thriving and vibrant rural economy supported by its prime agricultural land, groundwater, and coastline. The prime industries include cattle and sheep farming for wool and meat, commercial lobster fishing, the Mount Benson Wine Region, and forestry including the Mount Benson plantations.

Local disaster threats such as coastal storms, bushfires and extreme weather may impact the ability to continue to support these industries.

Major Infrastructure

Council has a broad road network, with both Council and the Department for Infrastructure and Transport (DIT) being responsible for its maintenance. The district is served by the Princes Highway and the Southern Ports Highway. The local road network is highly valued by the community and provides key access to drive tourism, local industry, and emergency service access. In addition to the road network, the principal supporting physical infrastructure within the Council area includes:

- **Jetties, Marinas, and Boat Ramps:** Council supports jetties, marinas, and a boat ramp for commercial and recreational fishing.
- **Tourist Facilities:** Visitors enjoy caravan and RV parks as well as camping grounds.
- **Cape Jaffa Lighthouse:** The historic lighthouse opened in 1872, it is now in the care of the National Trust and opened in 1976 as a museum.
- **The Big Lobster:** 'Larry' the lobster is considered an icon for Kingston SE.
- **Sundial of Human Involvement:** The Kingston SE Sundial of Human Involvement, also known as an Analemmatic Sundial, is one of only eight in the world.
- **National Trust Museum:** Featuring many pioneer items connected with local history, the museum houses shipwreck artefacts, shipping records, photographs and family records, horse drawn vehicles and agricultural and shopping tools.
- **Historic Sites:** The district is home to several historic buildings.
- **Cemetery:** Council provides and manages a community cemetery.
- **Airport:** Council provides and manages the Kingston Airport located at the northern boundary of the Kingston township.
- **Public Art:** Council celebrates the culture, stories, and identity of the people and the natural landscape through local public art located throughout the district.
- **Education:** Kingston District Council contains a R–12 community school, kindergarten and library.
- **Health Care:** Council boasts a range of quality health services and facilities, which include a modern medical centre, a 26-bed community hospital, aged care facilities, a chemist and retirement villages.
- **Waste Transfer Station:** Council provides and manages a waste transfer station.
- **Council Locations:** Council maintains a Principal Office and Council Depot.
- **Electricity, Street Lighting and Mobile Coverage Network:** Council has recently invested in supporting a second mobile tower for the Keilira region.
- **Kingston District Hall:** Council provides and manages a District Hall in the Kingston town centre.
- **Sporting and Recreational Facilities:** several community clubs, groups, organisations, and individuals manage local sporting facilities. Council is committed to supporting these facilities through a range of financial support programs for the benefit of the community.

This infrastructure may be vulnerable to the impacts of emergencies disrupting community access to essential services and damaging local economies.

Natural Assets

The combination of a relaxed style of living from the coastal and rural communities makes Kingston District Council a great place to live and visit. The natural environment is highly valued within the community, with major projects scheduled and delivered to protect the coastal environment. Key natural assets within the district are:

- **Flora and Fauna:** The district is rich in biodiversity and houses national, conservation and marine parks.
- **Coorong National Park:** Established in 1966, the Coorong National Park is a spectacular saline lagoon stretching 140km. It is separated from the Southern Ocean by sand dunes of the Youngusband Peninsula and is internationally significant under the Ramsar agreement due to the migratory wader and waterfowl habitat it provides.
- **Butchers Gap Conservation Park:** Butchers Gap Conservation Park was purchased by the National Parks and Wildlife Service in 1983 for the conservation of one of the last remaining significant stands of coastal scrub between the Coorong and Robe. The wetland of national importance is a refuge for birds and provides winter feeding grounds for the rare Orange Bellied Parrot.
- **Bernouilli Conservation Park and Lighthouse Cottages:** The Bernouilli Conservation Park is a short walk south of Cape Jaffa and contains the remains of the Lighthouse cottages, which housed Lightkeepers of the Cape Jaffa Lighthouse.
- **Mount Scott Conservation Park:** Home to many threatened species, Mount Scott Conservation Park has diverse flora and fauna making it a stellar attraction for local and foreign tourists.
- **The Granites:** The Granites are a natural rock formation situated 20km north of Kingston SE.
- **Jip Jip Conservation Park:** Jip Jip Conservation Park is classified as an IUCN Category III protected area due to the rare flora and fauna found in the area.
- **Local Beaches:** With over 100km of coastline, the community and visitors enjoy a coastal living lifestyle and recreational and commercial fishing. People value having vehicle access to drive on the beaches.
- **Parks and Gardens:** The district boasts local parks and gardens enjoyed by the community and visitors.

These natural assets may be particularly vulnerable to the impacts of emergencies causing irreversible loss resulting in declining tourism and cultural connections with the local biodiversity.

Climate

Council experiences hot dry summers and mild wet winters, with the climate described as Mediterranean. The annual average temperature is 14.8°C and 562mm for rainfall. The Limestone Coast Regional Climate Change Adaptation Plan and Council’s Coastal Adaptation Strategy discuss how climate change will be experienced across the region and indicates that by 2070 the Limestone Coast Region will experience:

- Reduced rainfall
- Increased rainfall intensity/storms
- Increased extreme temperatures
- Increased bushfire risk
- Increased sea levels
- Increased ocean acidity
- Increased sea surface temperature

The changing climate may result in a more complex emergencies including increased public and environmental health hazards, such as contaminated water and food safety issues resulting in reputational and economic loss.

2.2. Council and Community Values

Council and community values are defined within Council’s 2019–2029 Community Plan and were workshopped with the Council staff, the Mayor and Elected Members. Council’s values were considered in the preparation of this plan. Council has set the following values:

	<p>COMMUNITY As a community, with our community, for our community</p>
	<p>RESPECT Encourage an inclusive and supportive culture, acting with empathy, integrity & honesty in everything we do</p>
	<p>COURAGE Empower leadership through creative innovation and informed, bold & confident decision making</p>

These values act as drivers for ways in which Council contributes to emergency management.

The following assets, services, and values are important for Council and its community:

- Roads and transport networks.
- Local beaches and relaxed coastal living lifestyle.
- Horticulture, viticulture, and tourism industries.
- Parks, gardens, and sporting areas.
- Health, educational, community services and facilities.
- Commercial and recreational fishing.

- Rural and local economy.
- The biodiversity of native flora and fauna.
- Sense of community and a safe and secure neighborhood.
- Waste collection and management through environmental and sustainability programs.
- Tourism drivers such as camping locations and fishing.
- Natural assets and conservation parks.
- Historic locations and infrastructure.
- Community connections, health and wellbeing programs.
- Locally managed sporting facilities for recreational activities.

The community are extremely proud of the town and have a strong commitment to volunteering and community collaboration to support a vibrant and welcoming culture. Local heritage, sport, businesses, the coastal lifestyle, and a commitment to growth are all strongly valued; as is the need for acknowledgement, respect, and reconciliation with the indigenous community. The district has a range of community and service groups that support communication networks and community culture. These groups may play an important role in recovery given their valuable local knowledge and connections.

2.3. Partners in Emergency Management

Council acknowledges that emergency management is a shared responsibility, and Council has roles in the emergency management plans of its partners. It recognises that emergencies may have an impact on economic, social, physical and environmental development and management of the community and values the contribution of a wide range of partners to reduce local disaster risk, support incident operations and facilitate recovery. The key partners of Council include:

Emergency Management Area	Who
Disaster Risk Reduction	<ul style="list-style-type: none"> • Landholders/ Property Owners • Mayor and Elected Members • State Government • Federal Government • Country Fire Service • South Australian State Emergency Service • SA Health • South Australian Public Health Network • Kingston Medical Centre (e.g. immunisations) • Department of Environment and Water • Native Vegetation Council • Department of Primary Industries and Regions • Department of Infrastructure and Transport • Telstra • Coast Protection Board • Limestone Coast LGA • Limestone Coast Landscape Board • SE Drainage Board
Incident Operations	<ul style="list-style-type: none"> • Landholders/Property Owners • Council Staff • Mayor and Elected Members • Local Government Functional Support Group (LGFSG) • Contractors: <ul style="list-style-type: none"> > Waste Management > Community Wastewater Management System > Earthworks • Relevant control agency under the State Emergency Management Plan • SA Health • Country Fire Service • South Australian State Emergency Service • South Australian Police • Media • LCLGA Councils

Emergency Management Area	Who
Recovery	<ul style="list-style-type: none"> • State Recovery Office • Local Government Association • Landholders/Property Owners/Residents • Local Business Community • Local Community Groups • Other Councils • SA Power Networks / Essential Services • Department of Environment and Water • Department of Primary Industries and Regions • South Australian Environment Protection Authority • South Australian Public Health Network • SA Water • SA Health • Limestone Coast Landscape Board • Limestone Coast Tourism Management Group • Red Cross • Breaking the Silence Suicide Prevention Network • Robe and Kingston Mental Health Group • Blaze-Aid • Kingston Lions Club • National Bushfire Recovery Agency

Council is also a key partner in the local government sector and participates in regional emergency management planning through the:

- Limestone Coast Zone Emergency Management Committee
- Limestone Bushfire Management Area Committee
- Limestone Coast Climate Adaptation Committee
- Limestone Coast Local Government Association

2.4. Emergency Risk Review

Council has undertaken an emergency risk review to identify the risks most relevant to Council and the community.

Council's Risk Management Framework is consistent with the guidelines and principles of risk management as set out in the International Standard ISO31000:2009 – Risk Management Principles and Guidelines.

This work also builds upon the Limestone Coast Zone Emergency Management Plan risk register that was developed using the National Emergency Risk Assessment Guidelines (NERAG). NERAG provides a contextualised emergency risk assessment methodology consistent with the AS/NZS 31000:2009. Council, through the Limestone Coast Zone Emergency Management Committee, was a contributor to this work.

Methodology and Process

The steps taken to establish the emergency risks for this plan included:

1. A structured review of Council and regional strategies and plans to identify emergency hazards and risks that have been previously identified by Council.
2. A structured workshop with Council staff to collect information relevant to the design of the plan and to undertake a risk review and validation.
3. A structured workshop with Elected Members to collect information relevant to the design of the plan and to confirm the risk review and validation.

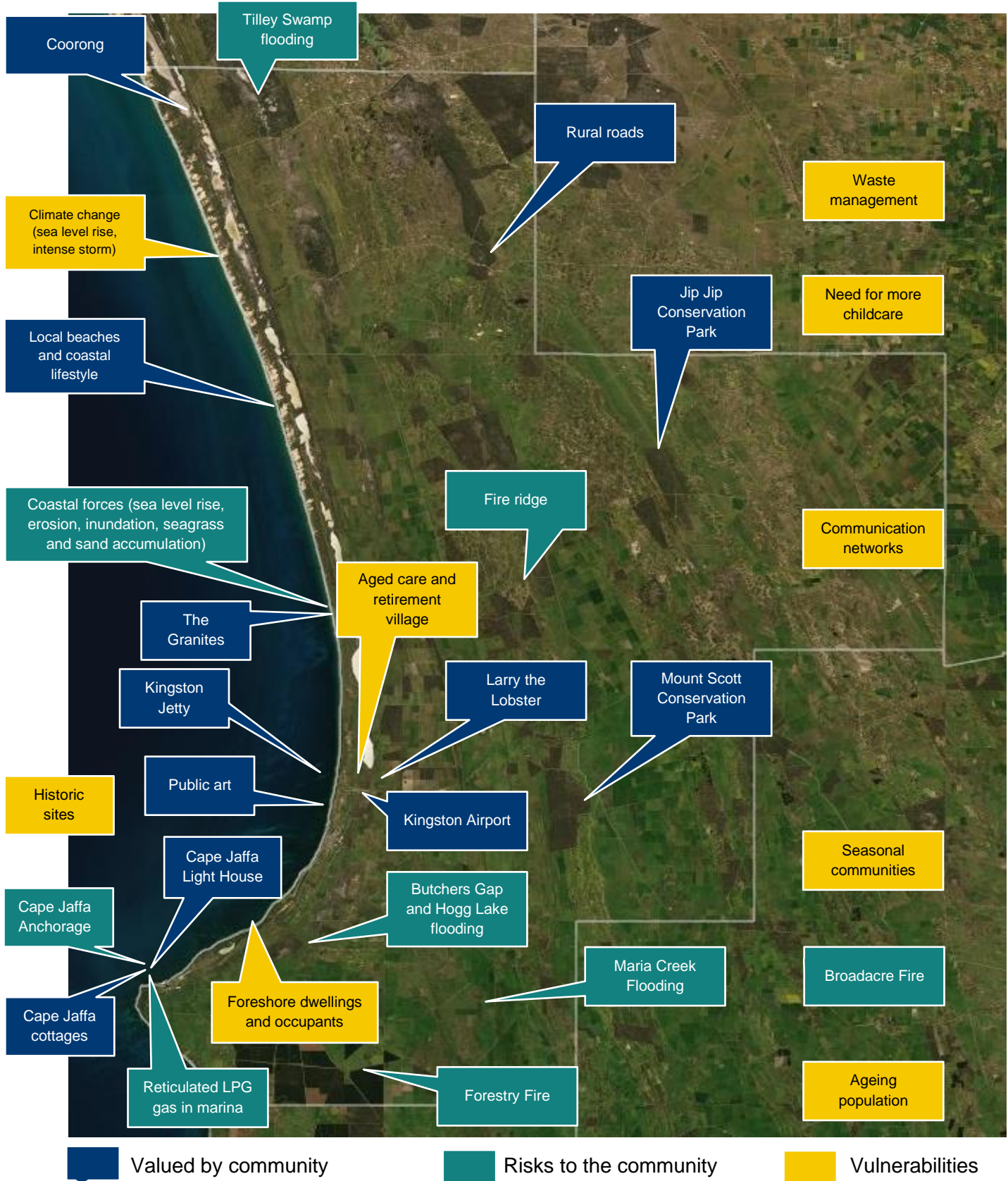
As a result of the risk review, the priority emergency risks for Kingston District Council are:

Hazard	Risk to Council and Community
<p>Coastal Forces</p>	<ul style="list-style-type: none"> • Sand accumulation and seagrass wrack resulting in closure of coastal facilities. • Coastal flooding from storm surge. • Sea level rise and coastal inundation risk to Council infrastructure on coast. • Inundation of swamps, wetlands, and rivers. • Decrease in revenue, potential population shift and decreased land value. • Damage to infrastructure resulting in safety hazards to Council and community. • Impacts to economy and lifestyle from closed coastal facilities resulting in potential population shift and decrease in land value. • Non insurable events and unbudgeted costs. • Changes to seagrass meadows in coastal waters. • Emergency Services delay due to restricted boat launching facilities. • Reticulated LPG gas in Cape Jaffa Marina. • Loss of natural biodiversity. • Reduction in accessibility for community members for insurance for coastal homes at risk.
<p>Extreme Weather – Storm</p>	<ul style="list-style-type: none"> • Damage to essential services such as power, water, and food causing impact on residents and businesses. • High winds affecting the structural integrity of trees. • High rainfall leading to failure of CWMS and other infrastructure. • Flooding risk to isolated areas resulting in damage to infrastructure and private property. • Inundation of wetlands. • Extreme storm leading to asset damage and road access issues. • Extreme storm leading to hospitalisation and/or death of people. • Maria Creek and other flooding. • Service disruption and reduced Council services.

Hazard	Risk to Council and Community
Bushfire	<ul style="list-style-type: none"> • Decreased ability of Council to support emergency services in response to emergency hazard. • Fire ridge through the Granites and Jip Jip Conservation Park. • Fire from open grassland landscape with nothing to stop fire run. • Rural fire threat to life and property, and damage to rural economy. • Plantation forestry fire spread and economic loss. • Reputational damage resulting in potential population shift and decrease in land value. • Campgrounds surrounded by vegetation. • Loss of natural biodiversity. • National and Conservation Parks.
Extreme Weather – Heat	<ul style="list-style-type: none"> • Impacts on vulnerable, rural, and aged members of community. • Impacts on Council managed community infrastructure such as roads, parks, and recreational facilities. • Impacts on structural integrity of large trees. • Interruption to major events and tourism in the region.
Earthquake	<ul style="list-style-type: none"> • Damage to infrastructure and community assets. • Loss of life and serious injury. • Damage causing business failures and loss of employment. • Relocating aged residents due to a disaster. • Disease outbreak following loss of water and sewer systems.
Animal and Plant Disease	<ul style="list-style-type: none"> • Reputational damage resulting in potential population shift and decrease in land value. • Loss of local food or water source. • Movement of stock and produce in and out of region may affect value adding of regional agriculture. • Threat to local economy.
Pandemic	<ul style="list-style-type: none"> • Loss of life. • Economic impact on businesses and tourism industry. • Restricted ability of Council staff to provide support to community. • Disruption of social fabric of community and community events. • Inability for local health services to cope with people taken ill.
Power Failure	<ul style="list-style-type: none"> • Restricted ability of Council staff to provide support to community. • Non insurable events and unbudgeted costs. • Service disruption and reduced Council services. • Impacts on vulnerable, rural, and aged members of community. • Disease outbreak following loss of water and sewer systems.

2.5. Summary – Emergency Management Outcomes

The following diagram provides a summary of the context for this plan, drawing together the community profile, community values and identified emergency risks.



3. EMERGENCY MANAGEMENT PLAN

3.1. Disaster Risk Reduction

Strengthening community resilience and reducing disaster risks are the key priorities for Council before an emergency. This involves taking action to avoid the creation of new disaster risks, reducing existing disaster risks, and managing any residual risk by being prepared. Proactive management of disaster risks reduces the need to respond to and recover from emergencies.

Disaster risk reduction includes both eliminating and reducing exposure to hazards (prevention) and accepting that some emergencies will happen and taking action to lessen the impacts (mitigation). Accepting that emergencies will happen identifies the need to reduce the impact or increase the resilience of the community exposed to the impact.

While Council undertakes specific actions to build community resilience for emergencies and reduce disaster risks, most of the activity happens through everyday business activities.

3.1.1. Council's Role – Disaster Risk Reduction

Council's roles in disaster risk reduction include to:

- Understand and communicate current and emerging disaster risks.
- Integrate disaster risk into existing plans and decision-making.
- Partner with local stakeholders in addressing priority emergency risks.
- Strengthen disaster resilience in communities through community development.
- Collaborate and advocate for regional and statewide risk reduction initiatives.

3.1.2. Council Activities that Contribute to Disaster Risk Reduction

Council currently undertakes the following activities to reduce the disaster risk to its communities:

- Collaborate with emergency services.
- Road maintenance, renewal, and upgrade.
- Coastal Adaptation Strategy and flood mapping.
- Roadside vegetation management.
- Participate in regional initiatives such as the:
 - Limestone Coast Zone Emergency Management Committee
 - Limestone Bushfire Management Area Committee
 - Limestone Coast Climate Adaptation Committee.
- Appointment of Fire Prevention Officer/s to inspection private and Council land under the Fire and Emergency Services Act 2005.
- Participation in LGA i-Responda training.
- Asset management, insurance and liabilities.
- Flood mitigation activities at Maria Creek.
- Stormwater and CWMS maintenance.
- Coastal management and monitoring.
- Risk management, training, and monitoring.
- Environmental Health Officer resource.
- Emergency Management Policy.
- Work with community to increase disaster resilience.
- Advocate for and assist other relevant groups to secure grant funding.
- Monitoring and maintaining 'at risk' buildings and facilities.
- Land-use planning.
- Public health measures such as immunisation, food safety, wastewater management, hygiene and sanitation.
- Traffic management.
- Community development.
- Community Resilience Officer.
- Provision of public information.

3.1.3. Council Actions for Disaster Risk Reduction

The tables below describe the actions Council will undertake to reduce identified disaster risks. In addition, outward looking actions (those that may occur beyond the four-year plan duration) have been provided at the end of the section.

Priority 1: Maintain current programs and undertake further research into emergency hazards and impacts to incorporate appropriate disaster risk reduction into Council's strategic documents.

Action	Timeframe	Lead
1.1 Review Council's existing stormwater management system and progress key actions from assessment.	June 2022	MAI
1.2 Progress a suitable pathway for the Maria Creek Sustainable Infrastructure Project.	June 2021	CEO
1.3 Review Council's strategic documents to reflect activities and expenditure for emergency management (including coastal management).	June 2022	CEO
1.4 Investigate and implement strategies to ensure essential service delivery is able to be maintained during an emergency.	December 2021	MAI

Priority 2: Participate in regional planning to implement strategies that reduce impacts of emergencies.

Action	Timeframe	Lead
2.1 Incorporate actions from the Coastal Adaptation Strategy into Council's Strategic Documents.	June 2022	SPC
2.2 Participate in regional development initiatives to support climate adaptation, including the Regional Planning Board and collaborative adaptation project of the LCLGA.	December 2021	CEO
2.3 Ensure Council is appropriately resourced with funds and skilled staff to allow for effective implementation of plans and strategies.	Ongoing	CEO
2.4 Maintain and update registers of available equipment and staff during an emergency.	October 2021	MCCS
2.5 Work with emergency services to ensure district has key access points during an emergency, including roads, beach access and Kingston Airport.	Ongoing	MAI
2.6 Ensure key disaster risk reduction activities, such as roadside vegetation and drainage management happen prior to the relevant seasons.	Ongoing	MAI
2.7 Participate in regional initiatives to support emergency management and resilience, including the Regional Health and wellbeing Plan, LCLGA Regional Transport Plan reviews and Limestone Coast Landscape Board consultation.	Ongoing	CEO

Priority 3: Promote communication of emergency hazards to increase the resilience of our community.

Action	Timeframe	Lead
3.1 Provide information fact sheets and use social media networks, website, and other media platforms to create awareness of and encourage community to prepare for emergency hazards and risks.	Ongoing	CEC
3.2 Investigate flood communication warning system within the Coastal Adaptation Strategy and encourage community to prepare for flood risk.	June 2022	MAI
3.3 Support the implementation of Dollars4Tanks.	June 2022	CRO
3.4 Strengthen and support CFS communication and messaging regarding bushfire prevention and preparedness.	Ongoing	CEC
3.5 Explore community education partnerships with CFS for programs such as farm fire unit compatibility and Firey Women.	June 2022	CRO
3.6 Work with hazard leaders and control agencies on community engagement programs to better prepare our community and encourage them to write their own bushfire plans.	June 2022	CRO
3.7 Enhance the emergency management webpage to include information about local emergency risks for community and businesses.	June 2022	CRO/CEC

Priority 4: Partner with key stakeholders and advocate for funding to support disaster risk reduction projects.

Action	Timeframe	Lead
4.1 Advocate to State Government or (relevant agencies) and seek applicable grant funding for coastal management and adaptation strategies.	Ongoing	CEO
4.2 Participate in the Bushfire Management Area Plan review and advocate for funding for regional roadside vegetation fire reduction strategies.	Ongoing	MAI/DCC
4.3 Partner with Telstra and State Government to improve phone coverage within the district.	June 2022	CEO
4.4 Strengthen relationships with supporting agencies such as CFS, SES, Red Cross and SAPOL by attending relevant committees. Partner with these agencies to raise community awareness of emergency risks.	Ongoing	CEO/MAI/MCCS
4.5 Budget or seek funding to improve resilience of incident operations through additional equipment.	Ongoing	CEO/MAI

Outward Looking Action (after 2025)

Some actions have been identified during the planning phase that while relatively important, are unlikely to occur by 2025. These actions include:

- Investigate local earthquake vulnerabilities to identify suitable planning and awareness strategies.

3.2. Incident Operations

Council will support its community, other Councils, and the South Australian emergency management arrangements immediately before, during and after an incident.

When participating in incident operations Council will do so within the scope of:

- Emergency Management Policy
- i-Responda operating platform
- Local Government Incident Operations Protection Guide
- As members of the LGFSG (when appropriate).

3.2.1. Council's Role – Incident Operations

Council's Incident Operations Arrangements are detailed in Council's Incident Operations Handbook.

The key roles in incident operations can be summarised as:

- Develop a locally relevant risk-based suite of incident operational arrangements.
- Build capability of Council to participate in the LGFSG.
- Participate in incident operations in accordance with the i-Responda operating platform.

3.2.2. Council Activities that Contribute to Incident Operations

Council currently undertakes the following activities to contribute to incident operations that support the emergency services and their communities:

- Establish the Council Incident Management Team to maintain situational awareness and prioritise requests for assistance.
- Employ a Community Resilience Officer until July 2022.
- Risk assessments and identify actions.
- Mobilise plant, equipment, and staff.
- Provide plant or equipment and staff to support emergency services.
- Support emergency services when requested eg creating fire breaks, tree management, road closures, and providing water sources.
- Manage wellbeing of staff deployed to incident.
- Communications with community, staff, other agencies, and Elected Members.
- Provision of materials and resources.
- Share local knowledge to agencies.
- Traffic management and road closures.
- Recording of expenditure, budget allocation.
- Environmental Health Services.
- Monitor CWMS capacity and standby contractors.
- Waste management.
- Flood mitigation.
- Provision of community facilities.
- Coastal management.
- Closure of jetties.
- Make incident area safe.
- Sharing emergency services communication.
- Communicate what actions Council is undertaking to the community.
- Support and share community networks.
- Vegetation management.
- Authorised Fire Prevention Officer.
- Provision for budget allocation in response to emergencies.

3.2.3. Council Actions for Incident Operations

The tables below describe the actions Council will undertake to maintain capacity and participate in incident operations:

Priority 5: Develop and maintain Council's capacity and capability to support emergency operations.

Action	Timeframe	Lead
5.1 Develop an Incident Operations Handbook for Council.	May 2021	GRO
5.2 Develop "Plans on a Page" for incident response operations.	May 2021	GRO
5.3 Undertake scenario training to test incident operations capability for known emergency events such as storm, bushfire and power failure.	Ongoing	GRO
5.4 Ensure staff involved in incident operations are i-Responda trained and modules are up to date.	Ongoing	MCCS
5.5 Provide support to lead response agencies within capabilities of Council and Emergency Incident Operations.	As Required	MAI
5.6 Increase business database to ensure timely and relevant communication for recovery and resilience activities as well as during an emergency event.	December 2021	CEO/CEC
5.7 Increase community awareness and education about bushfire safer places and last resort refuges.	December 2021	DCC/CEC

3.3. Recovery

Depending on the scale of the emergency, the process of restoring emotional, social, economic, and physical wellbeing, reconstructing physical infrastructure, and restoring the environment following an emergency can take weeks, months, or even years.

After a major emergency, recovery becomes a 'whole of Council' concern that impacts upon all aspects of the organisation and requires a level of responsiveness to changing community needs that may go beyond 'business as usual'.

3.3.1. Council's Role – Recovery

Council's roles in recovery include:

- Provide leadership, co-ordination, and advocacy when the community is impacted by disasters.
- Plan for recovery to establish the principles, structures, partnerships, and approaches that will guide Council.
- Support the identification and assessment of community impacts.
- Secure grants and other funding assistance to support disaster recovery.

Council does not undertake recovery alone. It is a shared effort between the affected communities, all levels of government and the not-for-profit and private sectors.

3.3.2. Council Activities that Contribute to Recovery

Council currently undertakes the following activities to contribute to recovery of the community:

- Facilitate communication channels with the Community, Elected Members and other agencies through regular updates and media portals including Kindness for Kingston Facebook page.
- Provision of Waste and Environmental Health Services to support the clean-up process.
- Undertake roadside vegetation clearing as required.
- Undertake risk assessments for areas such as tree management, road maintenance, signage replacement.
- Support the management of recovery activities and programs such as BlazeAid and community donations.
- Facilitate community wellbeing and resilience activities.
- Advocate for State and Federal Government support and seek external and internal grant funding for recovery efforts.
- Undertake business surveys and promote local clubs and volunteer organisations.
- Provide leadership to the community.
- Act as a conduit between community and other agencies.
- Support the natural environment recovery through activities such as creation of bird boxes.
- Advocate and support a locally led recovery.
- Support the establishment and strengthening of community support networks such as suicide prevention, mental health, senior citizens, parenting support, youth support.

3.3.3. Council Actions for Recovery

The tables below describe the actions Council will undertake to maintain capacity and participate in recovery:

Priority 6: Build and maintain Council's capacity and capability to support recovery operations.

Action	Delivery date	Lead
6.1 Undertake debriefs to use learnings from emergency to further develop emergency management processes.	As Required	CEO
6.2 Develop economic development and tourism strategies and plans to incorporate recovery goals.	June 2022	CEO
6.3 Advocate to State Government or relevant agencies and seek applicable grant funding for recovery management solutions and economic stimulus grants.	As Required	CEO

Priority 7: Partner with key stakeholders to build a connected and resilient community that can recover following a major emergency.

Action	Delivery	Lead
7.1 Support the community and local businesses during recovery efforts.	Ongoing	CEO
7.2 Advocate to State and Federal Government or relevant agencies and seek financial and education support.	Ongoing	CEO/CEC/GRO
7.3 Provide ongoing external communication through relevant methods such as newsletters, Facebook, and website.	Ongoing	CEO/CEC
7.4 Restore, repair, or rebuild Council assets.	As Required	MAI
7.5 Reinvigorate the 'Kindness for Kingston' campaign as part of the Community Resilience Officer role.	June 2022	CRO
7.6 Connect the business community through facilitation of quarterly business events.	Ongoing	CEO/CEC

4. IMPLEMENTATION ARRANGEMENTS

4.1. Resourcing this Plan

Council will ensure the resourcing of this plan by:

- Advocating for appropriate budget bids to be presented to Council each year in the context of achievement of this plan and the priorities described for the year.
- Embedding necessary resources and expertise within existing resources.
- Maintaining existing services as described in this plan i.e., environmental health, vegetation management, fire prevention duties.
- Maintaining Position Descriptions for relevant staff, with recognition of duties relevant to the various aspects of emergency management.

4.2. Monitoring and Improvement

This Plan has been developed in line with Council's planning cycle, which occurs every four years in line with the Strategic Management Planning process, and with an annual review cycle.

Whilst Council's Executive Management Team are ultimately responsible for this Plan, the Governance and Risk team will identify and set key priorities to drive this Plan in areas that will direct the future of our Community Emergency Management systems.

The Plan will be reviewed annually, in line with Council's Annual Business Plan and Budget processes.

Date	Action	Comments
3 August 2021	Endorsement of Plan	Emergency Management Plan and Incident Operations Handbook endorsed by Leadership Group