GOYDER
South Australia's Heartland

Regional Council of Goyder

Emergency Management Plan

Photo source: Regional Council of Goyder calendar 2021
Version 1 November 2021

Contents

Executive summary

The Regional Council of Goyder is well known for its broad agricultural landscapes and the nationally significant urban mining heritage of the township of Burra.

Emergencies can occur at any time and with little warning, rapidly spread over designated boundaries and cause diverse and widespread impacts across communities, assets, infrastructure and other elements that are valued by the community. The Regional Council of Goyder (Council) has experienced emergencies in the past and anticipates new threats will emerge in response to changing social, environmental and economic conditions of the future.

Emergency events may divert Council's aspirations laid out in the Goyder Master Plan, or even make them unachievable; therefore, Council seeks to reduce the risks posed by emergencies that may disrupt these strategic directions.

In its everyday business Council works in strong partnership with the community, businesses and industry. During emergencies, this partnership continues to contribute to the safety and wellbeing of communities.

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

Council has bought these together in its Emergency Management Policy.

This Emergency Management Plan is an implementation document that exists to translate Council's Emergency Management Policy into emergency management priorities and clearly defined actions with responsibility and resources allocated to disaster risk reduction, incident operations and recovery.

Emergency management objectives have been identified, as listed below.

Emergency management objectives

1. Protect the health, wellbeing and safety of community members.

2. Reduce the risk of emergency incidents to places and things that are important to us.

3. Build the resilience of infrastructure, businesses and the economy to overcome emergency incidents.

4. Be a leader and advocate for a resilient community.

To achieve the objectives, strategies have been established, as listed below.

Disaster risk reduction

Strategy 1: Build a resilient community.

Strategy 2: Plan and implement activities that mitigate emergency risk.

Strategy 3: Act as an informed advocate for a safer community.

Incident operations

Strategy 4: Maintain and develop the capacity and capability to support emergency operations.

Recovery

Strategy 5: Support the local community in recovery.

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

The Regional Council of Goyder acknowledges the assistance of the LGA Council Ready Program in the development of this Emergency Management Plan.

Introduction

1.1. Purpose

This Emergency Management Plan (the Plan) translates Council's Emergency Management Policy, by establishing strategic direction for emergency management and describing the actions that Council will take to reduce disaster risk, maintain incident operational capability and prepare for recovery.

The Plan identifies responsibilities and resources to achieve broad strategies and is not for use in incident or recovery operations.

The Plan:

- Describes the context for the Plan in terms of Council and community values, related plans, the local emergency management arrangements, and Council's partners in emergency management.

- Establishes linkages between the Plan and 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 on by describing specific tasks and allocating accountability, resources and timeframes.

- Identifies the monitoring and improvement processes associated with the Plan.

1.2. Link to related Council plans

The Plan is linked to, and underpinned by, other Council plans and strategies.

The Plan has links to a range of strategic internal and external documents, as listed below.

Internal:

- Council's Emergency Management Policy
- Council's Business Continuity Plan
- Council's Goyder Master Plan
- Council's Asset Management Plans
- Council's Stormwater Management Plans
- Regional Public Health Plan
- Council's Risk Management Framework and Risk Management Policy
- Goyder Tourism Strategy
- Burra Township and Historic Mine Site Conservation Management Plan

In development:

- Climate Change Management Plan
- Regional Public Health Plan

This Plan also aligns to various regional plans, including:

- Yorke and Mid North Zone Emergency Management Plan (Key Hazards and Risks Summary)
- Flinders Mid North and Yorke Bushfire Management Area Plan

2. Context – the community and its values

2.1. Vision and values

Council and community values are the drivers for Council's involvement in emergency management, particularly as emergency incidents can cause major disruptions to the community's needs, aspirations and quality of life. Council recently identified its vision, values and aspirations through its Goyder Master Plan 2020-2035[1], in collaboration with the community.

The goal of the Goyder Master Plan is "One Goyder: A united and vibrant community that embraces change and is characterised by strong and responsive leadership".

This goal is to be delivered through six pillars (Figure 11).

Figure 1 Six pillars of the Goyder Master Plan 2020-2035

2.2. Community profile

2.2.1. Regional Council of Goyder

The Regional Council of Goyder (**Error! Reference source not found.**2) is situated in South Australia's Mid North, approximately 150 km north-east of Adelaide, and covers an area of 6,681 square km. The nationally heritage-listed town of Burra is the main administrative centre of the district. The Council area is crossed by Goyder's Line, which is a rainfall line mapped by Surveyor General George Goyder in 1865 to demarcate a natural boundary between profitable agricultural cropping land from semi-arid land suitable only for grazing.

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[1] https://www.goyder.sa.gov.au/council/reports

Figure 2 Regional Council of Goyder, showing Goyder's Line

Goyder's Line   Goyder Council Area

2.2.2. Our people

The Regional Council of Goyder has as estimated population of 4,170[2] spread across the district. The population age distribution is similar to the regional distribution (Figure 3), with 23 per cent of residents aged over 65 years. In 2016, 6.5 per cent of the population reported needing help in their day-to-day lives compared to 6.2 per cent for regional South Australia. These people may need extra assistance for this reason during emergencies[3].

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[2] https://www.citypopulation.de/en/australia/admin/south_australia/42110__goyder/
[3] https://profile.id.com.au/rda-yorke-mid-north/assistance?WebID=130

Age-sex pyramid, 2016

■ Regional Council of Goyder   ■ RDA Yorke and Mid North Region
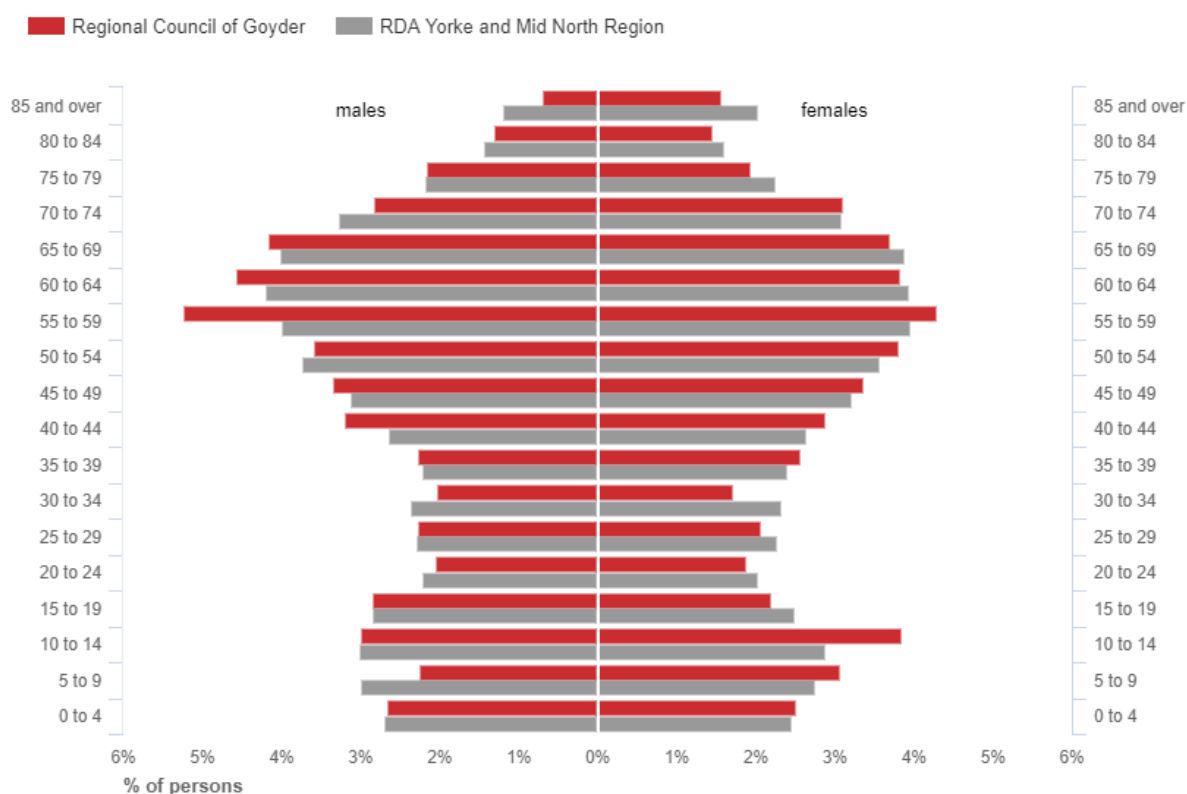
Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2016 (Enumerated data). Compiled and presented in profile.id by .id, the population experts.

2.2.3. Our resilience

Disaster resilience is defined as "the ability to survive, adapt and grow, no matter what happens".[4]

The Australian Disaster Resilience Index aggregates a range of indicators, drawn from a variety of sources, to rate a community's disaster resilience. There are eight themes that capture the dimensions of two sets of capacities—coping capacity and adaptive capacity—as shown below:

Coping Capacity	Adaptive Capacity
Social character	Social and community engagement
Economic capital	Governance and leadership
Emergency services	
Planning and the built environment	
Community capital	
Information access	

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[4] South Australian Disaster Resilience Strategy Version 1.4 February 2019 https://safecom-files-v8.s3.amazonaws.com/current/docs/SA%27s%20Disaster%20Strategy%20FINAL%20CABINET%20VERSION.pdf

The Australian Disaster Resilience Index rating for the Goyder SA2 statistical area[5], which includes the Council area, is 0.4148, which is in the low end of the moderate range. Moderate disaster-resilient communities are described as having:

> "some capacity to use available resources to cope with adverse events, and some capacity to adjust to change through learning, adaptation and transformation. Moderate disaster resilience is generally contributed by moderate levels of coping and adaptive capacity, which in turn are associated with moderate levels of economic capital, moderate provision of and access to services, moderate community cohesion and variable encouragement for adaptive learning and problem solving."

The index describes the Goyder area's disaster resilience strengths and barriers, as shown in Table 1.

Table 1 Goyder SA2 statistical area disaster resilience strengths and barriers

Disaster resilience strengths	Disaster resilience barriers
Social character (moderate)	Economic capital (low)
Community capacity (moderate)	Planning and built environment (low)
Social and community engagement (moderate)	Emergency services (low)
	Information access (low)
	Governance and leadership

2.2.4. Our economic drivers

The Gross Regional Product for the Council area was $210 million in 2019.[6] Of this, $137 million was generated by agriculture, which employed 38 per cent of workers (Figure 3). The tourism sector contributed $4.55 million, which is focused on Burra and its heritage assets. This is supported by other important sectors, especially manufacturing (10 per cent), construction (11 per cent) and the service industries education and training (6 per cent) and healthcare and social assistance (7 per cent) (Figure 4).

Figure 3 Agriculture is the district's primary economic driver while Burra contributes through its unique heritage tourism (photo source: Regional Council of Goyder)


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[5] The data is derived from the Goyder SA2 Statistical Area. Statistical Areas Level 2 (SA2) are medium-sized general-purpose areas built up from whole Statistical Areas Level 1. Their purpose is to represent a community that interacts together socially and economically, and do not align with LGA boundaries.
[6] https://economy.id.com.au/rda-yorke-mid-north/about?WebID=130

Figure 4 Employment distribution by industry sector in the Regional Council of Goyder area

Employment (FTE) 2018/19

■ Regional Council of Goyder   ■ South Australia
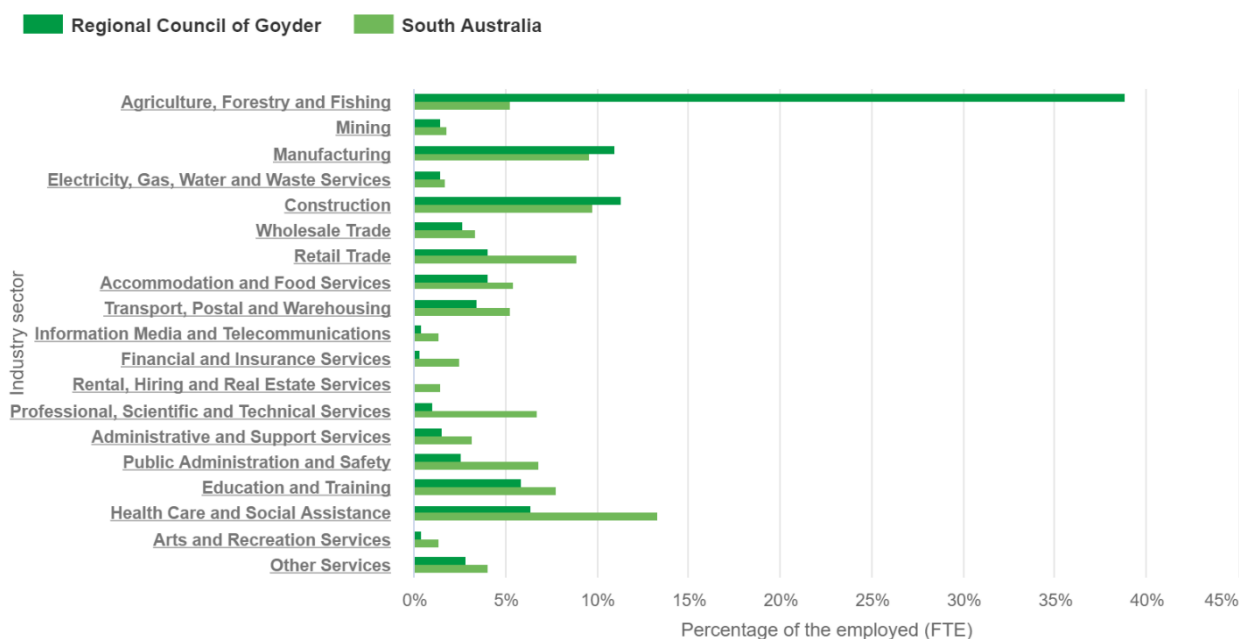
Source: National Institute of Economic and Industry Research (NIEIR) ©2019 Compiled and presented in economy.id by .id the population experts.

.id the population experts

2.2.5. Major infrastructure

Several important infrastructure supply lines run through the Council area that are essential to the local and state economies, especially:

- electricity supply for the community and new wind and solar power production facilities
- the Morgan to Whyalla water pipeline
- the national key freight network[7], including the Barrier Highway A32, which connects Adelaide with Burra, Broken Hill and Sydney (**Error! Reference source not found.**1)
- the Moomba to Adelaide Pipeline System, which transports natural gas to Port Bonython, Adelaide and Angaston.

2.2.6. Our environment and heritage

The Council area contains broad agricultural and pastoral landscapes. Several conservation reserves are present, including the Red Banks Conservation Reserve and the Pandappa Conservation Park. Roadsides also contain important natural heritage: because the district has been extensively cleared for agriculture, these roadsides are often the last refuges for a range of important flora and fauna populations.

Council has identified that the risks associated with climate change and changing rainfall patterns pose significant difficulties for agricultural and rural communities. These are particularly evident if advances in dryland agriculture management practices are negated by drier climate conditions.[8] In future, Goyder's Line may require adjustment further south as the district becomes drier.

Cornish miners were attracted to the area in the 1840s due to the presence of copper. This has created a concentration of Cornish mining heritage at Burra. Ninety-five heritage sites are listed on the state heritage register and the 'Australian Cornish Mining Sites: Burra' is inscribed on the National Heritage

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[7] http://maps.infrastructure.gov.au/KeyFreightRoute/index.html
[8] https://grdc.com.au/resources-and-publications/groundcover/ground-cover-issue-121-mar-apr-2016/changing-climate-may-reimpose-the-goyder-line

List as a place of "outstanding national heritage significance where Cornish mining technology, skills and culture is demonstrated to a high degree".[9] The Burra State Heritage Area includes the Burra mine area and the surrounding collection of small historic town settlements associated with the mine.

2.2.7. Our liveable community

Council and other agencies provide infrastructure and services to support community health and wellbeing, including:

- sporting and recreational facilities, including sporting grounds, golf course and swimming pools
- health services at the Eudunda and Burra Hospitals, including inpatient and outpatient care and aged care
- education facilities in Booborowie, Burra, Robertstown and Eudunda
- a reliable road network, power supply and water supply
- parks and open spaces to enjoy the outdoors, including camping, hiking (eg Mawson and Heysen trails) and recreation sites
- retail, café, gallery and dining opportunities
- regular community events across the Council area and annual events, including the SALA Festival, Burra and Eudunda shows, Burra Districts Open Gardens, Autumn Garden Festival, Burra Fun Run, antique fair, picnic races, country music festival, Christmas pageants and South Australia's History Festival.

2.2.8. Our community connections

Like many regional and rural communities, there are a range of networks and groups that keep the community connected. The longstanding presence of many residences and their families means that relationships are well entrenched. These connections are strengthened by many other community groups and connections, including:

- schools
- Country Women's Association
- landscape board activities
- Indigenous heritage sites
- tourism / business
- volunteers
- North Eastern Football League
- North Eastern Netball Association
- heritage groups
- service groups.

2.3. Partners in emergency management

Council acknowledges that emergency management is a shared responsibility, and that Council has roles in the emergency management plans of its partners (Figure 6).

Council is active in the local emergency management arrangements and works with the following key partners to manage emergency risk and support incidents and recovery:

- local emergency services (South Australia Police, Country Fire Service (CFS), State Emergency Service (SES) and SA Ambulance Service)
- community and service groups, including charitable and not-for-profit organisations
- other State Government agencies
- local businesses.

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[9] Burra Township and Historic Mine Site – Draft Conservation Management Plan July 2019 (p. 4)

Council participates in regional emergency management planning through:

- Yorke and Mid North Zone Emergency Management Committee
- Flinders Mid North and Yorke Bushfire Management Area Committee.[10]

In addition, Council is a participant in the Local Government Functional Support Group (LGFSG), which has responsibility for "Coordinating response from local government during an emergency" in accordance with Section 2.2 of Part Two of the SEMP.

Figure 6 The Regional Council of Goyder is a partner with the emergency services (photo source: Burra SES Facebook)

[10] https://cfs.geohub.sa.gov.au/portal/sharing/rest/content/items/fa5d16abd2d743b2a70d106601458fde/data

3. Emergency risk assessment

This Plan has been informed by an emergency risk assessment for the Council area. An emergency risk assessment considers the interaction of the following three key elements, as shown in Figure 7.

- Hazard – what are the probable hazards, eg natural, human-made, technological?
- Exposure – how and what might they impact?
- Vulnerability – how vulnerable/resilient is the exposed element to the impact?

Figure 7 hazard, exposure and vulnerability relationship

3.1. Risk identification

3.1.1. Hazards

An assessment of the nine statewide priority hazards by the Yorke and Mid North Emergency Management Zone Committee, using tools and processes aligned to the National Emergency Risk Assessment Guidelines (NERAG), identified six priority hazards and their potential consequences for the zone. These are shown in Figure 8.

Figure 8 Yorke and Mid North Zone Emergency Management Plan, priority hazards and risks

Hazard	People	Economy	Social/ Community	Environment
Flood	👥	📊	💬	
Bushfire	👥	📊	💬	🌱
Extreme Weather - Heat	👥	📊	💬	
Extreme Weather - Storm	👥	📊	💬	
Animal and Plant Disease		📊		
Earthquake	👥	📊	💬	

On further review of the zone's risk assessment, it has been determined that the District Council of Goyder area is subject to ten primary hazards:

- **Black event**, where a Council-wide loss of power causes all services, commerce, business and domestic electrical equipment to cease working
- **Bushfire**, which impacts assets and places that are more heavily vegetated
- **Drought**, during which multi-year below-average rainfall leads to water shortages and low crop productivity
- **Earthquake**, which damages or destroys heritage buildings, homes and infrastructure
- **Flood**, which damages or destroys homes and infrastructure
- **Hazardous material**, especially those present in storage in the township's industrial areas, such as liquid gas, chlorine or other industrial chemicals, or those transported on the A32 transport route
- **Heatwaves**, which impact communities and vulnerable people
- **Human disease**, including pandemics
- **Storms**, especially high winds, lightning, dust and flash flooding
- **Urban fire**, which impacts businesses, heritage buildings and homes.

When these hazards occur in the Council area, they can have a variety of impacts on important values and services, for example:

- Impacts on people's health, leading to severe injuries, illnesses and deaths
- Disruptions to the economy, leading to employment losses, business downturns and financial losses, or financial unsustainability of Council
- Disruptions to the community's sense of connection, wellbeing and relationships, and disruptions to community events
- Damage to the environment or heritage places
- Disruptions to the delivery of essential local government services or other services, such as power, water and waste management.

3.2. Risk analysis and evaluation

The risk assessment was undertaken in a workshop with key Council staff, using a modified National Emergency Risk Assessment Guideline method.

A risk assessment identified and analysed 39 separate emergency risks. These are described in the supporting document Regional Council of Goyder Emergency Management Plan – Risk Assessment Report.

3.2.1. People

The following risks were identified as having a potential for severe injury, illness or death to members of the community:

- Human diseases, including pandemics, can affect the vulnerable in the community, particularly young children and those with underlying health conditions
- Hazardous materials can affect all members of the community
- Heatwaves can harm elderly people and those with an underlying health condition
- Urban or structural fire can affect any of the 1,800 residences in the Council area, and can be of particular concern for residents who live alone (approximately 30 per cent of residents) and for the aged and vulnerable
- Bushfires can have particular impacts on those who require assistance in their day-to-day lives, young people or travellers on roads

- Floods can wash vehicles from floodways or affect people near watercourses.

3.2.2. Economy

The economy of the Goyder area is directly connected to the success of the agriculture sector and the diversification offered by the tourism industry.

The following risks were identified as having a potential for impact on the local economy:

- Human disease, such as the COVID-19 pandemic, may heavily impact the local economy, particularly the tourism sector, where travel restrictions cause economic losses, business closures and employment reduction
- A black event can disrupt businesses and services, leading to unsustainable economic losses
- Storms or flash flooding can damage commercial buildings and infrastructure, contents and services, resulting in financial losses and disruption to businesses
- Bushfire can have impacts on stock, crops, agricultural infrastructure or valuable pedigrees and genetic lines
- A drought or new type of biohazard incident can reduce crop productivity, hay production or stocking rates, resulting in unsustainable economic losses and/or reduction in the availability of productive land so that people move away from the area
- A significant earthquake event could damage tourism heritage buildings and infrastructure, significantly reducing tourism income and damaging Burra's brand, leading to loss of employment, people moving away and Council diverting funds to recovery and repair activities
- An emergency event could damage Council's uninsured infrastructure and require redirection of funds to recovery activities.

3.2.3. Social setting

Community connections are maintained through family ties and the structures and forums provided by Council, workplaces, schools, service clubs and sporting clubs, and Burra is a nationally significant concentration of 95 heritage-listed Cornish mining sites.

Figure 9 Burra has a concentration of heritage assets

The risks to the community or heritage values posed by the identified hazards are summarised as follows:

- Bushfire can impact a large part of the community, resulting in loss of community identity and wellbeing
- A flood, earthquake, fire or storm event may damage or destroy residential dwellings, resulting in people moving away from the area for an extended period and disrupting community connections
- An earthquake, structure fire or storm may damage or destroy important heritage-listed buildings
- Human disease (including pandemic), fire or earthquake impacts within or outside the Council area may cause death or serious injury, impacting the wellbeing of the community
- An emergency event may cause significant damage to, or failure of, infrastructure, resulting in loss of community connectedness.

3.2.4. Public administration

Four risks were identified as having a potential for disruption to essential local services. Potential consequences that overwhelm the essential services to the community are a priority for action.

The risks to public administration because of disruption to essential local services are summarised below:

Figure 50 Storms can seriously damage infrastructure and disrupt essential services (photo source: ABC News)

- Extreme weather, including a heatwave or storm event, can impact power, communications or transport systems, making them ineffective for an extended period
- Human disease (including pandemic) can disrupt business delivery by Council and other service providers to an extent beyond business continuity limits
- Recovery, rehabilitation or restitution costs of emergency incidents can impact the ability of Council to maintain core services.

3.2.5. Environment

An incident or long-term deposition of hazardous material that impacts on air quality, water quality or land and causes contamination was identified as having the potential to damage the environment (Figure 11).

Figure 11 Hazardous material incident on the A32 (photo source: The Cobar Weekly)[11]

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[11] https://cobarweekly.com.au/local-firies-clean-up-serious-barrier-highway-chemical-spill/

3.3. Risk evaluation

Of the 39 risks assessed, 11 were identified as being "fully managed", 18 were identified as being "well managed" but with some opportunities for improvement, and ten were identified as "not being managed well" or "not at all" and required further attention. Most risks that required further attention are associated with earthquake and drought and their consequences for people, the economy and the social setting (including heritage values).

3.4. Risk management

The risks generated by these hazards are mostly understood and managed through a range of existing measures, such as procedures, programs, insurance, building standards, community education, regulation and emergency services response, and may only need to maintain the current activities that are in place. For risks that are not fully understood or not managed in line with Council or community expectations, additional actions are required to better understand them or to make the risk as low as reasonably possible.

These are to:

- Work more closely with the bushfire management area committee and emergency services to align the Bushfire Management Area Plan with Council mitigation and regulatory activities
- Improve resilience of infrastructure to future climate and possible earthquake
- Undertake flood mapping for new developments and incorporate into the Development Plan
- Build business resilience through improved business continuity planning
- Improve community awareness of earthquake risk
- Mitigate risk to heritage tourism and heritage assets by
    - o Updating the heritage conservation management plan to include earthquake and storm hazards
    - o Work in partnership with federal, state, local and private parties to develop a disaster risk reduction strategy for built heritage structures (Burra) and seek funding support for its implementation.

Section 4 of this Plan defines Council's emergency management objectives and establishes priorities and actions to achieve these objectives.

4. Emergency Management Plan

4.1. Council's emergency management objectives

Based upon the context described in Section 2, especially the Council and community values, Council's emergency management objectives are:

1. Protect the health, wellbeing and safety of community members.

2. Reduce the risk of emergency incidents to places and things that are important to us.

3. Build the resilience of infrastructure, businesses and the economy to overcome emergency incidents.

4. Be a leader and advocate for a resilient community.

4.2. Council's emergency management priorities and actions

Based on the emergency risk assessment outcomes in Section 3, Council's emergency management strategies and identified actions are presented below.

4.2.1. Disaster risk reduction

Strategy 1: Build a resilient community.

Action	Delivery	Lead	Objectives
Partner with community services and the development sector to build on community strengths and reduce community barriers to build a more disaster-resilient community	Ongoing	Finance Direct / Community	4
Partner with the Goyder Economic Development and Resilience Taskforce and Regional Development Australia to build the resilience of businesses and industry to potential disasters (eg e-commerce, diversification, business continuity plans)	Ongoing	Finance Direct / Community	3, 4
Partner with Heritage SA, CFS, SES and private building owners to ensure heritage-listed buildings are fire and storm resilient	Ongoing	Finance Direct / Community	2, 4
Advocate with Department of Infrastructure and Transport (DIT) to build awareness and understanding of earthquake preparedness	Ongoing	CEO / Council	1, 4

Strategy 2: Plan and implement activities that mitigate emergency risk.

Action	Delivery	Lead	Objectives
Partner with the CFS to ensure bushfire risks are identified and Council actions are implemented in the Flinders Mid-North Yorke Bushfire Management Area Plan	Ongoing	Finance Direct / Council	1, 2, 4

Partner with earthquake hazard leader, DIT, Heritage SA, National Trust, and the Commonwealth Department of Agriculture, Water and the Environment to identify funding to assess risks and identify potential actions to mitigate and build resilience/recovery of state and national heritage-listed structures to an earthquake incident	Ongoing	Finance Direct / Finance	1, 2, 3, 4
Implement Council's stormwater and transport asset management plans to make assets and infrastructure more resilient to natural hazards, now and in the future	Ongoing	ITS Direct / Corporate	3
Develop a climate change adaptation plan that includes the effects of climate on emergency risks in the Council area	Biennial	ITS Direct / Development	1, 2, 3, 4
Partner with the Aboriginal community to identify potential threats posed by natural hazards to sacred places or artefacts	Biennial	Finance Direct / Culture	2, 4
In accordance with Council's Stormwater Management Plan, maintain and update flood mapping for new developments	Ongoing	ITS Direct / Development	2, 4
Actively monitor conditions applied to community event permits, particularly for heatwaves	Ongoing	Finance Direct / Events	1
Ensure Council's planning for tree management, recreation, sport and playspaces mitigates exposure to adverse weather events	Ongoing	ITS Direct / Technical	1, 3, 4
Ensure services and supply arrangements contracted by Council include emergency contingency considerations	Ongoing	Finance Direct / Managers	2
Support projects that build the resilience of the natural environment to disaster events	Ongoing	ITS Direct / Environmental	2
Advocate for safer roads and for DIT to monitor and provide assurance of the appropriate movement of hazardous materials on national transport routes in the Council area	Ongoing	Finance Direct / Development	2

Strategy 3: Act as an informed advocate for a safer community.

Action	Delivery	Lead	Objectives
Actively participate in zone emergency planning committees and activities	Ongoing	ITS Direct / Council	4

Action	Delivery	Lead	Objectives
Actively participate in bushfire management area planning committees	Quarterly	Finance Direct / Fire prevention	4
Engage with the community on public safety matters through Council's communication channels, including web and social media	Ongoing	Finance Direct / Council	4

4.2.2. Incident operations

Strategy 4: Maintain and develop the capacity and capability to support emergency operations.

Action	Delivery	Lead	Objectives
Develop and maintain incident operations arrangements that support the existing Council Business Continuity Plan and local emergency response arrangements with emergency services	Biennial	ITS Direct	1, 4
Participate in local emergency exercises as appropriate	Annual	ITS Direct	2
Maintain capability of any Council-owned relief centres, sandbag sites, safer places or places of last resort (as listed in the incident operations arrangements), to operate on demand	Ongoing	Finance Direct / Council	1, 2
Maintain adequate local stock of essential consumable personal protection supplies for known hazards	Annual	Finance Direct / Council	1, 2
Ensure Council workforce is appropriately trained through the LGA i-Responda program	Triennial	Finance Direct / HR	1, 4

4.2.3. Recovery

Strategy 5: Support the local community in recovery.

Action	Delivery	Lead	Objectives
Maintain up-to-date photographic condition records of any uninsured assets	Once	Council	2
Partner with State Government authorities and local forums to develop a local recovery framework	Annual	Finance Direct / Development	2, 3, 4

5. Implementation arrangements

5.1. Actions to deliver on priorities

Council will undertake both short-term and longer-term actions to address the priorities for emergency management. These actions will strengthen resilience and better prepare Council and the community for future emergencies.

5.2. Resourcing this Plan

All actions will be included as part of the natural budget cycle and a responsible unit of Council will be nominated to manage each action. Where required, funding opportunities will be sought as they become available.

Several projects have identified key partners; it will be important to engage with those partners in project delivery.

5.3. Monitoring and improvement

This Plan will be reviewed every four years.

Council's Executive Management Team will monitor the actions as part of Council's business planning and delivery system.

Appendix 1: Map showing route of Barrier Highway A32