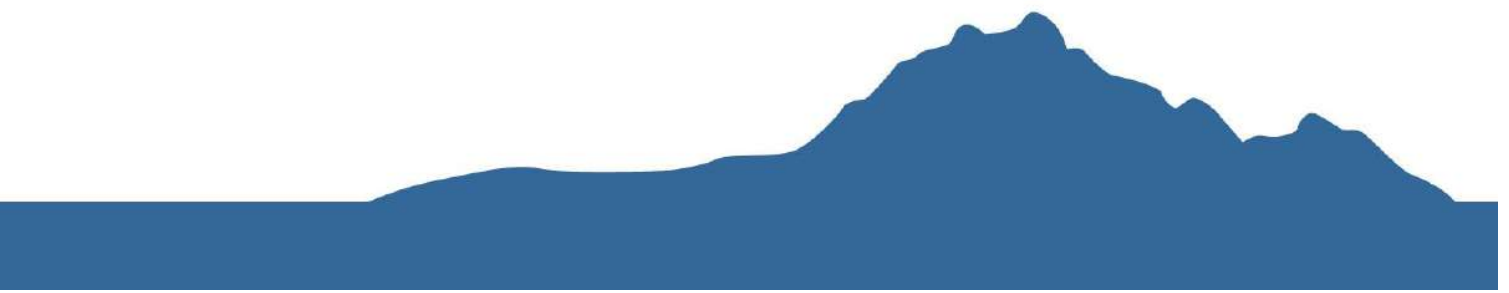




RISK MANAGEMENT FRAMEWORK

Section 1.0 Introduction

June 2023



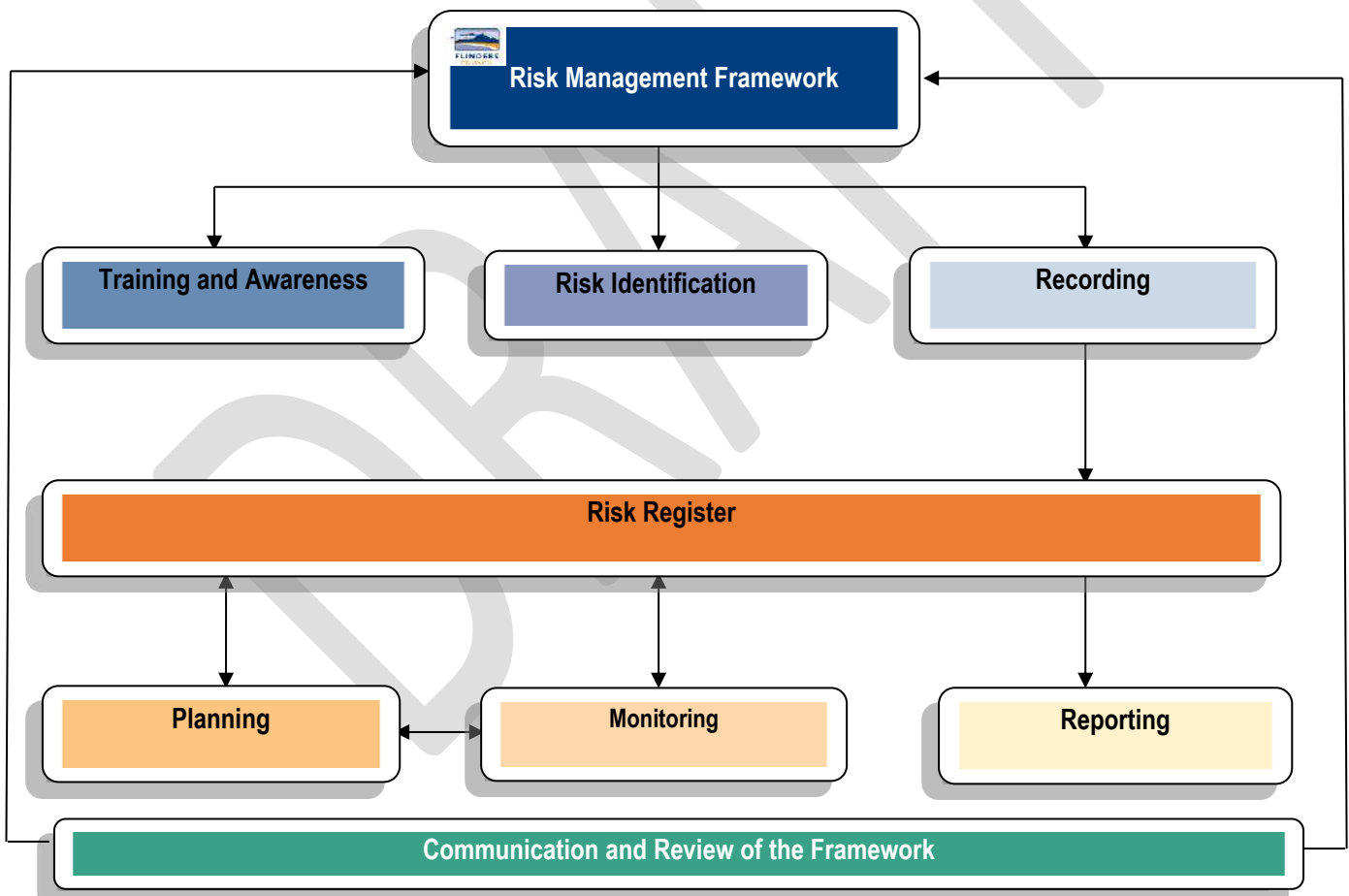
Introduction

Flinders Council operates within the framework of local government defined by the *Local Government Act 1993* and provides service, compliance and regulatory functions to the community.

Flinders Council's Risk Management Framework is an integrated suite of documents that demonstrates a commitment to Risk Management best practice, to provide a high level of governance creating a risk aware culture that applies logical and systematic risk management processes to all stages of the life cycle of any decision, activity, function, project or operation that includes the potential for risk.

The philosophy behind the Framework is that all Council's risk management processes are articulated within the one, tiered and integrated system that represents the methodology and structure around how the various meetings, policies, procedures and registers compliment and support each other to mitigate risks through maximum understanding, consideration, recording, communicating, continuous improvement and reviewing of Council's risks holistically.

Flinders Council's Risk Management Framework can be diagrammatically represented as follows:



Each component of the Risk Management Framework diagram is comprised of many activities, plans and policies. These tools are provided to allow Council to practice effective risk management:

Component	Activity, Plan and Policy
Risk Management Framework Content	Section 1. Introduction Section 2. Risk Appetite Statement Section 3. Risk Management Policy Section 4. Risk Management Guidelines Section 5. Forms Section 6. Work Health and Safety Policy Section 7. Business Continuity Plan Section 8. Flinders Municipal Emergency Management Plan
Training and Awareness	<ul style="list-style-type: none"> • Biennial WH&S Fundamentals Induction training (Staff, Councillors and available to volunteers and contractors) • Monthly training at Depot Safety Meetings • Biannual Airport Emergency Exercise (Airport Emergency Plan) • Office Staff Annual awareness training • Ad hoc training/communication at monthly Safety Meetings • Annual test of Business Continuity Plan • Position Descriptions and Professional Development Reviews • New staff induction • Annual Flinders Municipal Emergency Management Plan Emergency Exercise • Ad Hoc emergency management training
Risk Identification	<ul style="list-style-type: none"> • Onboarding checks – Police check & Pre-employment medical • Reports from staff member/s to supervisor • Incident/hazard reporting • General incident reporting • Service Requests from community • Take 5 job assessments, Hierarchy of Controls • Monthly Safety Meetings (Depot, Waste Management, State Growth) • Monthly Airport Safety Management System Meetings • Standing agenda item on monthly Management Meetings and monthly Staff Meetings • Monthly Safety Inspections (Airport, Depot, Administration)

Component	Activity, Plan and Policy
	<ul style="list-style-type: none"> • Safety Data Sheets (SDS) • Work Health & Safety Committee • Council Workshops • Special Committees of Council • Audit Panel • Flinders Municipal Emergency Management Committee • Fire Management Area Committee • Flinders Health Organisations Committee • Project planning • Event management planning • Tenders - Work method statements
Recording	<ul style="list-style-type: none"> • Accident / Incident Report Form • General Incident Report Form • General Risk Assessment Form • Job Safety Analysis / Safe Work Method Statements (Airport & Depot) Form • Safety Inspection Reports (Airport, Depot, Office, Showgrounds, Childcare Centre) • Service Request Register • Minutes from various Meetings • Event Risk Assessment Form
Risk Register	<ul style="list-style-type: none"> • Risks - Infrastructure, Airport, Corporate and Organisational
Planning	<ul style="list-style-type: none"> • Strategic and Annual Planning and Budgeting process • Emergency Management and Airport Exercises • Business Continuity Planning Testing Exercises
Monitoring	<ul style="list-style-type: none"> • Risk progress review at monthly Management Meetings, Monthly Safety Meetings (Depot, Waste Management, State Growth), Monthly Airport Safety Management System Meetings and Work Health & Safety Committee Meetings • Monthly Management Meeting and Councillor Workshop functional area Risk Register Reviews as part of the Annual Planning process
Reporting	<ul style="list-style-type: none"> • Quarterly Risk Management and Incident Reports to Council • Quarterly Risk Management and Incident Reports to Audit Panel • KPI and risk summary report in Annual Report • Continuous Improvement Register

Component	Activity, Plan and Policy
<p>Communication and Review of Framework (as a Minimum)</p>	<ul style="list-style-type: none"> • Reporting of risk issues at monthly Staff meetings and Management Team meetings • Progress reports to monthly Depot and Airport Safety meetings • Audit Panel minutes reported to council • Risk progress review at monthly Management Team meetings and Staff meetings • Risk progress review at monthly Council Workshops • Risk progress review at Work Health and Safety Committee meetings on a quarterly basis • Written messages from the General Manager and the Safety and Works Administration Officer for notice boards • Outline of risk management framework, risk awareness and incident analysis training to existing workers annually and to all new employees during the induction process • Risk Management Policy review every 4 years • Risk Appetite Statement review every 4 years • Risk Management Guidelines review every 2 years - <i>AS ISO 31000:2018 ('the standard')</i> • Business Continuity Plan review every year • Work Health and Safety Policy review every 4 years • Municipal Emergency Management Plan review every 2 years

Table of Contents - for the entire Risk Management Framework

Section 1. Introduction

Section 2. Risk Appetite Statement

Section 3. Risk Management Policy

Section 4. Risk Management Framework Guidelines

Section 5. Forms:

5.1 Risk Register – including Risk Assessment Tool, Risk Rating, Hierarchy of Control and Strategies of Influence

5.2 Accident / Incident Report Form

5.3 General Incident Report Form

5.4 General Risk Assessment Form

5.5 Job Safety Analysis / Safe Work Method Statements Form

5.6 Event Risk Assessment Form

5.7 Risk Treatment Plan Form

5.8 Administration Safety Inspection Report

5.9 Works and Services Safety Inspection Report

5.10 Airport Safety Inspection Report

5.11 Showgrounds Safety Inspection Report

5.12 Childcare Safety Inspection Report

Section 6. Business Continuity Plan

Section 7. Work Health & Safety Policy

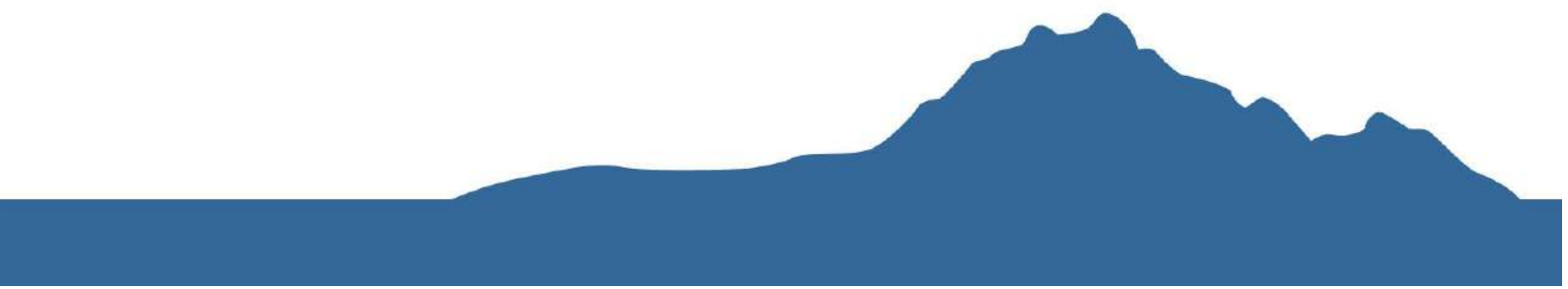
Section 8. Municipal Emergency Management Plan



RISK MANAGEMENT FRAMEWORK

Section 2.0 - Risk Appetite

June 2023



Risk Appetite Statement

Defining Council's risk appetite provides the strategic guidance necessary for decision making.

Council has a strategic plan which outlines the key goals of council into the future – it is how the Council defines success. Council has a role in managing outcomes for the community and Council's risk appetite is measured in the context of community stewardship. Additionally, Council as a regulatory body, has an obligation to administer services within a prescriptive legislative framework. However, it is recognised that on occasion, Council may be forced to take risks beyond its risk appetite in order to comply with government directives or to satisfy public expectations of improved services.

In providing those functions, Council understands that during its normal operations, risks that require mediation may occur in terms of finances, environment, health and safety of staff and the public, and the brand and operations of the organisation. With scarce resources and the challenges of a remote location, Council must also make trade-offs between priorities. It is therefore necessary for Council to determine what types of risk are appropriate, what level of risk the Council is comfortable with, and which objectives and risks must be prioritised for mitigation. These considerations inform Council's risk appetite - an overall risk statement and a risk appetite level for each category of risk.

The risk appetite statement provides strategic direction on the risk parameters within which Council operates. Managing risks in accordance with the risk appetite statement allows Council to commit to excellence in leadership and service, living lightly on our environment, building unique communities, growing a vibrant economy, building quality of life and excellence in governance activities.

Risk appetite is the amount and type of risk Council is willing to tolerate in order to achieve its goals.

Council has a low appetite for risks which could:

- Have a negative impact on Council's long-term sustainability; or
- Compromise the safety and wellbeing of staff, Councillors, contractors and members of the community.

Council has a medium appetite for risks that:

- Maintain and improve levels of service to the community; and
- Improve efficiency, reduce costs and/or generate additional sources of income.

Application of Our Risk Appetite

Council's Risk Appetite Statement expressly describes the level of risk Council will accept in carrying out its activities. Where risks are assessed as exceeding these tolerances:

- additional mitigations must be considered (treat); or
- the activity should be ceased (avoid); or
- Council approval should be sought to continue with the activity (escalate).

All Councillors, officers, contractors, and committees of council will have regard to Council's Risk Appetite Statement in their decision making. As such, the Risk Appetite Statement will become an essential part of Council's risk management framework.

This will enable Council to effectively assess its risks in planning and delivering its strategic and operational activities and services.

Where risk appetite metrics (as defined below) are not being met, Managers must consider briefing Council on the emerging situation.

Review

The Risk Appetite Statement will be subject to annual review.

Risk Appetite Statement

Category	Appetite Statement
Overall Risk Appetite	<p>Council has a LOW to MODERATE risk appetite across its operations.</p> <p>Council has zero to low tolerance for injuries to persons. It is committed to creating a safe living and working environment for its staff and the community however it recognises incidents happen.</p> <p>It is important to Council that its systems and services operate efficiently and effectively. Risks need to be effectively managed and balanced in this area to ensure sustainable delivery.</p> <p>Council has a low to zero tolerance for financial risk while seeking new opportunities to build on services provided for the community.</p> <p>Council is a provider of services to the community and regulates development activities within the Municipality. It is aware of its environmental impacts and endeavours to adopt a sustainable approach to its activities. However, it recognises that the community is complex and subject to many external factors beyond Council's control or influence.</p> <p>Council operates within the laws and regulatory framework to which it is subject and has a role to play in enforcing these laws.</p>
Health and Safety - Public and work health and safety issues	<ul style="list-style-type: none"> • Council has a LOW risk tolerance for minor injury to members of the public and staff. Council has a target risk of zero, wanting all persons to arrive home safely. However, it recognises incidents happen and reflects this in the low tolerance stated. • Council has a ZERO risk tolerance for work health and safety risks that result in significant injuries or death to employees and the public. • Council has a ZERO risk tolerance for work health and safety risks that result in injuries to people arising from a lack of basic controls, inadequate training and development of staff, or behaviours that contravene policies.
Finance and Economic - Financial capacity management and reporting, availability of capital, economic environment, knowledge management, efficiency of systems, processes and organisational structure	<ul style="list-style-type: none"> • Council has a LOW risk tolerance for financial / asset risks in both its strategic and operational functions. This equates to 0% to 5% of the annualised budget. • Council has a ZERO risk tolerance for its underlying surplus being other than positive and its Asset Sustainability Ratio falling below 80% (This ratio is asset replacement capital expenditure expressed as a percentage of depreciation expense).

Category	Appetite Statement
	<ul style="list-style-type: none"> • Council has a ZERO risk tolerance for a lack of integrity in financial reporting to the council or shareholders. • Council has a MODERATE to HIGH risk tolerance for exploring new innovations and opportunities to pursue financial sustainability in order to provide efficient, effective and accessible services that meet the needs of the community.
<p>Environment, Cultural and Sustainability</p> <p>- Impact of Council's operations on aboriginal heritage, air, fauna, flora, water, waste, noise & vibration, land, sustainability, and use of hazardous materials</p>	<ul style="list-style-type: none"> • Council has a LOW risk tolerance for environmental and sustainability risks. • Council has a LOW risk tolerance for environmental impact resulting from Council's operations and seeks to minimise these impacts wherever possible. • Council has a LOW risk tolerance for non-compliance with environmental legislation and undertakes its regulatory obligations to meet legislative requirements. •
<p>Business Continuity and Systems</p> <p>- Including IT issues and those attributable to natural and man-made disasters</p>	<ul style="list-style-type: none"> • Council has a LOW risk tolerance for business disruption. • Council has a LOW risk tolerance for disruption caused by severe weather events and cyber risks and seeks to minimise these where possible. • Council has a LOW risk tolerance for inefficiencies and non-critical errors that may result in reduction of service levels, a material breach of obligations, or a significant reputational or political impact. • Council operates effectively in wider municipal operations and recovery planning. • Council has a ZERO risk tolerance for a lack of implementation and testing of IT disaster recovery (DR), business continuity (BC) and other contingency plans for critical business processes. • Council has a LOW risk tolerance for the development and approval of policies that place an unreasonable expectation on relevant staff or are not achievable.. (CC)
<p>Regulatory and Legal Compliance and Liability</p> <p>- Statutory obligations, class actions, public liability claims, product liability, professional indemnity and public health and safety</p>	<ul style="list-style-type: none"> • Council has a LOW risk tolerance for non-compliance with legislation, regulations and professional standards. This includes laws and regulations that Council administers. • Council has a ZERO risk tolerance for illegal activities including contractual or trustee obligations, fraud and corruption. • Council has a ZERO risk tolerance for breaching the confidence and trust of our shareholders. We adopt a proactive 'no surprises' approach to our relationship with the government and the community. • Council has a LOW risk tolerance for failing to monitor and respond to political and legal developments affecting our organisation.
<p>Reputation</p> <p>- Council's reputation with the community, customer service and capability as a regulator</p>	<ul style="list-style-type: none"> • Council has a MODERATE risk tolerance for reputational risk. Council notes at times it is necessary to make the "right" decision and not the "most popular" decision. Council is focussed on developing sound policy.

Category	Appetite Statement
<p>Workforce - Staff, volunteers, elected members - human resources, industrial relations and organisational culture</p>	<ul style="list-style-type: none"> • Council has a MODERATE risk tolerance for aligning our organisational culture with our guiding principles and organisational objectives. • Council has a MODERATE risk tolerance for short-term but recoverable staff vacancies, provided these are anticipated and are adequately planned for and managed. • Council has a ZERO risk tolerance for misconduct, fraud, illegal activities, unethical behaviour, harassment or discrimination.

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RISK MANAGEMENT FRAMEWORK

Section 3.0 Risk Management Policy

June 2023



S-W4 Risk Management Policy

Purpose	To guide the integration of risk management into the Flinders Council's governance, culture and business practices; and to define the principles for the implementation of the Risk Management Framework.	
Department	Governance	
File No.	FIN/1003	
Council Meeting Date	24 May 2023	
Minute Number	154.05.2023	
Next Review Date	Four (4) years from Council Resolution Date	
Review History	11 July 2002	312.07.02
	11 July 2003	312.07.02
	25 August 2005	486.08.05
	20 August 2009	307.08.09
	23 September 2010	292.09.10
	14 July 2011	201.07.11
	15 May 2014	804.05.2014

1. Definitions

Worker - A person carrying out work in any capacity including–

- (a) an employee; or
- (b) a contractor or subcontractor; or
- (c) an employee of a contractor or subcontractor; or
- (d) an employee of a labour hire company who has been assigned to work in the Council;
- or
- (e) an outworker; or
- (f) an apprentice or trainee; or
- (g) a student gaining work experience; or
- (h) a volunteer; or
- (i) a person of a prescribed class.

Stakeholders - may include but are not limited to all Workers, Councillors, Committees, General Community, Visitors, Lease Holders and Interested Parties.

2. Objective

To, so far as is reasonably practicable, protect Flinders Council, its workers and the Community against loss through the application of sound management principles and work practices that minimise exposure to risks and adverse impacts on corporate objectives.

3. Scope

This Policy applies to all areas of Flinders Council's operations and includes all Councillors, Workers and representatives of Flinders Council.

4. Policy

It is the policy of Council that:

- 4.1. To achieve our vision and strategic goals, we are committed to the ongoing effort of managing our risks by the systematic identification; analysis, evaluation, treatment, monitoring and communication of risks that can impact our organisation.
- 4.2. Fit-for-purpose and sound risk management principles and practices will be integrated throughout all levels of council to consistently eliminate or minimise exposure to risks and to manage the effects of uncertainty.
- 4.3. Risk-based decision-making will be integrated throughout Council for the benefit of the organisation, our community and our stakeholders.
- 4.4. A culture of awareness, accountability and shared attitudes will promote a willingness and capability to manage risk at all levels across the organisation.
- 4.5. Significant threats and opportunities associated with the performance of Council functions and the delivery of Council services will be identified and mitigated.
- 4.6. Our risks will be managed by the systematic identification; analysis, evaluation, treatment, monitoring and communication of risks that can impact on Council's ability to achieve its vision and strategic objectives.
- 4.7. Information, training and supervision on risk management is provided to all Workers and made available to Stakeholders.; and
- 4.8. When there are competing demands on Flinders Council's limited resources, the Council will allocate resources to:
 - Maintain employee and public health and safety;
 - Minimise Council's exposure to loss and litigation;
 - Protect Council's financial and physical assets;
 - Protect and enhance Council's reputation; and
 - Ensure continuous improvement in the Risk Management process.
- 4.9. The Risk Management Framework and associated processes and tools are documented, recorded and reviewed on a regular basis to ensure ongoing suitability to the organisation's needs.

The roles and responsibilities for risk management at Council are specified in the Flinders Council Risk Management Framework Guidelines and listed below:

Stakeholder	Roles and Responsibilities
Flinders Council	<ul style="list-style-type: none"> • Be responsible for approving the Risk Management Policy; • Be aware of the Council's Risk Management Framework • Consider risk implications when making decisions; and • Make funding and resources available to adequately manage risks identified in the Risk Register.
General Manager	<ul style="list-style-type: none"> • Provide the support and basis in which the Risk Management Framework can be implemented. This includes listing risk management as a priority in Council's Strategic and Annual Plan;

Stakeholder	Roles and Responsibilities
	<ul style="list-style-type: none"> • Provide a safe and healthy work environment, in accordance with the Work Health & Safety Act 2012, its amendments, regulations, related codes of practice and Australian Standards; • Provide risk awareness training is developed and provided throughout Council; • That Council meets its 'duty of care' to all workers and the general public and protects its assets through education, appropriate risk financing and adequate loss control programs and measures; • Monitor and evaluate the performance of Managers/Coordinators against their risk management responsibilities; • Provides Council with adequate risk information to enable it to make informed decisions; • Lead the organisation in the development and implementation of risk action plans; • Promote risk management as a vital business principle; and • Develop a report on Council's risk management achievements over the previous year for inclusion in Council's Annual Report.
<p>Managers / Coordinators</p>	<ul style="list-style-type: none"> • Provide a safe and healthy work environment, in accordance with the <i>Work Health & Safety Act 2012</i>, its amendments, regulations, related codes of practice and Australian Standards; • Familiarise themselves with Council's Risk Management Policy and Framework; • Coach and mentor others in the use of the Risk Management Framework. To facilitate the effective and efficient implementation of risk management as per the agreed Project Plan; • Actively participate in training provided in relation to risk management; • Employ risk management principles and practices and the tools outlined in the Risk Management Framework while undertaking strategic decision making and daily tasks; • Report any accidents and incidents in the area under their control that may have a potential risk exposure to workers, Council and the general public; • Positively assist with investigations related to accidents or incidents that have occurred; • Develop and implement risk treatment plans for risks owned by them;

Stakeholder	Roles and Responsibilities
	<ul style="list-style-type: none"> • Take notice of and implement recommendations from safety inspections conducted in the workplace; and • Provide on-going instruction and consultation with workers in the proper use of plant, equipment and materials and enforce safety rules and practices that apply to workers' work.
<p>Safety and Works Administration Officer</p>	<ul style="list-style-type: none"> • Provide advice and assistance to all Council Workers in relation to the development and implementation of an effective Risk Management System that observes the principles of AS/NZS ISO 31000:2018 Risk Management; • Monitor the effectiveness of the overall Risk Management system in consultation with the General Manager; • Oversee and provide input into the development and maintenance of a Risk Information System integrated with other systems to provide timely, accurate and relevant information of losses, claims, premiums and other risk related information; • Ensure that all documentation maintained and generated within the Risk Management process complies with Council's record management requirements; • Make available relevant and a wide range of information on risk management issues affecting Council; • Apply the Risk Management process for the management of risk exposures; • Review insurance held by users of Council facilities; • Oversee the development of a Risk Management training program; • Review the Risk Management Policy every two years; • Assist in the effective operation of a Safety Management System; • Monitor accident reporting and recording procedures; • Liaising with outside organisations/consultants for advice and assistance in areas where the organisation does not have the expertise or resources; • Review with the General Manager all aspects of the risks management program on a regular basis, including workplace inspections and safety audits; • Consult with the Work Health and Safety Committee and any appointed Health and Safety representatives where appropriate to resolve health and safety issues and compliance with risk management principles; and • Provide quarterly reports to council on the operation of the risk management program and incidents.

Stakeholder		Roles and Responsibilities
Corporate Coordinator	Services	<ul style="list-style-type: none"> • Negotiate appropriate insurance cover; and • Maintain risk management manuals and records including the following: <ol style="list-style-type: none"> 1. Claims management manual 2. Legal advice 3. Property and motor vehicle schedules 4. Loss records 5. Management decisions on risk 6. Technical information 7. Insurance policies
Workers		<ul style="list-style-type: none"> • Assist in the provision of a safe and healthy work environment and comply with the Work Health & Safety Act 2012, its amendments, Regulations, related Codes of Practice and Australian Standards; • Fully consider risk management factors when changing or setting up new work sites, work programs or undertaking new projects; • Review with Managers/Coordinators/Supervisors and workers all aspects of the risk management program on a regular basis, including workplace inspections and risk management audits; • Consult with the Work Health and Safety Committee and any Work Health and Safety Representatives where appropriate to resolve risk management issues; • Ensure all accidents, incidents, injuries or near misses within their work area are reported using Flinders Council's reporting processes and participate in investigations when required; • Participate in audits of activities as appropriate; and • Report any identified risk associated with Council assets, work sites or work systems.
Work Health and Safety Committee and Airport Safety Management System Committee		<ul style="list-style-type: none"> • Ensure all accidents reported are fully investigated and the appropriate corrective action has been taken; • Improve organisational performance and awareness of risk management by: <ul style="list-style-type: none"> ○ Review and analyse claims and reported incidents; ○ Review corrective action effectiveness in a timely manner; and ○ Implement an audit and inspection process focused on risk management.

5. Procedure

This Policy is the foundation document in the Flinders Council's Risk Management Framework. The Framework provides the guidelines for the implementation of this Policy.

6. Legislation and Council Related Policies

- AS/NZS ISO 31000:2018 Risk Management
- *Work Health and Safety Act 2012*
- *Work Health and Safety (Transitional and Consequential Provisions) Act 2012*
- Work Health and Safety Regulations 2012
- Work Health and Safety (Transitional) Regulations 2012
- Flinders Council's Risk Management Framework
- Flinders Council Work Health & Safety Policy

7. Responsibility

The General Manager has delegated power under this policy to implement decisions of Council relating to Risk Management in accordance with section 22(1) of the *Local Government Act*.

The General Manager may sub-delegate such powers and functions in accordance with section 64(b) of the *Local Government Act*. This means that the General Manager or sub-delegate has the authority to make any decisions relating to risk management.



19.6.1 June 2023

RISK MANAGEMENT FRAMEWORK

Section 4.0 Guidelines

June 2023



Table of Contents

1. Background	4
2. Introduction	6
3. Statement of Commitment	6
4. Strategic Vision	7
5. Strategic Objectives	7
6. Risk Sources	8
7. Risk Appetite	9
8. Risk Tolerance	9
9. Business Systems	10
9. Planning and Resourcing	11
9.1. Resource Management	11
9.2. Continuous Improvement	11
9.3. Links to Council Planning and Budgeting Cycles	12
9.4. Budget Planning and Prioritisation	12
9.5. Risk Assessments	12
9.6. Hazards and Incidents	12
10. Reporting	12
10.1. Key Performance Indicators (KPI'S)	12
11. Roles and Responsibilities	13
12. Communication Plan	15
12.1. Objectives	15
12.2. Communication Methods	16
13. Risk Management Process	16
13.1. Overview	16
13.3. Communication and Consultation	17
13.4. Risk Management Context	17
13.5. Risk Identification	17
13.5.1. Safety Inspections	18
13.5.2. Projects / Tender Management	18
13.5.3. Service Requests	18
13.5.4. Workforce	18
13.5.5. Workshops / Committee Meetings	19
13.5.6. Work Health & Safety Committee	19
13.5.7. Event Risk Assessment	19

13.5.8. *Accident /Incident Reporting*..... 19

13.5.9. *General Incident Reporting*..... 19

13.5.10. *Take 5 Job Assessments*..... 19

13.5.11. *General Risk Assessments*..... 19

13.5.12. *Job Safety Analysis / Safe Work Method Statement*..... 19

13.6. *Risk Analysis*..... 19

13.7. *Risk Evaluation*..... 20

Positive Risk Response Strategies 22

13.9.1. *Escalate*..... 22

13.9.2. *Enhance*..... 22

13.9.3. *Exploit*..... 22

13.9.4. *Accept*..... 22

13.9.5. *Share*..... 22

13.10. *Monitor and Review*..... 22

14. Risk Management Plan **23**

14.1. *Risk Management Plan Components*..... 23

Figure 5: Risk Management Overview 23

15. Related Documents **24**

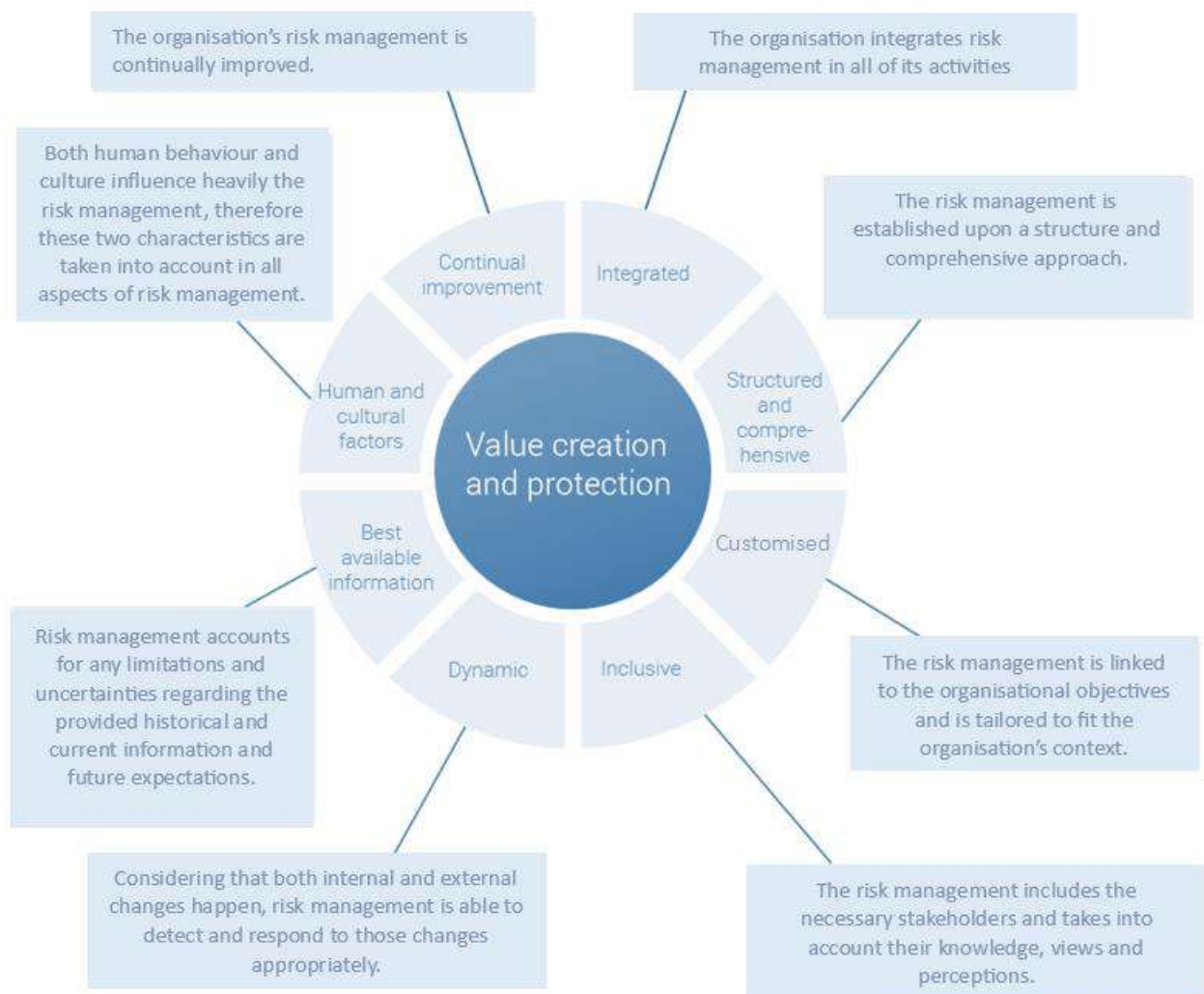
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1. BACKGROUND

All organisations face external and internal factors and influences that create risk or uncertainty around whether they will achieve their objectives. AS/NZS ISO31000:2018 - Risk Management Guidelines ('the Standard') defines risk as "the effect of uncertainty on objectives". A risk is an unplanned event that can positively or negatively affect Council's objectives if it occurs. Risk Management refers to the coordinated activities undertaken to direct and manage an organisation regarding risk.

Flinders Council's Risk Management Framework Guidelines (RMFG) is the set of components that outlines our arrangements for designing, implementing, monitoring, reviewing and continually improving how we understand risk and use this to make informed decisions.

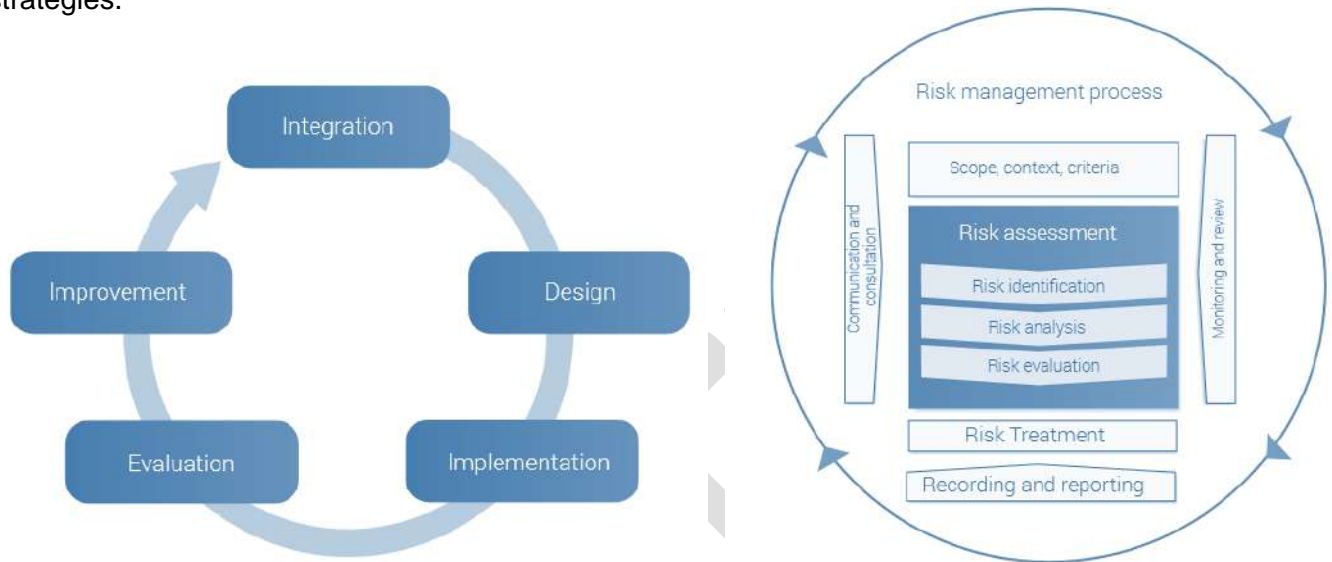
Risk management involves establishing a customised Risk Management Framework, a risk aware culture, and applying logical and systematic risk management processes to all stages of the life cycle of any decision, activity, function or operation that includes the potential for risk. Managing risk is part of governance and leadership and is fundamental to how the organisation is managed at all levels. It is based on the principles, framework and process outlined in this document, and links the framework and practice of risk management to the organisational strategic goals as illustrated in Figure 1.



1.1. Figure 1: Risk Management Principles

Risk management will be an active component in governance, strategy and planning, management reporting processes, policies, values and culture. The framework requires leadership and commitment to risk management, integrating risk management processes and principles across all aspects of Council, evaluating the process and adapting and continually improving the framework through informed outcomes.

The purpose of the risk management process is to enable the assessment of the existing or potential risks, evaluation of the risks using risk criteria and treatment of the risk using risk mitigation tools and strategies.



1.2. Figure 2: Risk Management Framework and Risk Management Process

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2. INTRODUCTION

Risk management is critical for the successful implementation of the Flinders Council Strategic Plan 2021 – 2031. It supports the foundations of Council’s vision to achieve the goals and strategies contained in our Strategic Plan through our guiding principles which are:

- Community Engagement;
- Island Heritage and Character;
- Environment, Waste and Sustainable Land Use Practices;
- Service Quality;
- Transparency;
- Governance and Financial Responsibility;
- Sustainability; and
- Continuous improvement.

By fostering a vibrant risk management culture that encourages people at all levels to think about and understand risk and providing the tools to manage risk, all Council decisions, events, activities and projects will be undertaken with consideration of risk to the organisation, its people and our community. Risk management provides a system for the setting of priorities when there are competing demands on Council’s limited resources. Furthermore, the Risk Management Framework supports the transparency of risk information to all stakeholders and interested parties.

Achievement of the Flinders Council 2021 – 2031 Strategic Plan objectives depends upon factors including:

- The health and well-being of our people;
- Due care towards our customers and the community;
- The protection of our assets;
- Incorporating legislative requirements into our work processes;
- Sound financial management; and
- Good governance and political decision making.

The Risk Management Framework Guidelines build on the objectives of Flinders Council’s Risk Management Policy (S-W4) and outlines the methodology adopted to identify, assess, manage and report on risks in the organisation to ensure all parties understand how risk is managed. It should foster a culture of awareness, informed decision making with shared accountability and attitudes.

3. STATEMENT OF COMMITMENT

As far as is reasonably practicable, Flinders Council will protect our workers and the community against loss through the application of sound management principles and practices that minimise our exposure to risks and adverse impacts on corporate objectives.

Risk management:

- a) Creates and protects value;
- b) Is an integral part of our organisational processes;
- c) Is part of and informs our decision making;
- d) Explicitly addresses uncertainty;
- e) Is systematic, structured and timely;
- f) Is based on the best available information;
- g) Is tailored;
- h) Takes human, cultural and environmental considerations into account;
- i) Is transparent and inclusive;
- j) Is dynamic, iterative and responsive to change; and
- k) Facilitates continual improvement and enhancement of the organisation.

4. STRATEGIC VISION

The Risk Management Framework supports Flinders Councils' Vision, Mission and Guiding Principles, as outlined in the 2021 - 2031 Strategic Plan, and integrates the process for managing risk into the organisation's various activities.

To achieve our vision and strategic goals, we are committed to the ongoing effort of managing our risks by:

- the systematic identification;
- analysis,
- evaluation,
- treatment,
- monitoring; and
- communication of all risks that can impact our organisation. See - Flinders Council's Risk Management Policy S-W4 (Section 3).

The formulation of our Risk Management Framework demonstrates our vision and commitment to the risk management process, to be embraced by all workers, Councillors and Stakeholders engaged in council business, and also defines the responsibilities of those involved in the process of managing risk.

Flinders Council acknowledges that the adoption of a strategic and formal approach to risk management will provide numerous benefits. These benefits include but are not limited to:

- Good corporate governance and political decision making;
- Compliance with relevant legislation;
- Protecting people's safety;
- Proactive rather than reactive management;
- Environmental sustainability;
- Cultural and Heritage care considerations;
- Rigorous decision making and planning; the right decisions for its people and our community;
- Improved identification of opportunities and threats;
- More effective allocation and use of resources;
- Improving workers' confidence;
- Maintaining a positive public image;
- More effective asset and financial management;
- A clear understanding by all stakeholders of their roles, responsibilities and accountabilities for managing risk; and
- The development of a more risk aware organisational culture through enhanced communication, measurement, reporting and review of risk.

5. STRATEGIC OBJECTIVES

The aim of the Risk Management Framework is not to eliminate risk, but to understand our risk appetite and manage risk on an ongoing basis in a consistent way across the organisation, whilst maximising opportunities and minimising adversity. It provides a system for the setting of priorities when there are competing demands on limited financial and employee resources. Furthermore, the Framework supports the transparency of risk information to all stakeholders and interested parties.

Risks emerge as circumstances change – risk is dynamic and as such the process of risk management is continual. Risk management forms part of our Business Planning process and how we do our work and deliver services to our community on a day-to-day basis. Responsible risk management activity must be a part of the standard management practice and actions of Workers.

Flinders Council will utilise the framework provided by the Risk Management Standard ISO 31000 and its successors, to develop and implement its approach to:

- Risk identification;
- Risk analysis;
- Risk evaluation;
- Risk treatment;
- Recording and reporting;
- Monitoring and review;
- Communication and consultation; and
- Identifying Positive Risk (Opportunities).

Risk management will be incorporated into the strategic, annual and operational planning processes at all levels within Flinders Council.

Key objectives of the Framework include providing Council with the tools required to practice effective risk management. The Framework is designed to ensure that:

- Sound risk management practices and procedures are fully integrated into Council's strategic and operational planning processes;
- Threats and opportunities associated with all documented key result areas are identified, evaluated, treated, monitored and communicated in accordance with the process outlined in AS/NZS ISO 31000:2018 Risk Management;
- The risk management approach is effectively supported by consultation and communication at all levels;
- Remedial actions identified as a result of incident investigations are documented, implemented and communicated effectively to prevent recurrence;
- Appropriate risk treatment strategies will be included in organisational procedures and processes needed to assist Council in achieving its business outcomes. These strategies will be in accordance with relevant standards, codes of practice and appropriate legislative guidelines;
- All Council Workers with specific risk management responsibilities are aware of and effectively exercise those responsibilities. Responsibilities are documented in Position Descriptions;
- All Council stakeholders, i.e. Workers, Elected Members, Committees, Lease Holders and the public, cooperate to create a safe environment and preserve assets for the future;
- Adequate information, training and supervision are provided or made available to all Workers, Councillors, Lease Holders and Committees; and
- The Risk Management Framework and associated processes and tools are documented, recorded and reviewed on a regular basis to ensure ongoing suitability to the organisation's needs.

6. RISK SOURCES

A risk event can result from an occurrence or change of a particular set of circumstances. The effect is a deviation from the expected and can be positive and/or negative. Risk sources within the context of Flinders Council's operations include:

- **Business Continuity and Business Systems** - including those attributable to natural and man-made disasters;
- **Access** - to the islands, materials, people, technology, and technical expertise;
- **Environment** - effect of Council's operations on aboriginal heritage, air, fauna, flora, water, waste, land, sustainability and hazardous materials;
- **Finance and Economic** - financial capacity, availability of capital, current economic environment, financial management and reporting, knowledge management, efficiency of systems, processes, organisational structure and grant funding;
- **Health and Safety** - public and work health and safety issues;
- **Infrastructure and Assets** - Council's asset management (Including IT network and hardware), buildings, roads, bridges, plant and equipment;

- **Legal Compliance and Liability** - non-compliance with statutory obligations, including class actions, public liability claims, product liability, professional indemnity and public health and safety;
- **Political** - inter-governmental relations, state and national policies and relations with special interest groups;
- **Communication and Reputation** - Council's reputation with the community, Councillor and workers' written, verbal and social media communication, customer service and capability as a regulator;
- **Strategy and Governance** – strategic direction of the organisation; and
- **Human Resources** - industrial relations and organisational culture relating to workers' values, standards of integrity and public accountability.

7. RISK APPETITE

Council has a **LOW to MODERATE** risk appetite across its operations.

Council has low tolerance for injuries to persons. It is committed to creating a safe living and working environment for its staff and the community however it recognises incidents happen.

It is important to Council that its systems and services operate efficiently and effectively. Risks need to be effectively managed and balanced in this area to ensure sustainable delivery.

Council has a low to zero tolerance for financial risk while seeking new opportunities to build on services provided for the community.

Council is a provider of services to the community and regulates development activities within the Municipality. It is aware of its environmental impacts and endeavours to adopt a sustainable approach to its activities. However, it recognises that the community is complex and subject to many external factors beyond Council's control or influence.

Council operates within the laws and regulatory framework to which it is subject and has a role to play in enforcing these laws.

See - Flinders Council's Risk Appetite Statement (Section 2.0)

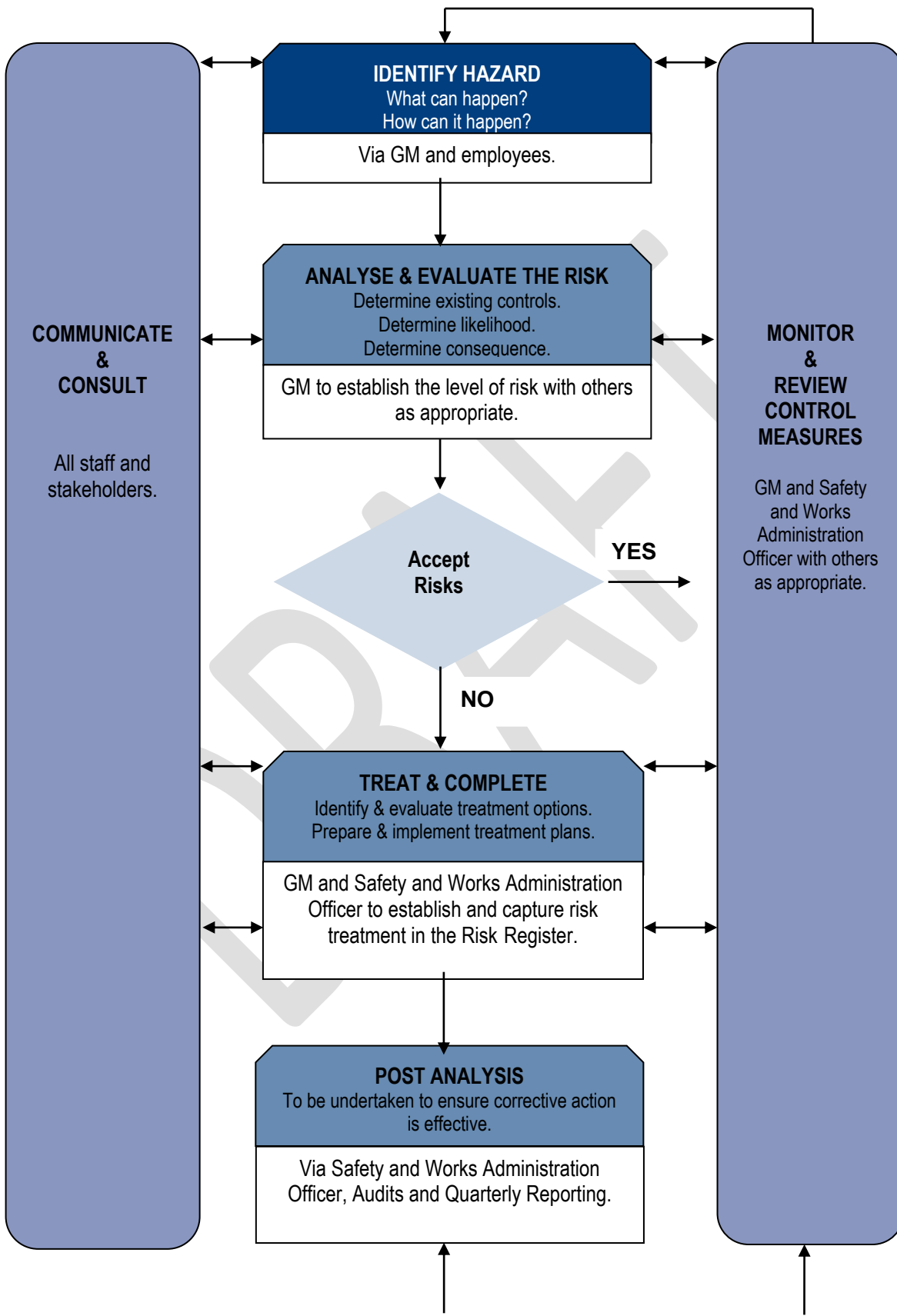
8. RISK TOLERANCE

Risk tolerance is Council's readiness to bear any residual risk after any risk treatment.

In determining the level of risk that council can tolerate, risk assessment tools within the framework are used to measure the probability and potential impact of that risk, using a likelihood and consequence matrix to calculate a risk level of:

- Extreme
- High
- Moderate
- Low

8.1. Figure 3: Flow Chart of Flinders Council Risk Management Process



9. BUSINESS SYSTEMS

The Risk Management Framework is one component of business systems within Flinders Council. The Framework aims to build resilience in the planning of service delivery for Flinders Council's municipality by highlighting the strengths of current operating practices whilst identifying the areas for improvement. The Framework supports the existing programs and initiatives undertaken by Flinders Council to manage its risk to ensure delivery of its strategic and operational goals and strategies.

This Framework is applicable to all Flinders Council operations and functions - including activities carried out under its direction, to the public infrastructure it controls and to those situations where Workers are required to work on Council projects, including, but not limited to:

- Strategic Direction and Governance;
- Decision-making;
- Business Continuity Planning;
- Contract Administration Process;
- Financial and Asset Management;
- Event Planning; and
- Project Management.

9. PLANNING AND RESOURCING

9.1. Resource Management

The Risk Management Framework acknowledges that there are and always will be limitations and challenges to Council resources to deal with the treatment of risk.

However, identification of risks should not be limited by the reality that there may be insufficient funds to immediately improve how we currently manage all of Council's risks.

The Framework approaches the understanding and identification of risks faced by Council in the broadest context. The approach to be used is to identify risks without consideration of cost of treatment but manage those risks with a view to maximising existing resources.

In accordance with its common law 'duty of care', statutory responsibilities and Council's Risk Management Policy, the Council will ensure that resources are allocated to:

- Maintain employee and public health and safety;
- Minimise Council's exposure to loss and litigation;
- Protect Council's financial and physical assets;
- Protect and enhance Council's reputation; and
- Ensure continuous improvement in the Risk Management process.

9.2. Continuous Improvement

Flinders Council is committed to continuous improvement and the pursuit of excellence – in service delivery and business processes. The Framework complements the methodology of continuous improvement by consideration of:

- Consultation and Communication;
- Cost/Quality;
- Effective resource use;
- Embracing Opportunities (Positive Risk);
- Financial sustainability; and
- Accountability.

This approach is based on the philosophy that it is better to be aware of risks (even knowing that only the most critical can be dealt with after application of a prioritisation process), than to be caught unaware when a risk event occurs. It also allows Council to consider positive risks (opportunities) through strategies that return improved outcomes (refer 15.1).

9.3. Links to Council Planning and Budgeting Cycles

The Framework raises issues ranging from the highest strategic level, e.g. Councillor decision-making, through to the detailed issues of delivery of services to the community and the care of community assets.

The risk management process identifies issues to consider as part of Council's strategic planning, annual planning and budgeting processes.

9.4. Budget Planning and Prioritisation

The Framework provides an effective and transparent prioritisation tool for decision making when long-term and annual financial resource allocations are being considered. This process contributes to the quality of the Long-term Financial and Asset Management Plans of Council. It also assists in effective decision making during strategic planning by recognising the future implications of today's decisions.

Using a common framework to assess priorities; sound, transparent and defensible financial decisions and recommendations are possible.

9.5. Risk Assessments

Risk assessments will be conducted in accordance with Council's risk assessment methodology by Workers, persons conducting work on behalf of Council and persons holding events at a council-owned facility.

Council has a suite of risk assessment forms and a Risk Assessment Tool (Section 5.0) to be used for Risk Assessments. Risk data will be overseen by managers / coordinators and stored in Flinders Council's Risk Register which will be administered by the Executive Officer.

9.6. Hazards and Incidents

Hazards and incidents are to be reported using the Flinders Council Accident & Incident Report Form (Section 5.0) and those that are risks will be integrated into the Risk Register (Section 5.0). These risks are then considered in the same way as any other risk would be.

10. REPORTING

10.1. Key Performance Indicators (KPI'S)

The following key performance indicators have been developed to aid in tracking the implementation and effectiveness of the Flinders Council Risk Management Framework:

- Number of Risks identified;
- % of Risks reviewed;
- Number of Risks mitigated; and
- Number of Risks reduced to low or medium.

10.2. Reporting Mechanisms

To ensure transparency of risk management information across Council the following reports will be produced throughout the year:

Report	Frequency	Audience
Risk Management and Incident Report	Quarterly	Council
Risk Management and Incident Report	Quarterly	Audit Panel
KPI and Risk Summary Report	Annual Report	Community
Continuous Improvement Register	Monthly	Council

11. ROLES AND RESPONSIBILITIES

Risk management responsibilities are incorporated into Workers' Position Descriptions. Success measures are developed for Workers to form the basis of both formal and informal performance management discussions. The following table outlines the general responsibilities of various stakeholders:

Stakeholder	Roles and Responsibilities
<i>Flinders Council</i>	<ul style="list-style-type: none"> • Be responsible for approving the Risk Management Policy; • Be aware of the Council's Risk Management Framework • Consider risk implications when making decisions; and • Make funding and resources available to adequately manage risks identified in the Risk Register.
<i>General Manager</i>	<ul style="list-style-type: none"> • Provide the support and basis upon which the Risk Management Framework can be implemented. This includes listing risk management as a priority in Council's Strategic and Annual Plan; • Provide a safe and healthy work environment, in accordance with the Work Health & Safety Act 2012, its amendments, regulations, related codes of practice and Australian Standards; • Ensure risk awareness training is developed and provided throughout Council; • Ensure that Council meets its 'duty of care' to all workers and the general public and protects its assets through education, appropriate risk financing and adequate loss control programs and measures; • Monitor and evaluate the performance of Managers/Coordinators against their risk management responsibilities; • Ensure that Council is provided with adequate risk information to make informed decisions; • Lead the organisation in the development and implementation of risk action plans; • Promote risk management as a vital business principle; • Model the expected safety behaviour and mind-set; and • Develop a report on Council's risk management achievements over the previous year for inclusion in Council's Annual Report.
<i>Managers / Coordinators</i>	<ul style="list-style-type: none"> • Provide a safe and healthy work environment, in accordance with the <i>Work Health & Safety Act 2012</i>, its amendments, regulations, related codes of practice and Australian Standards; • Familiarise themselves with Council's Risk Management Policy and Framework; • Model the expected safety behaviour and mind-set; • Coach and mentor others in the use of the Risk Management Framework; • Actively participate in training provided in relation to risk management; • Employ risk management principles and practices and the tools outlined in the Risk Management Framework while undertaking strategic decision making and daily tasks;

Stakeholder	Roles and Responsibilities
	<ul style="list-style-type: none"> • Report any accidents and incidents in the area under their control that may have a potential risk exposure to workers, Council and the general public; • Positively assist with investigations related to accidents or incidents that have occurred; • Develop and implement risk mitigation strategies for risks owned by them; • Take notice of and implement recommendations from safety inspections conducted in the workplace; and • Ensure on-going instruction and consultation with workers in the proper use of plant, equipment and materials and enforce safety rules and practices that apply to workers' tasks.
<p><i>Safety and Works Administration Officer</i></p>	<ul style="list-style-type: none"> • Provide advice and assistance to all Council Workers in relation to the development and implementation of an effective Risk Management System that observes the principles of AS/NZS ISO 31000:2018 Risk Management; • Monitor the effectiveness of the overall Risk Management system in consultation with the General Manager; • Oversee and provide input into the development and maintenance of a Risk Information System integrated with other systems to provide timely, accurate and relevant information of losses, claims, premiums and other risk related information; • Ensure that all documentation maintained and generated within the Risk Management process complies with Council's record management requirements; • Make available relevant and a wide range of information on risk management issues affecting Council; • Apply the Risk Management process for the management of risk exposures; • Review insurance held by users of Council facilities; • Oversee the development of a Risk Management training program; • Review the Risk Management Policy every two years; • Assist in the effective operation of a Safety Management System; • Monitor accident reporting and recording procedures; • Liaising with outside organisations/consultants for advice and assistance in areas where the organisation does not have the expertise or resources; • Review with the General Manager all aspects of the risks management program on a regular basis, including workplace inspections and safety audits; • Consult with the Work Health and Safety Committee and any appointed Health and Safety representatives where appropriate to resolve health and safety issues and compliance with risk management principles; and • Provide quarterly reports to council on the operation of the risk management program and incident.
<p><i>Corporate Services Coordinator</i></p>	<ul style="list-style-type: none"> • Negotiate appropriate insurance cover; and • Maintain risk management manuals and records including the following:

Stakeholder	Roles and Responsibilities
	<ol style="list-style-type: none"> 1. Claims management manual 2. Legal advice 3. Property and motor vehicle schedules 4. Loss records 5. Management decisions on risk 6. Technical information 7. Insurance policies
<i>Workers</i>	<ul style="list-style-type: none"> • Assist in the provision of a safe and healthy work environment and comply with the Work Health & Safety Act 2012, its amendments, Regulations, related Codes of Practice and Australian Standards; • Ensure that risk management factors are fully considered when changing or setting up new work sites, work programs or undertaking new projects; • Review with Managers/Coordinators/Supervisors and workers all aspects of the risk management program on a regular basis, including workplace inspections and risk management audits; • Consult with the Work Health and Safety Committee and any Work Health and Safety Representatives where appropriate to resolve risk management issues; • Ensure all accidents, incidents, injuries or near misses within their work area are reported using Flinders Council's reporting processes and participate in investigations when required; • Participate in audits of activities as appropriate; and • Report any identified risk associated with Council assets, work sites or work systems.
<i>Work Health and Safety Committee and Airport Safety Management System Committee</i>	<ul style="list-style-type: none"> • Ensure all accidents reported are fully investigated and the appropriate corrective action has been taken; • Improve organisational performance and awareness of risk management by: <ul style="list-style-type: none"> ○ Review and analyse claims and reported incidents; and ○ Implement an audit and inspection process focused on risk management.

12. COMMUNICATION PLAN

12.1. Objectives

Two-way communication is critical to keeping Workers and stakeholders informed, engaged and to receive feedback with regard to the implementation of the Flinders Council's Risk Management Framework.

Effective communication mechanisms will support the following objectives:

- To keep workers and stakeholders informed and engaged with the Risk Management program development;
- Development of a common language around risk management;
- Promote learning e.g. examples of success will highlight the different applications of risk management;
- Development of a risk aware culture at Flinders Council;
- Demonstration of leadership by Executive Management in implementing the Framework; and
- Celebrate the success of the Framework implementation.

12.2. Communication Methods

The following communication mechanisms will be utilised:

- Outline of risk management framework, risk awareness and incident analysis training to existing workers annually and to all new employees during the induction process;
- Provide additional training to workers upon request or where a need is identified;
- Risk implications reported to Council;
- Monthly reporting of risk issues at monthly Staff meetings and Management Team meetings;
- Risk Management and Incident reports to Council on a quarterly basis;
- Risk Management and Incident reports to the Audit Panel on a quarterly basis;
- Audit Panel minutes reported to Council;
- Risk progress review at monthly Management Team meetings and Staff meetings;
- Risk progress review at WH&S Committee meetings on a quarterly basis;
- Written messages from the GM and the Safety and Works Administration Officer for notice boards;
- Progress reports to monthly Depot Safety meetings;
- Progress reports to monthly Airport Safety management system meetings; and
- KPI and risk summary report to council annually and to community via Annual Report.

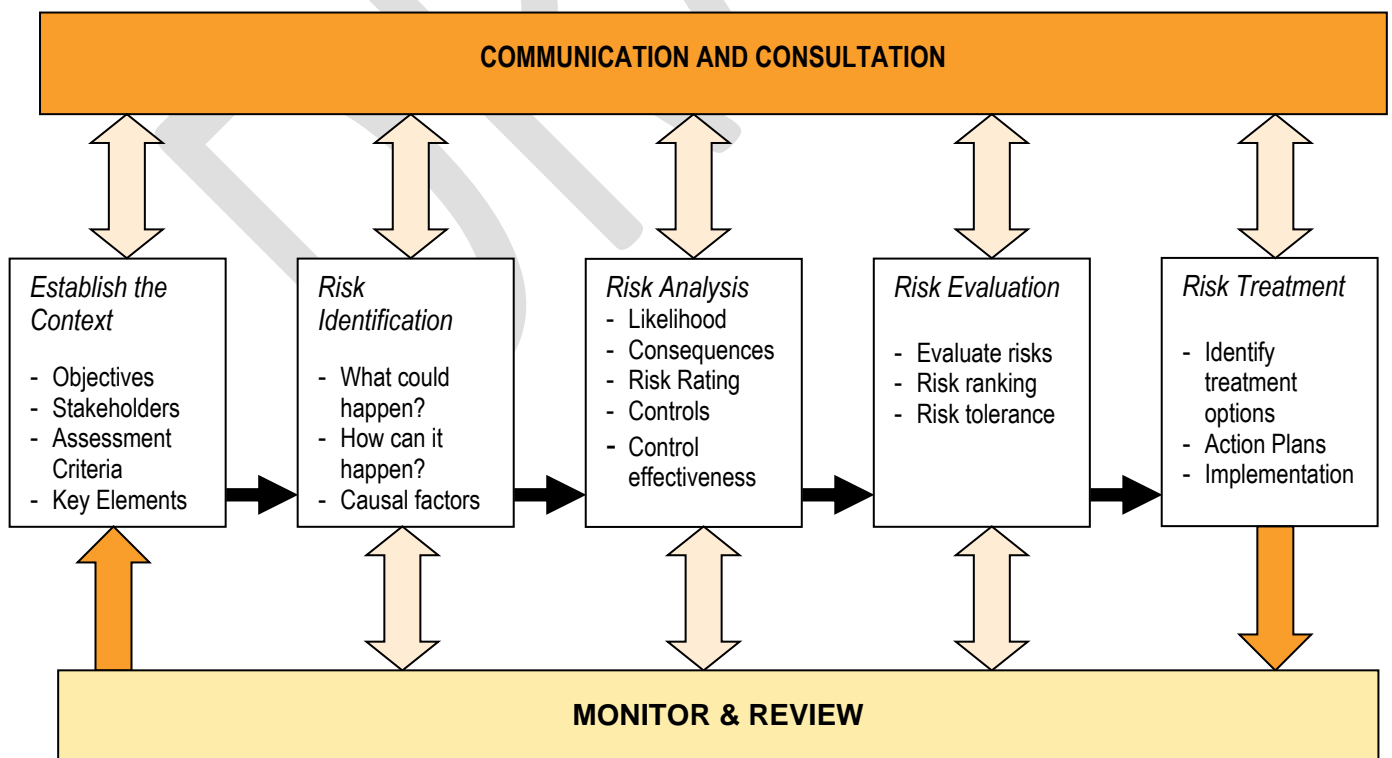
13. RISK MANAGEMENT PROCESS

13.1. Overview

The risk management process should be:

- An integral part of management;
- Embedded in culture and practice; and
- Tailored to the business processes of Flinders Council.

The risk management process adopted as part of this Framework is consistent with the Standard as depicted below:



13.2. Figure 4: Risk Management Process

13.3. Communication and Consultation

- Contact/Involvement – has everyone who needs to know been contacted, involved, informed and kept up to date?
- Information Flow/Dialogue with Stakeholders – there should always be dialogue with stakeholders with a focus on consultation.
- Feedback – success will be achieved if feedback is given by all involved in the process. The Communication Plan is outlined in detail in Section 12 of this Framework.

13.4. Risk Management Context

When identifying, assessing and managing risks the following external factors need to be considered:

- Community impact;
- Impact on relationships;
- Environmental implications;
- Political implications (State / Federal);
- Health, safety and well being;
- Economic impact;
- Media;
- Legal and regulatory obligations; and
- External stakeholders / key third party service providers.

The following internal factors need to be considered:

- Flinders Council's Strategic Plan;
- Long-term Financial and Asset Management Plans;
- Capital and Operations Budgets;
- Annual Plan;
- Departmental Plans;
- Council / Elected Members;
- Work Health and Safety and Welfare;
- Key Performance Indicators - organisation and individuals;
- Business Continuity and Emergency Management Planning;
- Governance; and
- Business efficiency and productivity.

13.5. Risk Identification

The aim of risk identification is to develop a comprehensive list of the events that may create, enhance, prevent, degrade, accelerate or delay the achievement of objectives. This includes identifying the risks associated with not pursuing an opportunity. In identifying risks, risk sources need to be considered.

Risks may be identified at all levels and in a variety of forums, including but not limited to:

- Reports from staff member to supervisor;
- Service requests from community;
- Take 5 job assessments;
- Monthly Safety Meetings (Depot, Waste Management, State Growth);
- Monthly Airport Safety Management System Meetings;
- Standing agenda item on monthly Management Meetings and monthly Staff Meetings;
- Monthly Safety Inspections (Administration, Depot, Office);
- Work Health & Safety Committee;
- Council Workshops;
- Special Committees of Council;
- Audit Panel;
- Municipal Emergency Management Committee;
- Fire Management Area Committee;
- Flinders Health Organisations Committee;

- Project planning;
- Event management planning;
- Tenders and contracts, and
- Safe Work Method Statements.

Methods to record identified operational risk include, but are not limited to:

- Risk Register – including Risk Assessment Tool, Risk Rating, Hierarchy of Control and Strategies of Influence;
- Accident / Incident Report Form;
- General Incident Report Form;
- Job Safety Analysis / Safe Work Method Statements Form;
- General Risk Assessment Form;
- Event Risk Assessment Form;
- Risk Treatment Plan Form;
- Administration Safety Inspection Report;
- Works and Services Safety Inspection Report;
- Airport Safety Inspection Report;
- Showgrounds Safety Inspection Report;
- Childcare Safety Inspection Report;
- Service Request Register; and
- Minutes from various meetings.

Each work area is responsible for identifying and recording risks, assessing the likelihood and consequence of the risks using the Risk Assessment Tool (Section 5.0) and forwarding the information to the Executive Officer for recording in the **Risk Register**. An example of the Risk Register is included in Section 5.0.

13.5.1. Safety Inspections

Monthly safety inspections are carried out by staff within the council's office, depot, airport, showgrounds and childcare buildings. The inspection reports are lodged with the staff member's Manager/Coordinator/Supervisor and if items are identified during the inspection that cannot be resolved immediately, the person conducting the safety inspection must bring these to the attention of their Manager/Coordinator/Supervisor.

13.5.2. Projects / Tender Management

Tenderers are to provide safe work method statements detailing potential risk treatment as part of their tender. The General Manager is responsible for identifying and assessing any risks emerging as a result of tenders. These risks are to be included in the project plan which is reviewed and maintained through the life of the project / change / improvement process. Any risks which eventuate as a result of the project / change / improvement process, and are of an ongoing nature, should be recorded in the Risk Register. A Contractor agreement (contract) should be utilised for the provision of services to Council, this should include the scope, commercial terms, insurances, project documentation and timelines relating to the completion of the works or service. No works should commence until both parties have reviewed and signed the contract.

13.5.3. Service Requests

Community members are encouraged to notify council of maintenance issues. Systemic issues / risks can be identified upon review of this data, these risks are to be included in the Risk Register.

13.5.4. Workforce

Councillors, Staff and Volunteers have many opportunities to communicate identified risks within their own teams and to management via reports and completed forms; Safety Inspections; Staff and Management Meetings; Safety Meetings; and Safety Management System Meetings. Risks identified in these forums will be appropriately recorded and added to the Risk Register for analysis and treatment.

13.5.5. Workshops / Committee Meetings

Risks may be identified at any time during the general course of business at Council Workshops, meetings of Special Committees of Council, Flinders Council Audit Panel, Municipal Emergency Management Committee, Fire Management Area Committee and the Flinders Health Organisations Committee. Risks identified in these forums will also be appropriately recorded and added to the Risk Register for analysis and treatment.

13.5.6. Work Health & Safety Committee

Council's Work Health & Safety Committee is made up of Workers' representatives for the purpose of bringing work health and safety issues to management for review. The Committee regularly monitors progress of risks in the Risk Register and provides feedback to management.

13.5.7. Event Risk Assessment

Council staff and community members planning an event utilising council-owned facilities are required to complete an Event Risk Assessment Form for the specific area they are using and the event itself. This information is used to address and advise those who may be affected.

13.5.8. Accident / Incident Reporting

Accidents, incidents and near misses are to be reported using the Accident / Incident Report form. This information and subsequent analysis may result in the identification of systemic / operational risks. These will be communicated back to relevant stakeholders to be appropriately managed in line with the risk management process to inform future learnings and, where appropriate, be included in the Risk Register.

13.5.9. General Incident Reporting

The General Incident Report Form is for use to report incidents other than work health and safety related incidents, e.g. environmental risks. This information and subsequent analysis may result in the identification of systemic / operational risks. These will be communicated back to relevant stakeholders to be appropriately managed in line with the risk management process to inform future learnings and be included in the Risk Register.

13.5.10. Take 5 Job Assessments

This 5-minute safety process is a health and safety check that is primarily done before starting any work in a worksite. The take 5 procedure, i.e., stop, look, assess, control, monitor, is a simple and effective method of ensuring safety awareness in the workplace and preventing possible near misses, injuries, and accidents.

13.5.11. General Risk Assessments

The General Assessment Form is for use when no specific risk assessment form exists. It is also used to capture and consider the appropriate strategy to apply when positive risks are identified (refer 15.1). The Hierarchy of Controls and positive risk Strategies of Influence will be consulted to ensure the most appropriate form of treatment is used. All staff involved in the work tasks should review the General Risk Assessment and any new risks added to the risk register for monitoring.

13.5.12. Job Safety Analysis / Safe Work Method Statement

Job Safety Analysis (JSA) or Safe Work Method Statement (SWMS) are simply a way of looking at the work task and considering what is the safest way to complete it. It is a way of taking time to identify and assess the risks associated with the job and taking action to prevent an injury. The Hierarchy of Controls will be consulted to ensure the most appropriate form of treatment is used. All staff involved in the work task should review the JSA/SWMS and sign to confirm they have understood the risk and mitigation procedures.

13.6. Risk Analysis

Risk analysis involves consideration of the sources of risk, their positive and negative consequences and the likelihood that those consequences may occur. The Risk Assessment Tool (Section 5.0) details the likelihood and consequence scales used to establish the risk rating. Each category of the

consequence scale is based on the types of risks that may potentially negatively or positively impact Council's operations.

Risk Assessment Tool:

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Moderate	Moderate	High	Extreme	Extreme
Likely	Low	Moderate	High	High	Extreme
Possible	Low	Moderate	Moderate	High	High
Unlikely	Low	Low	Moderate	Moderate	Moderate
Rare	Low	Low	Low	Low	Low

Existing controls and their effectiveness and efficiency should also be taken into account. For each identified risk ask, "Is there anything currently in place that would effectively lessen the likelihood, enhance the opportunity or impact of the risk?" If there are controls in place, then ask "Are the controls effective?", "Can the risk be shared/transferred?" or "Can this be of benefit". The risk can then be re-evaluated.

A risk rating is determined by combining the likelihood and the consequence ratings using the Risk Assessment Tool.

Risk analysis is about developing an understanding of the risk. It is this analysis which provides input into the decision on whether the risk needs to be controlled or controlled further and the most appropriate and cost-effective manner of treatment.

The method of analysing risks is undertaken in two parts:

1. Risks are measured against established criteria for likelihood and consequence.
2. The final risk score (overall risk rating) is calculated as the product of the likelihood and consequence scores and rated in accordance with the Risk Assessment Tool.

13.7. Risk Evaluation

Risk evaluation is done to assist in decision-making. The legend below identifies the actions necessary for different risk ratings.

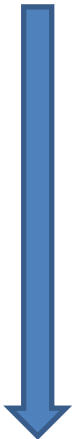
Extreme	Urgent and immediate attention required. Risk Treatment Plan must be prepared. Cannot be accepted as part of routine operations.
High	Attention required in the short term. Risk Treatment Plan must be prepared. Can be accepted as part of routine operations but Risk Treatment Plan must first be approved by the Manager / Coordinator responsible.

Moderate	Attention required in the medium term. Management responsibility must be specified. Risk Treatment Plan required.
Low	Manage by routine procedures. Responsible managers develop or modify policy, procedure and practices to address the risk. Risk Treatment Plan not required.

The purpose of risk evaluation is to determine, based on the outcomes of risk analysis, which risks need treatment and the treatment priorities. The risk evaluation can also lead to a decision not to treat the risk in any way other than maintaining existing controls. Information from the risk assessment (analysis and evaluation) must be entered into the Risk Register.

13.8. Risk Treatment

Risk treatment involves identifying the range of options for treating risks, assessing these options and the preparation and implementation of treatment plans. The Hierarchy of Control (Section 5.0) dictates the best to last options to use to treat risks:

Control Hazards & Risks by using the: Hierarchy of Control		
1. Eliminate the Hazard	Repair damage or remove risk: e.g. Remove the trip hazard.	<p>Best option</p>  <p>Last option</p>
2. Substitute	Replace it with a safer alternative: e.g. Water instead of oil paint.	
3. Isolate	Relocate the risk: e.g. tag out, lock out, install barriers to restrict access.	
4. Engineering	Improve the process to remove the risk by mechanical means: e.g. Noise source enclosure, use a trolley to move heavy equipment and minimise manual handling.	
5. Administrative	Procedural provisions: e.g. rotate jobs, ensure adequate training and maintenance, safe operating procedures (SOPs), signage.	
6. Personal Protective Equip.	Use hearing, eye, head, hand, face protection and train Workers in its correct use: e.g. Ear muffs, glasses etc.	

In order to select the most appropriate treatment action it is necessary to balance the cost of implementing each option against the benefits derived from it. It is also necessary to consider direct and indirect costs and benefits financial or otherwise.

Where Risk Treatment Plans have been developed for a risk, these plans are to be forwarded to the Executive Officer to be filed along with the Risk Register.

13.9. Positive Risk (Opportunity)

A risk is an unplanned event that can affect Council's objectives if it occurs. The impact can be positive or negative. Positive risks are essential because they can save money and/or time and they should not be ignored. If the risk is positive, Council will want to realise its benefits and optimise the opportunity, however it is not possible to always exploit the opportunity. The least desired strategy is 'accept'. This requires no action but may result in loss of opportunity if left to be realised on its own.

Positive Risk Response Strategies

The following strategies should be used to deal with positive risks:

Enhance Positive Risks by using the: Strategies of Influence		
1. Escalating	E.g. Refer an opportunity to supervisor or manager so they can make decision	
2. Enhance	E.g. Negotiate payment terms to achieve cost saving or positive cash flow	
3. Exploit	E.g. Financial incentive for early completion, you may need to increase resources to achieve early completion but the enhanced outcome will bring financial reward or additional scope of works completed	
4. Accept	E.g. Do nothing and accept the outcome may or may not return rewards	
5. Share	E.g. A partnership / resource sharing to achieve the outcome you may not otherwise be able to realise alone.	

13.9.1. Escalate

This strategy will be used when the appropriate authority or delegation is not held to make the decision to realise the opportunity. Management/Supervisor should be notified and asked to manage the risk. Once they review and accept the responsibility, they are accountable.

13.9.2. Enhance

To increase the chance of a positive risk happening so you can optimise the opportunity. The enhance risk response is the opposite of the mitigate strategy and is purely a positive risk response strategy.

13.9.3. Exploit

To ensure that the opportunity is achieved, exploit is the opposite of the avoid risk response strategy and is a purely positive risk response strategy.

13.9.4. Accept

No action is taken to realise the opportunity.

This option may be used if there is a high cost to achieve the benefit but low chance of the opportunity happening. This strategy can apply to both positive and negative risks.

13.9.5. Share

The share risk response strategy may involve collaborating with others to achieve the benefits. So, you team up with another organisation and work together. Working together may include sharing of resources, technical capabilities or external expertise to realise the opportunity in full.

13.10. Monitor and Review

Ongoing review of the Risk Management Framework and its effectiveness is essential to ensure that risks identified and registered in the Risk Register, are assessed and associated treatment options remain relevant. Factors that affect the likelihood and consequence may change, as may the factors that affect the suitability or cost of the treatment options.

The Safety and Works Administration Officer, in consultation with the General Manager and others as appropriate, are required to review the risks and associated action plans to treat risks. This contributes towards determining work priorities and ensuring appropriate resources are assigned to manage and control risks. While the Risk Register will be regularly monitored in a variety of forums, it will be formally reviewed as part of the strategic, annual and budgeting processes. This will enable the risk profile and risk control activity to be considered as part of formulating future plans, improvements, business cases and business needs.

The review and/or test schedule for the components of the Risk Management Framework are as follows:

- Risk progress review at monthly Management Team meetings and Staff meetings.

- Risk progress review at monthly Council Workshops.
- Risk progress review at Work Health and Safety Committee meetings on a quarterly basis.
- Monthly Management Meeting and Councillor Workshop functional area Risk Register Reviews as part of the Annual Planning process.
- Risk Management Appetite every 4 years.
- Risk Management Policy every 4 years.
- Risk Management Framework Guidelines every 2 years.
- Business Continuity Plan every year.
- Work Health and Safety Policy every 4 years.
- Municipal Emergency Management Plan every 2 years.

14. Risk Management Plan

14.1. Risk Management Plan Components

The diagram below depicts an overview of the desired flow of business processes and strategies at Flinders Council in supporting the management of risk in alignment with this Framework.

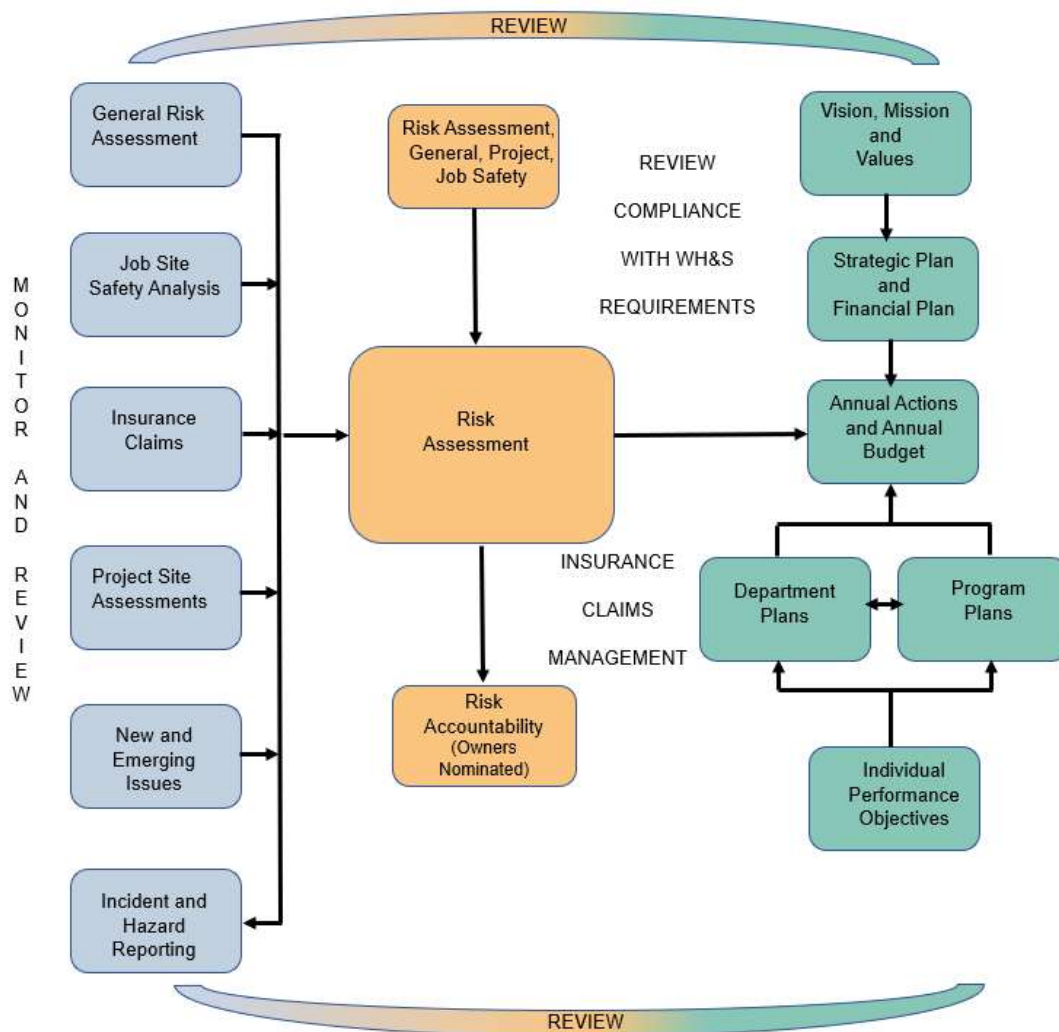


Figure 5: Risk Management Overview

15. Related Documents

- AS/NZS ISO 31000 Risk Management
- Work Health and Safety Act 2012
- Work Health and Safety (Transitional and Consequential Provisions) Act 2012
- Work Health and Safety Regulations 2012
- Work Health and Safety (Transitional) Regulations 2012

Forms and Reports (refer Section 5.0)

- 5.1 Risk Register – including Risk Assessment Tool, Risk Rating, Hierarchy of Control and Strategies of Influence
- 5.2 Accident / Incident Report Form
- 5.3 General Incident Report Form
- 5.4 Job Safety Analysis – Safe Work Method Statement Form
- 5.5 General Risk Assessment Form
- 5.6 Event Risk Assessment Form
- 5.7 Risk Treatment Plan Form
- 5.8 Administration Safety Inspection Report
- 5.9 Works and Services Safety Inspection Report
- 5.10 Airport Safety Inspection Report
- 5.11 Showgrounds Safety Inspection Report
- 5.12 Childcare Safety Inspection Report

DRAFT



RISK MANAGEMENT FRAMEWORK

Section 5.0 Forms

June 2023





Risk Assessment Tool

Likelihood Guide	Consequence Guide	Likelihood	Consequence				
			Insignificant	Minor	Moderate	Major	Catastrophic
A = Almost Certain Will probably occur. Could occur several times per year.	5 = Catastrophic 1. Loss of life probable and serious injury inevitable. 2. Irreversible environmental impact. 3. Financial impact could not be managed within Council budget. Services seriously affected. Huge financial loss. 4. Continuing failure of Council to deliver essential services.	Almost Certain	Moderate	Moderate	High	Extreme	Extreme
B = Likely High probability, likely to occur once per year.	4 = Major 1. Loss of life possible and serious injury probable. 2. Environment seriously impacted but able to recover over an extended period. - 5 to 10 years. 3. Requires significant reworking of Council budget. Financial cutbacks will affect services. Major financial loss. 4. Long-term failure of Council causing lengthy service interruption.	Likely	Low	Moderate	High	High	Extreme
C = Possible Reasonable likelihood that it could occur once in a five year period	3 = Moderate 1. Loss of life unlikely but serious injury possible. 2. Environment impacted but able to recover over a short period. Within 5 years. 3. Minor reworking of Council budget required but manageable. No service interruption. High financial loss. 4. Temporary & recoverable failure of Council causing intermittent service interruption for a week.	Possible	Low	Moderate	Moderate	High	High
D = Unlikely Plausible, could occur in a five to ten year period	2 = Minor 1. Serious injury unlikely but minor injury probable. 2. Minimal environmental impact, able to manage with some intervention. 3. Financial impact manageable. Medium financial loss. 4. Temporary and recoverable failure of Council causing intermittent service interruption for some days.	Unlikely	Low	Low	Moderate	Moderate	Moderate
E = Rare Not impossible but unlikely to happen for ten years or more	1 = Insignificant 1. Minor injury possible. 2. Minimal environmental impact, able to be monitored and managed by routine procedures. 3. Financial impact easily manageable within Council's budget. Low financial loss. 4. Brief service interruption for several hours to a day.	Rare	Low	Low	Low	Low	Low

Control Hazards & Risks by using the:		
Hierarchy of Control		
1. Eliminate the Hazard	E.g. Remove the trip hazard.	
2. Substitute	E.g. Water instead of oil paint.	
3. Isolate	E.g. Install barriers to restrict access.	
4. Engineering	E.g. Noise source enclosure.	
5. Administrative	E.g. Procedures, signs.	
6. Personal Protective Equip.	E.g. Ear muffs, glasses etc.	
Last option		
Enhance Positive Risks by using the:		
Strategies of Influence		
1. Escalate	E.g. Refer an opportunity to supervisor or manager so they can make decision	
2. Enhance	E.g. Negotiate payment terms to achieve cost saving or positive cash flow	
3. Exploit	E.g. Financial incentive for early completion, you may need to increase resources to achieve early completion but the enhanced outcome will bring financial reward or additional scope of works completed	
4. Accept	E.g. Do nothing and accept the outcome may or may not return rewards	
5. Share	E.g. A partnership / resource sharing to achieve the outcome you may not otherwise be able to realise alone.	

All identified risks are to be reduced as far as is practicable.

Job Safety Analysis risks - Task risks that are not manageable by routine procedures (Higher than Low risk) require risk control measures to be put in place to reduce the risk.

General Risk Assessments - Where risks are identified as higher than Low risk, and require long term treatment, a Risk Treatment Plan must be formulated.

Risk Rating	
E Extreme Risk	Immediate action required: e.g., Death, permanent disability/illness.
H High Risk	Senior management responsibility must be specified: e.g., Serious injury or long-term illness.
M Moderate	Management responsibility must be specified: e.g., medical treatment or days off work.
L Low	Manage by routine procedures: e.g. Superficial injury or illness.



Flinders Council Accident / Incident Report Form

19.6.1 June 2022

Incident / injury report form

Please print clearly and tick the correct box

Register Reference #:

- Employee Contractor Volunteer Other
- Near Miss Injury Member of Public Public Property
- (Sections 1-3) (Sections 1-5)

1. PERSONAL DETAILS

Name: _____ Phone: (H/M) _____ (W) _____

Address: _____ Sex: M F

_____ Date of birth: _____

_____ Position: _____

2. DETAILS OF HAZARD / INCIDENT

Date: _____ Time: _____

Specific Location: _____

Describe what happened and how: _____

Statement obtained? Statement Attached?

3. DETAILS OF WITNESSES

Name: _____ Phone: (H/M) _____ (W) _____

Address: _____

Name: _____ Phone: (H/M) _____ (W) _____

Address: _____

4. DETAILS OF INJURY

Nature of injury (e.g. burn, cut, sprain): _____

Cause of injury (e.g. fall, grabbed by person): _____

Location on body (e.g. back, left forearm): _____

Equipment involved (e.g. chair, another person, hot water): _____

5. TREATMENT ADMINISTERED

First Aid given Yes No First Aider name: _____

Treatment: _____

Referred to: _____

SECTION 6-11 MUST BE COMPLETED BY EMPLOYER

6. DID THE INJURED PERSON STOP WORK?

Yes No If yes, state date: _____ Time: _____

Action: Treated by doctor Hospitalised Workers compensation claim

Rehabilitation Alternative duties Returned to normal work

7. INCIDENT INVESTIGATION (comments to include causal factors):

8. RISK ASSESSMENT

Likelihood of recurrence: _____

Severity of outcome: _____ Level of risk: _____

Action (elimination of hazard, engineering protective guards, administration of training, PPE)	By whom	By when	Date completed

10. ACTIONS COMPLETED

Signed (Manager): _____ Title: _____

Printed name (Manager): _____ Date: _____

Feedback to person involved Date: _____

General Manager Notified (signed) _____ Date: _____

11. REVIEW COMMENTS

Consultative committee / staff meeting: _____

Reviewed by Manager (signed): _____ Date: _____

Reviewed by General Manager (signed): _____ Date: _____

Printed name (General Manager): _____

Register Reference #:

General Incident

Please print clearly and tick the correct box

Reported By:				
<input type="checkbox"/> Employee	<input type="checkbox"/> Contractor	<input type="checkbox"/> Volunteer	<input type="checkbox"/> Other (please specify) _____	

Incident Type:						
<input type="checkbox"/> Near Miss	<input type="checkbox"/> Hazard	<input type="checkbox"/> Environmental	<input type="checkbox"/> Political	<input type="checkbox"/> Cultural	<input type="checkbox"/> Cyber	<input type="checkbox"/> Financial..... <input type="checkbox"/> Other_____

1. PERSONAL DETAILS

Name: _____	Position: _____	Phone: _____
Address: _____		Email: _____

2. DETAILS OF INCIDENT / HAZARD

Date: _____	Time: (am/pm) _____	Specific Location: _____
What happened: _____		
Action Taken: _____		

3. If chemical spill – what quantity has been spilt?

1 – 5 Litre <input type="checkbox"/>	10 Litre <input type="checkbox"/>	20 Litre <input type="checkbox"/>	50 Litre <input type="checkbox"/>	100 Litre <input type="checkbox"/>
500 Litre <input type="checkbox"/>	1000 Litre <input type="checkbox"/>	2000 Litre <input type="checkbox"/>	5000 Litre <input type="checkbox"/>	More <input type="checkbox"/>

Specify Spill Product?	_____
------------------------	-------

Is the spill presently dangerous?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Did you follow the instruction of the SDS for product spills?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Did a Government Authority attend and assist in the clean-up/containment of the spill?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Was assistance required? (Specify) _____	

Comment:	
----------	--

4. Is any further action required? Please explain	Yes <input type="checkbox"/> No <input type="checkbox"/>
--	--

5. Is the incident likely to happen again? Please explain	Yes <input type="checkbox"/> No <input type="checkbox"/>
--	--

6. DETAILS OF WITNESSES Statement obtained?
 Statement Attached?

1: Name: _____ Phone: (H/M) _____ (W) _____
 Address: _____
 2: Name: _____ Phone: (H/M) _____ (W) _____
 Address: _____

SECTION MUST BE COMPLETED BY COUNCIL

7. INCIDENT INVESTIGATION (comments to include causal factors):

Environment and Land Management Authority notified (Ph: 1800-005-171): Yes No
 WorkSafe Tasmania Notified (Ph 1300 366 322) Yes No

8. FINDINGS

9. ROOTE CAUSE

10. RISK ASSESSMENT

Likelihood of recurrence: _____
 Severity of outcome: _____
 Level of Risk: _____

Action	By whom	By when	Date completed

11. ACTIONS COMPLETED

Signed (Manager):	Signed (GM):
Print name (Manager):	Print name (GM):
Date:	Date:

Feedback to person reporting incident (specify): _____

12. REVIEW COMMENTS

Consultative committee / staff meeting:	Date:
Reviewed by Manager (signed):	Date:
Reviewed by General Manager (signed):	Date:
Printed name (General Manager): _____	



Flinders Council Risk Assessment Tool

Likelihood Guide	Consequence Guide	Likelihood	Consequence				
			1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A = Almost Certain Will probably occur. Could occur several times per year.	5 = Catastrophic 1. Loss of life probable and serious injury inevitable. 2. Irreversible environmental impact. 3. Financial impact could not be managed within Council budget. Services seriously affected. Huge financial loss.	A Almost Certain	M Moderate	M Moderate	H High	E Extreme	E Extreme
B = Likely High probability, likely to occur once per year.	4 = Major 1. Loss of life possible and serious injury probable. 2. Environment seriously impacted but able to recover over an extended period. - 5 to 10 years. 3. Requires significant reworking of Council budget. Financial cutbacks will affect services. Major financial loss.	B Likely	L Low	M Moderate	H High	H High	E Extreme
C = Possible Reasonable likelihood that it could occur once in a five year period	3 = Moderate 1. Loss of life unlikely but serious injury possible. 2. Environment impacted but able to recover over a short period. Within 5 years. 3. Minor reworking of Council budget required but manageable. No service interruption. High financial loss.	C Possible	L Low	M Moderate	M Moderate	H High	H High
D = Unlikely Plausible, could occur in a five to ten year period	2 = Minor 1. Serious injury unlikely but minor injury probable. 2. Minimal environmental impact, able to manage with some intervention. 3. Financial impact manageable. Medium financial loss.	D Unlikely	L Low	L Low	M Moderate	M Moderate	M Moderate
E = Rare Not impossible but unlikely to happen for ten years or more	1 = Insignificant 1. Minor injury possible. 2. Minimal environmental impact, able to be monitored and managed by routine procedures. 3. Financial impact easily manageable within Council's budget. Low financial loss.	E Rare	L Low	L Low	L Low	L Low	M Moderate

All identified risks are to be reduced as far as is practicable.

Job Safety Analysis risks - Task risks that are not manageable by routine procedures (Higher than Low risk) require risk control measures to be put in place to reduce the risk.

General Risk Assessments - Where risks are identified as higher than **Low** risk, and require long term treatment, a Risk Treatment Plan must be formulated.

Risk Rating	General Maintenance Priority Guide
E = Extreme risk, immediate action required: e.g., Death, permanent disability/illness.	Urgent - Immediate action required.
H = High risk, senior management responsibility must be specified: e.g., Serious injury or long-term illness.	Highest - Action required within 1 week.
M = Moderate risk, management responsibility must be specified: e.g., medical treatment or days off work.	Moderate - Action required within 1 month.
L = Low risk; manage by routine procedures: e.g. Superficial injury or illness.	Low risk - Action required within 2 months.

Control Hazards & Risks by using the: Hierarchy of Control		
1. Eliminate the Hazard	E.g. Remove the trip hazard.	
2. Substitute	E.g. Water instead of oil paint.	
3. Engineering	E.g. Noise source enclosure.	
4. Administrative	E.g. Procedures, signs.	
5. Personal Protective Equip.	E.g. Ear muffs, glasses etc.	
		Best option
		Last option



Flinders Risk Treatment Plan

19.6.1 June 2024
Risk Register Number -

Equip/Reference No.-

Risk Owner:

Risk Description:

Risk Register Category:

Dept:

Date of Risk Assessment:

Completion Date:

Combine Likelihood & Consequence for Initial Risk Rating. E= Extreme H= High M= Moderate	Risk Treatment Plans (Number each option)	Preferred Risk Treatment Plans Number of accepted option.	Target Risk Rating after Risk Treatment	Result of Cost Benefit Analysis Accept Reject	Risk Treatment Options Avoid, Retain, Transfer, or Control the risk.	Resources Required	Timetable for Implementation	Proposed Completion Date	Person responsible for Implementation of Preferred Risk Treatment Plans Person/Dept.
Likelihood - <input type="checkbox"/> Consequence- <input type="checkbox"/> Initial Risk Rating <input type="checkbox"/> Existing Controls (Cross) Adequate <input type="checkbox"/> Opportunity for Improvement <input type="checkbox"/> Inadequate <input type="checkbox"/>									

Risk Rating	General Maintenance Priority Guide
E = Extreme risk, immediate action required: e.g., Death, permanent disability/illness.	Urgent - Immediate action required.
H = High risk, senior management responsibility must be specified: e.g., Serious injury or long-term illness.	Highest - Action required within 1 week.
M = Moderate risk, management responsibility must be specified: e.g., medical treatment or days off work.	Moderate - Action required within 1 month.
L = Low risk; manage by routine procedures: e.g. Superficial injury or illness.	Low risk - Action required within 2 months.

Likelihood	Risk Rating Tool				
	Consequence				
	Insignificant	Minor	Moderate	Major	Catastrophic
	1	2	3	4	5
A. Almost certain	M	M	H	E	E
B. Likely	L	M	H	H	E
C. Possible	L	M	M	H	H
D. Unlikely	L	L	M	M	M
E. Rare	L	L	L	L	M

Compiled by:

Compilation Date:

Last Review Date:

Next Review Date:

Status:



Job Safety Analysis / Safe Work Method Statement

19.6.1 June 2023

Use this Form with Flinders Councils Risk Assessment Tool

Department:	Date Completed:	Contractor Company:
Project:		
Location: Varies		

JOB /TASK DESCRIPTION:

JOB SAFETY ANALYSIS / SAFE WORK METHOD STATEMENT DEVELOPED & REVIEWED BY THE FOLLOWING PERSONS

No	Name	Signature	Employee or Contractor	No	Name	Signature	Employee or Contractor
1				9			
2				10			
3				11			
4				12			
5				13			
6				14			
7				15			
8				16			

APPROVAL BY:

Name:	Signature:	Position: Manager	Date:
--------------	-------------------	--------------------------	--------------

Name:	Signature:	Position: Safety Officer	Date:
--------------	-------------------	---------------------------------	--------------

Office Use Only	JSA No.		
------------------------	----------------	--	--



Flinders Council Risk Assessment Tool

Likelihood Guide	Consequence Guide	Likelihood	Consequence				
			1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A = Almost Certain Will probably occur. Could occur several times per year.	5 = Catastrophic 1. Loss of life probable and serious injury inevitable. 2. Irreversible environmental impact. 3. Financial impact could not be managed within Council budget. Services seriously affected. Huge financial loss.	A Almost Certain	M Moderate	M Moderate	H High	E Extreme	E Extreme
B = Likely High probability, likely to occur once per year.	4 = Major 1. Loss of life possible and serious injury probable. 2. Environment seriously impacted but able to recover over an extended period. - 5 to 10 years. 3. Requires significant reworking of Council budget. Financial cutbacks will affect services. Major financial loss.	B Likely	L Low	M Moderate	H High	H High	E Extreme
C = Possible Reasonable likelihood that it could occur once in a five year period	3 = Moderate 1. Loss of life unlikely but serious injury possible. 2. Environment impacted but able to recover over a short period. Within 5 years. 3. Minor reworking of Council budget required but manageable. No service interruption. High financial loss.	C Possible	L Low	M Moderate	M Moderate	H High	H High
D = Unlikely Plausible, could occur in a five to ten year period	2 = Minor 1. Serious injury unlikely but minor injury probable. 2. Minimal environmental impact, able to manage with some intervention. 3. Financial impact manageable. Medium financial loss.	D Unlikely	L Low	L Low	M Moderate	M Moderate	M Moderate
E = Rare Not impossible but unlikely to happen for ten years or more	1 = Insignificant 1. Minor injury possible. 2. Minimal environmental impact, able to be monitored and managed by routine procedures. 3. Financial impact easily manageable within Council's budget. Low financial loss.	E Rare	L Low	L Low	L Low	L Low	M Moderate

All identified risks are to be reduced as far as is practicable.

Job Safety Analysis risks - Task risks that are not manageable by routine procedures (Higher than Low risk) require risk control measures to be put in place to reduce the risk.

General Risk Assessments - Where risks are identified as higher than **Low** risk, and require long term treatment, a Risk Treatment Plan must be formulated.

Risk Rating	General Maintenance Priority Guide
E = Extreme risk, immediate action required: e.g. Death, permanent disability/illness.	Urgent - Immediate action required.
H = High risk, senior management responsibility must be specified: e.g. Serious injury or long term illness.	Highest - Action required within 1 week.
M = Moderate risk, management responsibility must be specified: e.g. Medical treatment or days off work.	Moderate - Action required within 1 month.
L = Low risk; manage by routine procedures: e.g. Superficial injury or illness.	Low risk - Action required within 2 months.

Control Hazards & Risks by using the: Hierarchy of Control		
1. Eliminate the Hazard	E.g. Remove the trip hazard.	
2. Substitute	E.g. Water instead of oil paint.	
3. Engineering	E.g. Noise source enclosure.	
4. Administrative	E.g. Procedures, signs.	
5. Personal Protective Equip.	E.g. Ear muffs, glasses etc.	
		Best option
		Last option



Flinders Risk Treatment Plan

19.6.1 June 2023
Risk Register Number -

Equip/Reference No.-

Risk Owner:

Risk Description:

Risk Register Category:

Dept:

Date of Risk Assessment:

Completion Date:

Combine Likelihood & Consequence for Initial Risk Rating. E= Extreme H= High M= Moderate	Risk Treatment Plans (Number each option)	Preferred Risk Treatment Plans Number of accepted option.	Target Risk Rating after Risk Treatment	Result of Cost Benefit Analysis Accept Reject	Risk Treatment Options Avoid, Retain, Transfer, or Control the risk.	Resources Required	Timetable for Implementation	Proposed Completion Date	Person responsible for Implementation of Preferred Risk Treatment Plans Person/Dept.
Likelihood <input type="checkbox"/> Consequence- <input type="checkbox"/> Initial Risk Rating <input type="checkbox"/> Existing Controls (Cross) Adequate <input type="checkbox"/> Opportunity for Improvement <input type="checkbox"/> Inadequate <input type="checkbox"/>									

Risk Rating	General Maintenance Priority Guide
E = Extreme risk, immediate action required: e.g. Death, permanent disability/illness.	Urgent - Immediate action required.
H = High risk, senior management responsibility must be specified: e.g. Serious injury or long term illness.	Highest - Action required within 1 week.
M = Moderate risk, management responsibility must be specified: e.g. Medical treatment or days off work.	Moderate - Action required within 1 month.
L = Low risk; manage by routine procedures: e.g. Superficial injury or illness.	Low risk - Action required within 2 months.

Likelihood	Risk Rating Tool				
	Consequence				
	Insignificant	Minor	Moderate	Major	Catastrophic
	1	2	3	4	5
A. Almost certain	M	M	H	E	E
B. Likely	L	M	H	H	E
C. Possible	L	M	M	H	H
D. Unlikely	L	L	M	M	M
E. Rare	L	L	L	L	M

Compiled by:

Compilation Date:

Last Review Date:

Next Review Date:

Status:



Event Risk Assessment Form

Name of Event Organiser:	John Smith	Event Date:	27 / 02 / 2015			
Name of Event:	Flinders Island Triathlon Event					
Risk/Hazard details (There is a risk that...)	Likelihood	Consequence	Risk Rating	Controls to put in place	Person Responsible	Timeframe for Completion
Slip on wet surface	B	3	High	Put up warning signs at areas around swimming area	Events Coordinator	Have signage ready for day of event 27/02/2015
Sunburn	A	3	High	Free sun lotion available to spectators and to contestants	Events Coordinator	Lotion to be made available on the day 27/02/2015

EXAMPLE

Likelihood	Consequence	Risk Rating
A = Almost certain: expected to occur	1 = Insignificant: no injuries, no loss	E = Extreme: do not proceed until the risk has been reduced to an acceptable level
B = Likely: will probably occur	2 = Minor: first aid, medium loss	H = High: review and reduce risk where possible
C = Possible: might occur at sometime	3 = Moderate: treatment required, high loss	M = Medium: regular monitoring of the issues is required
D = Unlikely: not likely to occur	4 = Major: extensive injuries, major loss	L = Low: proceed with appropriate caution
E = Rare: exceptional circumstances	5 = Catastrophic: death, huge loss	

Likelihood	Consequence				
	1	2	3	4	5
A	H	H	E	E	E
B	M	H	H	E	E
C	L	M	H	E	E
D	L	L	M	H	E
E	L	L	M	H	H



Flinders Risk Treatment Plan

5.7
19.6.1 June 2023
Risk Register Number -

Equip/Reference No.-

Risk Owner:

Risk Description:

Risk Register Category:

Dept:

Date of Risk Assessment:

Completion Date:

Combine Likelihood & Consequence for Initial Risk Rating. E= Extreme H= High M= Moderate	Risk Treatment Plans (Number each option)	Preferred Risk Treatment Plans Number of accepted option.	Target Risk Rating after Risk Treatment	Result of Cost Benefit Analysis Accept Reject	Risk Treatment Options Avoid, Retain, Transfer, or Control the risk.	Resources Required	Timetable for Implementation	Proposed Completion Date	Person responsible for Implementation of Preferred Risk Treatment Plans Person/Dept.
Likelihood - <input type="checkbox"/> Consequence- <input type="checkbox"/> Initial Risk Rating <input type="checkbox"/> Existing Controls (Cross) Adequate <input type="checkbox"/> Opportunity for Improvement <input type="checkbox"/> Inadequate <input type="checkbox"/>									

Risk Rating	General Maintenance Priority Guide
E = Extreme risk, immediate action required: e.g. Death, permanent disability/illness.	Urgent - Immediate action required.
H = High risk, senior management responsibility must be specified: e.g. Serious injury or long term illness.	Highest - Action required within 1 week.
M = Moderate risk, management responsibility must be specified: e.g. Medical treatment or days off work.	Moderate - Action required within 1 month.
L = Low risk; manage by routine procedures: e.g. Superficial injury or illness.	Low risk - Action required within 2 months.

Likelihood	Risk Rating Tool				
	Consequence				
	Insignificant	Minor	Moderate	Major	Catastrophic
	1	2	3	4	5
A. Almost certain	M	M	H	E	E
B. Likely	L	M	H	H	E
C. Possible	L	M	M	H	H
D. Unlikely	L	L	M	M	M
E. Rare	L	L	L	L	M

Compiled by:

Compilation Date:

Last Review Date:

Next Review Date:

Status:



Administration Monthly Safety Inspection 19.6.1 June 2021

Conducted by:

Date:

Introduction

Council and staff all have a responsibility for Workplace Safety under the *Work Health & Safety Act 2012 (TAS)*.

Responsibilities

- The Team Leader is responsible for ensuring that a Monthly Safety Inspection is completed in their Department, and for following up, with the Safety Officer, on any concerns identified.
- Flinders Council Risk Assessment Tool, in conjunction with The Hierarchy of Control matrix, are to be used to minimise, or eliminate any hazards & risks identified during the inspection.
- Inspection are: 1. Main Council Administration building.
- The Team Leader will designate who conducts the Safety Inspection, and alternate employees to ensure that all employees participate.
- The Team Leader is responsible to ensure that a copy of the completed Safety Inspection Sheet is available to all staff, and a copy is submitted to the Safety Officer.
- All departmental grounds, workshops, kitchens, offices, storage rooms, toilets etc. must be covered in the Safety Inspection which must be completed prior to the 15th day of each month.
- All Safety Inspection points must have either a ✓, or an X (Denoting – Not OK)
- Items that are deemed X or not OK require a risk assessment as; E, H, M, or L risk.
(To determine the level of risk, use Flinders Council’s Risk Assessment Tool – See Attachment - 1)

If there are any items that cannot be resolved immediately, the person conducting the Safety Inspection, must notify their Supervisor/Manager and the Safety Officer at their earliest convenience.

Name	Month	Completion Date
	January	
	February	
	March	
Warren Groves	April	22/04/2021
	May	
	June	
	July	
	August	
	September	
	October	
	November	
	December	

Conducted by:

Date:

Risk Determines Maintenance Priority		
Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
M - Moderate	Management responsibility must be specified.	1 Month
L - Low	Manage by routine procedures.	2 Months

Requirements	Insp	Risk	Comments / Observations
Section 1. Floors/Aisles/Access	✓ or X	E,H,M,L	
1. Are access ways, and exits clear of obstruction? 2. Are power cords and computer leads stored safely? 3. Any trip hazards?			
	✓ or X	E,H,M,L	
1. Are doors and drawers kept shut? 2. Storage design – any manual handling issues? 3. Cupboards/shelves neat and tidy?			
Section 3. Electrical Appliances	✓ or X	E,H,M,L	
1. Leads and cables – in good condition, stored correctly? 2. Plugs and power points in good condition? 3. No piggyback plugs. 4. Electrical leads and appliances checked and tagged – in date. 2021 – Green Tag			
Section 4. Emergency Preparedness – Fire/First Aid	✓ or X	E,H,M,L	
1. Are emergency exits, clearly marked and unobstructed? 2. First Aid cabinet in order. 3. Is there clear access to fire extinguishers? 4. Are emergency, hats and whistles available?			

Conducted by:

Date:

Risk Determines Maintenance Priority		
Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
M - Moderate	Management responsibility must be specified.	1 Month
L - Low	Manage by routine procedures.	2 Months

Requirements	Insp	Risk	Comments / Observations
Section 5. Ergonomic	✓ or X	E,H,M,L	
1. Are computer screens free of glare and reflections?			
2. Is there adequate lighting?			
3. Are there any manual handling hazards?			
4. Are the office chairs suitable, and in good working condition?			
5. Are there any other ergonomic concerns for your workplace?			
Section 6.Steps	✓ or X	E,H,M,L	
1. No broken edges on steps?			
2. No loose tiles or treads?			
3. Is there adequate lighting?			
Section 7. Equipment	✓ or X	E,H,M,L	
1. Are chemicals such as photocopier toners stored correctly.			
2. Is the photocopier clean, and is the fan free of obstruction?			



Administration Monthly Safety Inspection

Conducted by:

Date:

Risk Determines Maintenance Priority		
Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
M - Moderate	Management responsibility must be specified.	1 Month
L - Low	Manage by routine procedures.	2 Months

Requirements	Insp	Risk	Comments / Observations
Section 9. WHS Information / Incident investigations	✓ or X	E,H,M,L	
1. Is the MSDS folder up to date? 2. Do staff know where to look for Health and Safety information? 3. Are accident/incident report forms available?			
Section 10. Amenities	✓ or X	E,H,M,L	
1. Are the toilets clean? 2. Is the Kitchen clean and tidy?			
Section 11 Other Safety Concerns	✓ or X	E,H,M,L	
Are there any other safety issues / items not covered or of concern?			

Flinders Council Risk Assessment Tool


Likelihood Guide	Consequence Guide	Likelihood	Consequence				
			1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A = Almost Certain Will probably occur. Could occur several times per year.	5 = Catastrophic 1. Loss of life probable and serious injury inevitable. 2. Irreversible environmental impact. 3. Financial impact could not be managed within Council budget. Services seriously affected. Huge financial loss.	A Almost Certain	M Moderate	M Moderate	H High	E Extreme	E Extreme
B = Likely High probability, likely to occur once per year.	4 = Major 1. Loss of life possible and serious injury probable. 2. Environment seriously impacted but able to recover over an extended period. - 5 to 10 years. 3. Requires significant reworking of Council budget. Financial cutbacks will affect services. Major financial loss.	B Likely	L Low	M Moderate	H High	H High	E Extreme
C = Possible Reasonable likelihood that it could occur once in a five year period	3 = Moderate 1. Loss of life unlikely but serious injury possible. 2. Environment impacted but able to recover over a short period. Within 5 years. 3. Minor reworking of Council budget required but manageable. No service interruption. High financial loss.	C Possible	L Low	M Moderate	M Moderate	H High	H High
D = Unlikely Plausible, could occur in a five to ten year period	2 = Minor 1. Serious injury unlikely but minor injury probable. 2. Minimal environmental impact, able to manage with some intervention. 3. Financial impact manageable. Medium financial loss.	D Unlikely	L Low	L Low	M Moderate	M Moderate	M Moderate
E = Rare Not impossible but unlikely to happen for ten years or more	1 = Insignificant 1. Minor injury possible. 2. Minimal environmental impact, able to be monitored and managed by routine procedures. 3. Financial impact easily manageable within Council's budget. Low financial loss.	E Rare	L Low	L Low	L Low	L Low	M Moderate

All identified risks are to be reduced as far as is practicable.

Job Safety Analysis risks - Task risks that are not manageable by routine procedures (Higher than Low risk) require risk control measures to be put in place to reduce the risk.

General Risk Assessments - Where risks are identified as higher than **Low** risk, and require long term treatment, a Risk Treatment and Action Plan must be formulated.

Risk Rating		General Maintenance Priority Guide
E	= Extreme risk, immediate action required: e.g. Death, permanent disability/illness.	Urgent - Immediate action required.
H	= High risk, senior management responsibility must be specified: e.g. Serious injury or long term illness.	Highest - Action required within 1 week.
M	= Moderate risk, management responsibility must be specified: e.g. Medical treatment or days off work.	Moderate - Action required within 1 month.
L	= Low risk; manage by routine procedures: e.g. Superficial injury or illness.	Low risk - Action required within 2 months.

Control Hazards & Risks by using the: Hierarchy of Control		
1. Eliminate the Hazard	E.g. Remove the trip hazard.	 Best option
2. Substitute	E.g. Water instead of oil paint.	
3. Engineering	E.g. Noise source enclosure.	
4. Administrative	E.g. Procedures, signs.	
5. Personal Protective Equip.	E.g. Ear muffs, glasses etc.	Last option



Flinders Risk Treatment and Action Plan

Risk Register Number **1016** June 2023

Appendix 2.

Equip/Reference No.-

Risk Owner:

Risk Description:

Risk Register Category:

Dept:

Date of Risk Assessment:

Completion Date:

Combine Likelihood & Consequence for Initial Risk Rating. E= Extreme H= High M= Moderate	Risk Treatment Plans (Number each option)	Preferred Risk Treatment Plans Number of accepted option.	Target Risk Rating after Risk Treatment	Result of Cost Benefit Analysis Accept Reject	Risk Treatment Options Avoid, Retain, Transfer, or Control the risk.	Resources Required	Timetable for Implementation	Proposed Completion Date	Person responsible for Implementation of Preferred Risk Treatment Plans Person/Dept.
Likelihood - <input type="text"/> Consequence- <input type="text"/> Initial Risk Rating <input type="text"/> Existing Controls (Cross) Adequate <input type="text"/> Opportunity for Improvement <input type="text"/> Inadequate <input type="text"/>									

Risk Rating	General Maintenance Priority Guide
E = Extreme risk, immediate action required: e.g. Death, permanent disability/illness.	Urgent - Immediate action required.
H = High risk, senior management responsibility must be specified: e.g. Serious injury or long term illness.	Highest - Action required within 1 week.
M = Moderate risk, management responsibility must be specified: e.g. Medical treatment or days off work.	Moderate - Action required within 1 month.
L = Low risk; manage by routine procedures: e.g. Superficial injury or illness.	Low risk - Action required within 2 months.

Likelihood	Risk Rating Tool				
	Consequence				
	Insignificant	Minor	Moderate	Major	Catastrophic
	1	2	3	4	5
A. Almost certain	M	M	H	E	E
B. Likely	L	M	H	H	E
C. Possible	L	M	M	H	H
D. Unlikely	L	L	M	M	M
E. Rare	L	L	L	L	M

Compiled by:

Compilation Date:

Last Review Date:

Next Review Date:

Status:



**FLINDERS
COUNCIL**

Works & Services Monthly Safety Inspection

Conducted by:

Date:

Introduction

Council and employees both have a responsibility with regard to Occupational Health and Safety. To lift awareness and promote a healthy and safe workplace, it is the Council's policy that all employees will be involved in various safety inspections on a regular basis. Monthly Safety Inspections are a part of Council's Safety Management System.

Responsibilities

- The Works & Services Manager is responsible for ensuring that a Monthly Safety Inspection is completed in their Department, and for following up, and closing out all Hazard Book entry items.
- The **Hierarchy of Control** is to be used to control any hazards & risks found.
- Inspection areas are:
 1. Truck garage & workshop.
 2. Truck wash & plant parking area.
 3. Drum storage area.
 4. Gravel sieve area.
 5. Culvert storage area.
 6. Diesel storage area.
 7. Hazardous material store.
 8. Small workshop area.
 9. Plant parking garage.
- The Works & Services Manager shall designate who conducts the Safety Inspection, and alternate employees to ensure that all employees participate.
- The Works & Services Manager is responsible to ensure that a copy of the completed Safety Inspection Sheet is posted on the OH&S notice board and submitted to the Safety and Risk Manager.
- All departmental grounds, workshops, kitchens, offices, storage rooms, toilets etc. must be covered in the Safety Inspection which **must be completed prior to the 15th day of each month.**
- All Safety Inspection points must have either an OK, or an X (Denoting – Not OK)
- Items that are deemed X or not OK require a risk assessment as; E, H, M, or L risk.
(To determine the level of risk, use Flinders Council's Risk Assessment Tool – See Appendix 1)
- Risk Treatment Schedule and Action Plans must be formulated for all items assessed as above Low risk.
(See Appendix 2)

If there are any items that cannot be resolved immediately, then the person conducting the Safety Inspection, must notify their Supervisor/Manager and record the items in their Departmental Hazard Book.

Name	Month	Completion Date
	January	
	February	
	March	
	April	
	May	
	June	
	July	
	August	
	September	
	October	
	November	
	December	

Reviewed by: Angela Harley

Date reviewed: 11 August 2021



FLINDERS
COUNCIL

Works & Services Monthly Safety Inspection

Conducted by:

Date:

	Risk Determines Maintenance Priority	
Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
M - Moderate	Management responsibility must be specified.	1 Month
L - Low	Manage by routine procedures.	2 Months

Requirements	Insp	Risk	Comments / Observations
Section 1. Floors/Aisles/Access	OK or X	E,H,M,L	
Access ways and exits clear of obstruction, doors open easily.	-	-	
Loose, worn or frayed floor coverings, or any other trip hazards.	-	-	
Waste bins regularly cleared.	-	-	
Section 2. Storage	OK or X	E,H,M,L	
Doors and drawers kept shut.	-	-	
Storage design avoids lifting problems?	-	-	
Even distribution of materials – e.g. In filing cabinets - On shelves etc.	-	-	
Cupboards/shelves neat and tidy.	-	-	
Section 3. Electrical Appliances	OK or X	E,H,M,L	
Condition of leads and cables, not frayed.	-	-	
Leads and cables not in walking areas.	-	-	
Plugs and power points not damaged.	-	-	
No piggyback plugs.	-	-	
Start/Stop switches clearly identified	-	-	
Electrical leads and appliances checked and tagged? – When?	-	-	(Tag & Test Due Date for one piece of electrical equipment.) Type of electrical equipment - Tag & Test Due Date -
Section 4. Emergency Preparedness – Fire/First Aid	OK or X	E,H,M,L	
Emergency exits unobstructed.	-	-	
First Aid kits in Depot & vehicles.	-	-	
Fire extinguishers in place, clear access & signs in place.	-	-	
Trained First Aiders available.	-	-	
Emergency instructions displayed – Headcount sheets – Emergency whistle & hats available.	-	-	
Emergency phone numbers displayed.	-	-	

Reviewed by: Angela Harley

Date reviewed: 11 August 2021



Works & Services Monthly Safety Inspection

Conducted by:

Date:

	Risk Determines Maintenance Priority	
Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
M - Moderate	Management responsibility must be specified.	1 Month
L - Low	Manage by routine procedures.	2 Months

Requirements	Insp	Risk	Comments / Observations
Section 5. Ergonomic – Manual Handling	OK or X	E,H,M,L	
Adequate lighting for tasks? E.g. computer desks, workbenches well illuminated. Equipment or assistance available for lifting heavy objects. Consideration given to tasks involving excessive force & repetitive movements	- -	- -	
Adjustable seating? Seating in good condition? i.e. lumbar support, castors or glides in good condition, material not torn etc..	-	-	
Steps, stairs, ladders, landings & handrails in good condition.	-	-	
Are there any other ergonomic concerns for your workplace?	-	-	
	-	-	
Section 6. Hazardous Substances	OK or X	E,H,M,L	
MSDS available. All containers labelled and stored appropriately. Adequate ventilation.	- - -	- - -	
Appropriate PPE available. Appropriate emergency equipment available - Extinguishers. Hazchem signs displayed.	- - -	- - -	
Section 7. Welding	OK or X	E,H,M,L	
Gas bottles securely fixed to trolley. Welding fumes well ventilated. Hand piece in good condition. Appropriate vision screens used for electric welding. PPE Provided and worn. Only flint guns used to light torch.	- - - - - -	- - - - - -	

Reviewed by: Angela Harley

Date reviewed: 11 August 2021

Works & Services Monthly Safety Inspection

Conducted by:

Date:

	Risk Determines Maintenance Priority	
Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
M - Moderate	Management responsibility must be specified.	1 Month
L - Low	Manage by routine procedures.	2 Months

Requirements	Insp	Risk	Comments / Observations
Section 8. Hazard Logbook	OK or X	E,H,M,L	
Hazard Logbook displayed on OH&S Notice Board.	-	-	
Have all hazards raised in logbook been acknowledged.	-	-	
Do unrectified hazards have status reports?	-	-	
Section 9. OH&S Information / Incident investigations	OK or X	E,H,M,L	
OHS - Rehabilitation & Risk Management policies displayed.	-	-	
Emergency OHS Procedures, MSDS & Safety Manuals available.	-	-	
Does the department have a Health and Safety noticeboard?	-	-	
Are safety notices displayed?	-	-	
Have incident investigations and corrective actions been communicated to staff E.g. on notice boards and discussed at Health & Safety meetings?	-	-	
Are accident/incident report forms available?	-	-	
Section 10. Housekeeping	OK or X	E,H,M,L	
All work & general areas clear of rubbish, spills & obstacles.	-	-	
All work & general areas free of slip/trip & fall hazards.	-	-	
Mobile plant & garage areas tidy.	-	-	
Materials, stored safely.	-	-	
Office areas clean & tidy	-	-	
Section 11. Personal Protection.	OK or X	E,H,M,L	
Are employees provided with Personal Protective Equipment.	-	-	
(PPE) Sunscreen, hats, visibility vests etc.	-	-	
PPE in good condition.	-	-	

Reviewed by: Angela Harley

Date reviewed: 11 August 2021



Works & Services Monthly Safety Inspection

Conducted by:

Date:

Risk Determines Maintenance Priority		
Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
M - Moderate	Management responsibility must be specified.	1 Month
L - Low	Manage by routine procedures.	2 Months

Requirements	Insp	Risk	Comments / Observations
Section 12. Lifting & Carrying Equipment	OK or X	E,H,M,L	
Lifting equipment is appropriate for the lifting task required.	-	-	
Safe Working Load (SWL) of equipment is adequately displayed.	-	-	
Lifting slings in good condition.	-	-	
Section 13. Machinery & Work Benches	OK or X	E,H,M,L	
Adequate workspace, clear of rubbish, oil & grease.	-	-	
Machine guards adequate and in place.	-	-	
Warnings and instructions in place.	-	-	
Tools & equipment adequately stored.	-	-	
Air Compressor relief valve checked - operational.	-	-	
Air Compressor pressure vessel condensate drainage checked.	-	-	
Section 14. Amenities	OK or X	E,H,M,L	
Kitchens, clean & tidy	-	-	
Toilets and washroom clean & tidy.	-	-	
Lockers and meal room clean.	-	-	
Rubbish bins available, and covered.	-	-	
Section 15. Other Issues	OK or X	E,H,M,L	

Reviewed by: Angela Harley

Date reviewed: 11 August 2021

Are there other safety issues/ items not covered or of concern?	-	-	List issues;
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Flinders Council Risk Assessment Tool

Likelihood Guide	Consequence Guide	Likelihood	Consequence				
			1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A = Almost Certain Will probably occur. Could occur several times per year.	5 = Catastrophic 1. Loss of life probable and serious injury inevitable. 2. Irreversible environmental impact. 3. Financial impact could not be managed within Council budget. Services seriously affected. Huge financial loss.	A Almost Certain	M Moderate	M Moderate	H High	E Extreme	E Extreme
B = Likely High probability, likely to occur once per year.	4 = Major 1. Loss of life possible and serious injury probable. 2. Environment seriously impacted but able to recover over an extended period. - 5 to 10 years. 3. Requires significant reworking of Council budget. Financial cutbacks will affect services. Major financial loss.	B Likely	L Low	M Moderate	H High	H High	E Extreme
C = Possible Reasonable likelihood that it could occur once in a five year period	3 = Moderate 1. Loss of life unlikely but serious injury possible. 2. Environment impacted but able to recover over a short period. Within 5 years. 3. Minor reworking of Council budget required but manageable. No service interruption. High financial loss.	C Possible	L Low	M Moderate	M Moderate	H High	H High
D = Unlikely Plausible, could occur in a five to ten year period	2 = Minor 1. Serious injury unlikely but minor injury probable. 2. Minimal environmental impact, able to manage with some intervention. 3. Financial impact manageable. Medium financial loss.	D Unlikely	L Low	L Low	M Moderate	M Moderate	M Moderate
E = Rare Not impossible but unlikely to happen for ten years or more	1 = Insignificant 1. Minor injury possible. 2. Minimal environmental impact, able to be monitored and managed by routine procedures. 3. Financial impact easily manageable within Council's budget. Low financial loss.	E Rare	L Low	L Low	L Low	L Low	M Moderate

All identified risks are to be reduced as far as is practicable.


Job Safety Analysis risks - Task risks that are not manageable by routine procedures (Higher than Low risk) require risk control measures to be put in place to reduce the risk.

General Risk Assessments - Where risks are identified as higher than **Low** risk, and require long term treatment, a Risk Treatment and Action Plan must be formulated.

Risk Rating		General Maintenance Priority Guide
E	= Extreme risk, immediate action required: e.g. Death, permanent disability/illness.	Urgent - Immediate action required.
H	= High risk, senior management responsibility must be specified: e.g. Serious injury or long term illness.	Highest - Action required within 1 week.
M	= Moderate risk, management responsibility must be specified: e.g. Medical treatment or days off work.	Moderate - Action required within 1 month.

Reviewed by: Angela Harley

Date reviewed: 11 August 2021

L	= Low risk; manage by routine procedures: e.g. Superficial injury or illness.	Low risk - Action required within 2 months.	Control Hazards & Risks by using the: Hierarchy of Control		
			1. Eliminate the Hazard	E.g. Remove the trip hazard.	Best option
			2. Substitute	E.g. Water instead of oil paint.	
			3. Engineering	E.g. Noise source enclosure.	
			4. Administrative	E.g. Procedures, signs.	
			5. Personal Protective Equip.	E.g. Ear muffs, glasses etc.	Last option

Reviewed by: Angela Harley

Date reviewed: 11 August 2021



Flinders Risk Treatment and Action Plan

5.9
19.6.1 June 2023
Risk Register Number -

Appendix 2.

Equip/Reference No.-
Risk Owner:
Risk Description:

Risk Register Category:
Dept:

Date of Risk Assessment:
Completion Date:

Combine Likelihood & Consequence for Initial Risk Rating. <i>E= Extreme H= High M= Moderate</i>	Risk Treatment Plans <i>(Number each option)</i>	Preferred Risk Treatment Plans <i>Number of accepted option.</i>	Target Risk Rating after Risk Treatment	Result of Cost Benefit Analysis <i>Accept Reject</i>	Risk Treatment Options <i>Avoid, Retain, Transfer, or Control the risk.</i>	Resources Required	Timetable for Implementation	Proposed Completion Date	Person responsible for Implementation of Preferred Risk Treatment Plans <i>Person/Dept.</i>
Likelihood - <input style="width: 30px; height: 20px;" type="text"/> Consequence- <input style="width: 30px; height: 20px;" type="text"/> Initial Risk Rating <input style="width: 40px; height: 30px;" type="text"/> Existing Controls <i>(Cross)</i> <input style="width: 30px; height: 20px;" type="text"/> <i>Adequate</i> Opportunity for Improvement <input style="width: 30px; height: 20px;" type="text"/> <i>Inadequate</i> <input style="width: 30px; height: 20px;" type="text"/>									

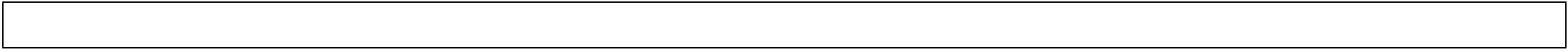
Risk Rating	General Maintenance Priority Guide
E	= Extreme risk, immediate action required: e.g. Death, permanent disability/illness.
H	= High risk, senior management responsibility must be specified: e.g. Serious injury or long term illness.
M	= Moderate risk, management responsibility must be specified: e.g. Medical treatment or days off work.
L	= Low risk; manage by routine procedures: e.g. Superficial injury or illness.
	Urgent - Immediate action required.
	Highest - Action required within 1 week.
	Moderate - Action required within 1 month.
	Low risk - Action required within 2 months.

Likelihood	Risk Rating Tool				
	Consequence				
	Insignificant	Minor	Moderate	Major	Catastrophic
A. Almost certain	1	2	3	4	5
B. Likely	L	M	H	E	E
C. Possible	L	M	M	H	H
D. Unlikely	L	L	M	M	M
E. Rare	L	L	L	L	M

Compiled by: _____ Compilation Date: _____ Last Review Date: _____ Next Review Date: _____ Status: _____

Reviewed by: Angela Harley

Date reviewed: 11 August 2021



Reviewed by: Angela Harley

Date reviewed: 11 August 2021



Airport Monthly Safety Inspection

Conducted by:

Date:

Introduction

Council and staff all have a responsibility for Workplace Safety under the *Work Health & Safety Act 2012 (TAS)*.

Responsibilities

- The Airport Operations Officer is responsible for ensuring that a Monthly Safety Inspection is conducted in their department, and for follow up with the Safety Officer regarding any concerns identified.
- Flinders Council Risk Assessment Tool, in conjunction with The Hierarchy of Control matrix, are to be used to minimise, or eliminate any hazards & risks identified during the inspection.
- Inspection areas are: 1. Airport Terminal 2. Airport Carpark 3. Airport Admin building
4. Airport Workshop
- The Airport Operations Officer will designate who conducts the Safety Inspection, and alternate employees to ensure that all employees participate.
- The Airport Operations Officer is responsible to ensure that a copy of the completed Safety Inspection Sheet is available to all staff, and a copy is submitted to the Safety Officer.
- All departmental grounds, workshops, kitchens, offices, storage rooms, toilets etc. must be covered in the Safety Inspection which must be completed prior to the 15th day of each month.
- All Safety Inspection points must have either a ✓, or an X (Denoting – Not OK)
- Items that are deemed X or not OK require a risk assessment as; E, H, M, or L risk.
(To determine the level of risk, use Flinders Council's Risk Assessment Tool – See Attachment - 1)

If there are any items that cannot be resolved immediately, the person conducting the Safety Inspection, must notify their Supervisor/Manager and the Safety Officer at their earliest convenience.

Name	Month	Completion Date
	January	
	February	
	March	
	April	
	May	
	June	
	July	
	August	
	September	
	October	
	November	
	December	

Airport Monthly Safety Inspection

Conducted by:

Date:

Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
M - Moderate	Management responsibility must be specified.	1 Month
L - Low	Manage by routine procedures.	2 Months

Area Inspected:

Airport Terminal	✓ or X	Risk	Comments/ Observations
1. Are access ways and exits clear of obstruction? 2. Are power cords and computer leads stored safely? 3. Any trip hazards? 4. Is fire evacuation diagram displayed clearly? Is the diagram current? 5. Has all electrical equipment been tested and tagged? 6. Any maintenance issues? 7. Are fire extinguishers present and are the inspection tags current? 8. Are exit signs clearly visible and illuminated? 9. Is the terminal (including bathrooms) clean?			
Airport Carpark	✓ or X	Risk	Comments/ Observations
1. Is all signage and line marking clear and well maintained? 2. Is the pedestrian crossing clear and are all signs present and correct? 3. Are all vehicles parked correctly? 4. Are any vehicles leaking hazardous substances? 5. Any other hazards (slips, trips and falls)?			

Airport Monthly Safety Inspection

Conducted by:

Date:

	Risk Determines Maintenance Priority	
Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
M - Moderate	Management responsibility must be specified.	1 Month
L - Low	Manage by routine procedures.	2 Months

Airport Office Building	✓ or X	Risk	Comments/ Observations
<ol style="list-style-type: none"> 1. Is the floor clear of trip hazards? 2. Has all electrical equipment been tested and tagged? 3. Are exits clear of obstructions and exit signs illuminated? 4. Is fire evacuation diagram displayed clearly? Is the diagram current? 5. Any items unsafely stored? 6. Is the office furniture in good repair? 7. Is the kitchen and bathroom areas clean? 8. Any other hazards? 			
Airport Workshop	✓ or X	Risk	Comments/ Observations
<ol style="list-style-type: none"> 1. Are all chemicals stored correctly? 2. Is the MSDS folder accessible and up to date? 3. Is all equipment stored safely? 4. Are any pits covered and with correct warning signage? 5. Has all electrical equipment been tested and tagged? 			

Showground Safety Inspection

Conducted by: Angela Harley Date:

Introduction

Council and staff all have a responsibility for Workplace Safety under the *Work Health & Safety Act 2012 (TAS)*.

Responsibilities:

- 1) Flinders Council Risk Assessment Tool, in conjunction with The Hierarchy of Control matrix, are to be used to minimise, or eliminate any hazards & risks identified during the inspection.
- 2) All Showground buildings and grounds are included in this inspection.
- 3) All Safety Inspection points must have either a ✓, or an X (Denoting – Not OK)
- 4) Items that are deemed X or not OK require a risk assessment as; E, H, M, or L risk.

Showground Safety Inspection

Conducted by: Angela Harley

Date:

Risk Determines Maintenance Priority		
Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
M - Moderate	Management responsibility must be specified.	1 Month
L - Low	Manage by routine procedures.	2 Months

	Insp	Risk	Comments / Observations
Pavillion / Bar Area	✓ or X	E,H,M,L	
Are access ways, and exits clear of obstruction?			
Are power cords and computer leads stored safely?			
Any trip hazards?			
Storage design – any manual handling issues?			
Chemicals stored correctly?			
Electrical Appliances	✓ or X	E,H,M,L	
Leads and cables – in good condition, stored correctly?			
Plugs and power points in good condition?			
No piggyback plugs.			
Electrical leads and appliances checked and tagged – in date.			
Emergency Procedures Fire/First Aid	✓ or X	E,H,M,L	
Are emergency exits, clearly marked and unobstructed?			
Is there an emergency plan? Displayed?			

Showground Safety Inspection

Conducted by: **Angela Harley**

Date:

	<i>Insp</i>	<i>Risk</i>	<i>Comments / Observations</i>
Steps and Access areas	✓ or X	E,H,M,L	
No broken edges on steps?			
No loose tiles or treads?			
Is there adequate lighting?			
	Insp	Risk	Comments / Observations
WHS Information / Incident investigations	✓ or X	E,H,M,L	
Are accident/incident report forms available?			
Covid Safety Plan			
Does the event have a Covid Safety Plan?			
Does Council have a copy of the plan			
Amenities	✓ or X	E,H,M,L	
Are the toilets clean?			
Is the Kitchen clean and tidy?			
Other Safety Concerns	✓ or X	E,H,M,L	
Are there any other safety issues / items not covered or of concern?			



Flinders Council Risk Assessment Tool

Likelihood Guide	Consequence Guide	Likelihood	Consequence				
			1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A = Almost Certain Will probably occur. Could occur several times per year.	5 = Catastrophic 1. Loss of life probable and serious injury inevitable. 2. Irreversible environmental impact. 3. Financial impact could not be managed within Council budget. Services seriously affected. Huge financial loss.	A Almost Certain	M Moderate	M Moderate	H High	E Extreme	E Extreme
B = Likely High probability, likely to occur once per year.	4 = Major 1. Loss of life possible and serious injury probable. 2. Environment seriously impacted but able to recover over an extended period. - 5 to 10 years. 3. Requires significant reworking of Council budget. Financial cutbacks will affect services. Major financial loss.	B Likely	L Low	M Moderate	H High	H High	E Extreme
C = Possible Reasonable likelihood that it could occur once in a five year period	3 = Moderate 1. Loss of life unlikely but serious injury possible. 2. Environment impacted but able to recover over a short period. Within 5 years. 3. Minor reworking of Council budget required but manageable. No service interruption. High financial loss.	C Possible	L Low	M Moderate	M Moderate	H High	H High
D = Unlikely Plausible, could occur in a five to ten year period	2 = Minor 1. Serious injury unlikely but minor injury probable. 2. Minimal environmental impact, able to manage with some intervention. 3. Financial impact manageable. Medium financial loss.	D Unlikely	L Low	L Low	M Moderate	M Moderate	M Moderate
E = Rare Not impossible but unlikely to happen for ten years or more	1 = Insignificant 1. Minor injury possible. 2. Minimal environmental impact, able to be monitored and managed by routine procedures. 3. Financial impact easily manageable within Council's budget. Low financial loss.	E Rare	L Low	L Low	L Low	L Low	M Moderate

All identified risks are to be reduced as far as is practicable.

Job Safety Analysis risks - Task risks that are not manageable by routine procedures (Higher than Low risk) require risk control measures to be put in place to reduce the risk.

General Risk Assessments - Where risks are identified as higher than **Low** risk, and require long term treatment, a Risk Treatment and Action Plan must be formulated.

Risk Rating	General Maintenance Priority Guide
E = Extreme risk, immediate action required: e.g. Death, permanent disability/illness.	Urgent - Immediate action required.
H = High risk, senior management responsibility must be specified: e.g. Serious injury or long term illness.	Highest - Action required within 1 week.
M = Moderate risk, management responsibility must be specified: e.g. Medical treatment or days off work.	Moderate - Action required within 1 month.
L = Low risk; manage by routine procedures: e.g. Superficial injury or illness.	Low risk - Action required within 2 months.

Control Hazards & Risks by using the: Hierarchy of Control		
1. Eliminate the Hazard	E.g. Remove the trip hazard.	
2. Substitute	E.g. Water instead of oil paint.	
3. Engineering	E.g. Noise source enclosure.	
4. Administrative	E.g. Procedures, signs.	
5. Personal Protective Equip.	E.g. Ear muffs, glasses etc.	Last option



Flinders Risk Treatment and Action Plan

Risk Register Number **1061** June 2023

Appendix 2.

Equip/Reference No.-

Risk Register Category:

Date of Risk Assessment:

Risk Owner:

Dept:

Completion Date:

Risk Description:

Combine Likelihood & Consequence for Initial Risk Rating. E= Extreme H= High M= Moderate	Risk Treatment Plans (Number each option)	Preferred Risk Treatment Plans Number of accepted option.	Target Risk Rating after Risk Treatment	Result of Cost Benefit Analysis Accept Reject	Risk Treatment Options Avoid, Retain, Transfer, or Control the risk.	Resources Required	Timetable for Implementation	Proposed Completion Date	Person responsible for Implementation of Preferred Risk Treatment Plans Person/Dept.
Likelihood - <input type="text"/> Consequence- <input type="text"/> Initial Risk Rating <input type="text"/> Existing Controls (Cross) Adequate <input type="text"/> Opportunity for Improvement <input type="text"/> Inadequate <input type="text"/>									

Risk Rating	General Maintenance Priority Guide
E = Extreme risk, immediate action required: e.g. Death, permanent disability/illness.	Urgent - Immediate action required.
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L = Low risk; manage by routine procedures: e.g. Superficial injury or illness.	Low risk - Action required within 2 months.

Likelihood	Risk Rating Tool				
	Consequence				
	Insignificant	Minor	Moderate	Major	Catastrophic
	1	2	3	4	5
A. Almost certain	M	M	H	E	E
B. Likely	L	M	H	H	E
C. Possible	L	M	M	H	H
D. Unlikely	L	L	M	M	M
E. Rare	L	L	L	L	M

Compiled by:

Compilation Date:

Last Review Date:

Next Review Date:

Status:



Childcare Monthly Safety Inspection

Conducted by: _____

Date: / /2015

Introduction

Council and employees both have a responsibility with regard to Occupational Health and Safety. To lift awareness and promote a healthy and safe workplace, it is the Council's policy that all employees will be involved in various safety inspections on a regular basis. Monthly Safety Inspections are a part of Council's Safety Management System.

Responsibilities

- The Office Manager is responsible for ensuring that a Monthly Safety Inspection is completed in their Department, and for following up, and closing out all Hazard Book entry items.
- The **Hierarchy of Control** is to be used to control any hazards & risks found.
- Inspection are: **1. Duck Pond Childcare Building**
- The Flinders Council Corporate Services Coordinator is responsible to ensure that a copy of the completed Safety Inspection Sheet is returned to Council and posted on the OH&S notice board and submitted to the Safety and Risk Manager.
- All departmental rooms, kitchens, offices, storage rooms, toilets etc. must be covered in the Safety Inspection which **must be completed prior to the 15th day of each month.**
- All Safety Inspection points must have either an OK, or an X (Denoting – Not OK)
- Items that are deemed X or not OK require a risk assessment as; E, H, M, or L risk.
(To determine the level of risk, use Flinders Council's Risk Assessment Tool – See Attachment - 1)
- Risk Treatment Schedule and Action Plans must be formulated for all items assessed as above Low risk.
(See Appendix 2)

If there are any items that cannot be resolved immediately, then the person conducting the Safety Inspection, must notify the Flinders Council Corporate Services Coordinator and record the items in their Departmental Hazard Book.

Name	Month	Completion Date
	January	
	February	
	March	
	April	
	May	
	June	
	July	
	August	
	September	
	October	
	November	
	December	

Note - Print this audit sheet from location;

["O" Drive / Risk Management & Work Safety / Monthly Safety Inspections /Child Care 2015](#)

Reviewed by: Lauren Moraitis

Date last reviewed: 26.02.15

Childcare Monthly Safety Inspection

Conducted by: _____

Date: / / 2015

Risk Determines Maintenance Priority		
Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
M - Moderate	Management responsibility must be specified.	1 Month
L - Low	Manage by routine procedures.	2 Months

Requirements	Insp	Risk	Comments / Observations
Section 1. Floors/Aisles/Access	OK or X	E,H,M,L	
Access ways and exits clear of obstruction, doors open easily.	-	-	
Trailing power and computer leads	-	-	
Loose, worn or frayed floor coverings, or other trip hazards.	-	-	
Waste bins regularly cleared.	-	-	
Section 2. Storage	OK or X	E,H,M,L	
Doors and drawers kept shut.	-	-	
Storage design avoids lifting problems?	-	-	
Even distribution of materials – e.g. In filing cabinets - On shelves etc.	-	-	
Cupboards/shelves neat and tidy.	-	-	
Section 3. Electrical Appliances	OK or X	E,H,M,L	
Condition of leads and cables, not frayed.	-	-	
Leads and cables not in walking areas.	-	-	
Plugs and power points not damaged.	-	-	
No piggyback plugs.	-	-	
Electrical leads and appliances checked and tagged? – When ?	-	-	
Section 4. Emergency Preparedness – Fire/First Aid	OK or X	E,H,M,L	
Emergency exits unobstructed.	-	-	
First Aid cabinet in order.	-	-	
Clear access to fire extinguishers equipment – signs in place.	-	-	
Emergency instructions displayed – Headcount sheets – Emergency whistle & hats available.	-	-	

Administration Monthly Safety Inspection

Conducted by:

Date:

	Risk Determines Maintenance Priority	
Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
M - Moderate	Management responsibility must be specified.	1 Month
L - Low	Manage by routine procedures.	2 Months

Requirements	Insp	Risk	Comments / Observations
Section 5. Ergonomic	OK or X	E,H,M,L	
Computer screens free of glare and reflections?	-	-	
Adequate lighting for tasks? E.g. computer and desk well illuminated.	-	-	
Equipment or assistance available for lifting heavy objects.	-	-	
Adjustable seating? Seating in good condition? E.g. lumbar support, castors or glides in good condition, material not torn etc...	-	-	
Is there discomfort from air temperature/air movement?	-	-	
Are there any other ergonomic concerns for your workplace.	-	-	
Section 6.Steps	OK or X	E,H,M,L	
No broken edges on steps?	-	-	
No loose tiles or treads?	-	-	
Adequate lighting.	-	-	
Section 7. Equipment	OK or X	E,H,M,L	
Are adequate precautions taken for use of photocopiers/shredders and similar equipment.	-	-	
i.e Chemicals such as photocopier toners stored correctly.	-	-	
Clearing of paper jam in shredder, ensure power is isolated, etc.	-	-	

Administration Monthly Safety Inspection

Conducted by:

Date:

	Risk Determines Maintenance Priority	
Risk		Priority
E - Extreme	Immediate action required.	Immediately
H - High	Senior management attention required.	1 Week
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Requirements	Insp	Risk	Comments / Observations
Section 8. Hazard Logbook	OK or X	E,H,M,L	
Hazard Logbook displayed on OH&S Notice Board.	-	-	
Have all hazards raised in logbook been acknowledged?	-	-	
Do unrectified hazards have status reports?	-	-	
Section 9. HSE Information / Incident investigations	OK or X	E,H,M,L	
Does the department have a Health and Safety noticeboard?	-	-	
Emergency OHS Procedures, MSDS & Safety Manuals available.	-	-	
Are safety bulletins displayed?	-	-	
Have incident investigations and corrective actions been communicated to staff. E.g. on notice boards and discussed at Health & Safety meetings?	-	-	
Are accident/incident report forms available?	-	-	
	-	-	
Section 10. Amenities	OK or X	E,H,M,L	
Kitchens, clean & tidy	-	-	List any issues.
Toilets, Clean & tidy	-	-	
Are there any other safety issues / items not covered or of concern?	-	-	



Flinders Council Risk Assessment Tool

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1. Eliminate the Hazard	E.g. Remove the trip hazard.	
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4. Administrative	E.g. Procedures, signs.	
5. Personal Protective Equip.	E.g. Ear muffs, glasses etc.	
		Best option
		Last option



Flinders Risk Treatment and Action Plan

Risk Register Number - **19.6.1 June 2022**

Appendix 2.

Equip/Reference No.-
Risk Owner:
Risk Description:

Risk Register Category:
Dept:

Date of Risk Assessment:
Completion Date:

Combine Likelihood & Consequence for Initial Risk Rating. E= Extreme H= High M= Moderate	Risk Treatment Plans (Number each option)	Preferred Risk Treatment Plans Number of accepted option.	Target Risk Rating after Risk Treatment	Result of Cost Benefit Analysis Accept Reject	Risk Treatment Options Avoid, Retain, Transfer, or Control the risk.	Resources Required	Timetable for Implementation	Proposed Completion Date	Person responsible for Implementation of Preferred Risk Treatment Plans Person/Dept.
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Likelihood	Risk Rating Tool				
	Consequence				
	Insignificant	Minor	Moderate	Major	Catastrophic
	1	2	3	4	5
A. Almost certain	M	M	H	E	E
B. Likely	L	M	H	H	E
C. Possible	L	M	M	H	H
D. Unlikely	L	L	M	M	M
E. Rare	L	L	L	L	M

Compiled by: _____ Compilation Date: _____ Last Review Date: _____ Next Review Date: _____ Status: _____



RISK MANAGEMENT FRAMEWORK

Section 6.0 Work Health & Safety Policy

June 2023



S-W2 Work Health and Safety Policy

Purpose	To provide Flinders Council workplaces and activities that are free from risks to health and safety by developing and maintaining a culture that supports the highest practicable standards of health, safety, mental and social wellbeing.	
Department	Human Resources	
File No.	PER/0500	
Council Meeting Date	24 May 2023	
Minute Number	131.05.2023	
Next Review Date	Four (4) years from Council Resolution Date	
Review History	06.01.2016	21 January 2016
	87.03.2023	22 March 2023

1 Definitions

Other Persons at the Workplace

Any person at the Workplace who is not a Worker, including visitors while visiting, conducting business, or undertaking any other activities that are under the management, control, influence of, or in participation with Flinders Council.

Workplace

A place where work is carried out for Council.

Worker

A person who carries out work in any capacity for Council, including work as:

- a. an Employee;
- b. a Councillor;
- c. a contractor or subcontractor;
- d. an employee of a contractor or subcontractor;
- e. an employee of a labour hire company who has been assigned to work at Council;
- f. an apprentice or trainee;
- g. a student gaining work experience; or
- h. a volunteer.

2 Objective

To provide a safe and healthy work environment and work activities for all workers and other persons, as defined, at the workplace, with all possible measures taken to remove (or at least reduce) risks to the health, safety and welfare of workers, and other persons.

To comply with the *Work Health and Safety Act 2012* (the Act), amendments, regulations, related Codes of Practices and Australian Standards.

3 Scope

This Policy applies to all Workers and Other Persons, as defined, while visiting, or conducting business, or any other activities that are under the management, control, influence of, or in participation with Council.

4 Policy

It is the Policy of Council that:

4.1 Management:

Will provide and maintain so far as reasonably practicable:

- a safe working environment;
- safe systems of work;
- plant and equipment in a safe condition;
- facilities for the welfare of workers;
- information, instruction, training and supervision that is reasonably necessary to keep each worker safe from injury and risks to health;
- a commitment to consult and co-operate with workers in all matters relating to health and safety in the workplace;
- a commitment to continually improve our performance through effective safety management.

4.2 Workers:

Each worker has an obligation to:

- comply with safe work practices, with the intent of avoiding injury to themselves and others and damage to plant and equipment;
- take reasonable care of the health and safety of themselves and others;
- wear personal protective equipment and clothing where required;
- comply with any direction given by management regarding health and safety;
- use and operate all safety equipment correctly and appropriately;
- report all accidents and incidents immediately, no matter how trivial;
- report all known or observed hazards to their supervisor or manager as soon as reasonably practicable.

5 Procedure

This Policy should be read in conjunction with the Risk Management Framework Guidelines.

6 Legislation and Council Related Policies

Work Health and Safety Act 2012 (Tas)

Work Health and Safety Regulations 2022 (Tas)

Age Discrimination Act 2004 (Cth)

Anti-Discrimination Act 1998 (TAS)
Australian Human Rights Commission Act 1986 (Cth)
Disability Discrimination Act 1992 (Cth)
Fair Work Act 2009 (Cth)
Local Government Act 1993 (TAS)
Racial Discrimination Act 1975 (Cth)
Sex Discrimination Act 1984 (Cth)
Work Health & Safety Act 2012 (TAS)
Workers Rehabilitation & Compensation Act 1988 (TAS)

Council related policies

Employee Code of Conduct Policy
Communications Policy
Disciplinary Policy and Procedure
Fitness for Work Policy and Procedure
Issue Resolution Policy and Procedure
Performance Management Policy and Procedure
Risk Management Policy
Risk Management Framework
Workplace Behaviour Policy

7 Responsibility

The responsibility for the operation of this policy rests with the General Manager.



RISK MANAGEMENT FRAMEWORK

Section 7.0 Business Continuity Plan

June 2023

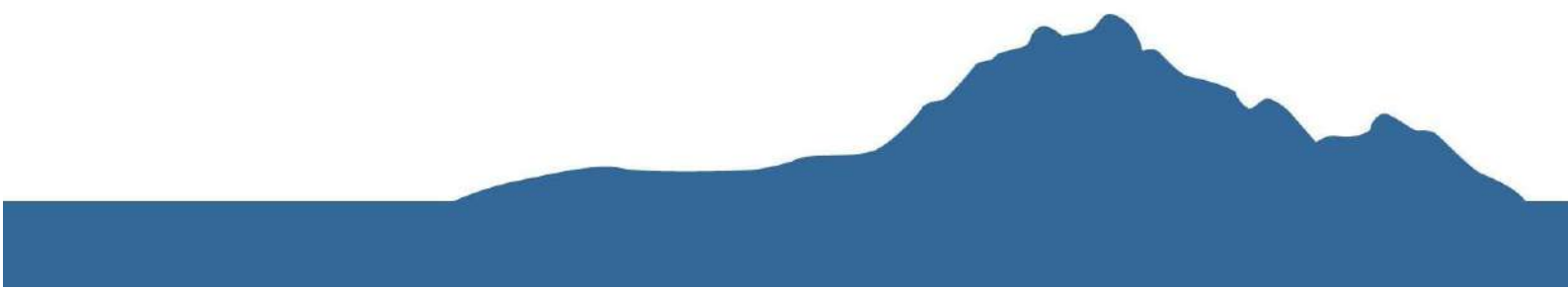




Business Continuity Plan

April 2023

Version 6



CONTENTS

1	INTRODUCTION	3
1.1	Aim.....	3
1.2	Scope	3
1.3	Assumptions	4
2	ADMINISTRATION.....	5
2.1	Ownership	5
2.2	Version Control.....	5
2.3	Distribution.....	5
2.4	Business Continuity Team (BCT).....	6
2.5	Review and Testing.....	8
3	ACTIVATION	8
3.1	Significant Disaster Events.....	8
3.2	Organisation	8
3.3	Plan Activation.....	9
4	BUSINESS RESUMPTION.....	9
5	RESOURCES (PLANS, CONTACTS and CHECKLISTS)	10
5.1	Initial Activation Plan.....	11
5.2	Key Stakeholder Communication Plan	13
5.3	Business Continuity Risk Matrix	16
5.4	Possible Significant Events that can cause a major disruption	18
5.5	Contact Lists	19
5.6	Checklists to Assist Incident	23
5.7	Site Function and Department Priority List	25
5.8	Supporting Instructions	26

1 INTRODUCTION

Business Continuity Planning (BCP) will ensure that Flinders Council can continue to offer essential services to our community if a significant event creates a major disruption that threatens the delivery of those services.

Where the disruption affects critical business procedures, the consequences can be severe and may:

- threaten a major service e.g. road maintenance;
- damage council's financial performance;
- harm the health and well-being of employees, customers or the environment; or
- destroy the public's trust in Flinders Council, its reputation and/or image.

This Business Continuity Plan (BCP) can be implemented by Council's Business Continuity Team (BCT) with minimum delay, to significantly reduce the level of disruption to the operations of Flinders Council and assist in the rapid resumption of services to the public.

1.1 AIM

The aim of this Business Continuity Plan is to:

- recognise major factors that would cause disruption to Council's service delivery;
- prioritise Council's key service areas; and
- identify the measures required to reinstate critical functions of Council as soon as possible following a disruption.

1.2 SCOPE

The Flinders Council Business Continuity Plan:

- covers response to significant events that may affect all or part of the critical operations and objectives of Flinders Council;
- includes continuity instructions and information for the Council Office, Works Depot and Flinders Island Airport; and
- focuses upon the recovery of financial areas identified as being critical i.e., those functions which, if not performed, would have a serious impact on:
 - community/island;
 - municipal infrastructure;
 - airport infrastructure;
 - corporate, finance and IT; and
 - council employees and councillors.

This plan does not cover any wider disruption to the community which is dealt with under the Municipal Emergency Management Plan.

It is neither feasible, nor necessary, to plan continuity actions for every function undertaken. Any functions without documented recovery strategies will need to be addressed on an as-required basis. This judgement will need to be exercised by the appointed Business Continuity Team (BCT) at the time of a disruption.

1.3 ASSUMPTIONS

This plan assumes that a significant event may occur or affect Council-owned sites and infrastructure, or island infrastructure and community. The level of disruption may impact part or all these areas.

This plan assumes that centrally stored vital data such as equipment registers, technical support, contact lists and floor plans, are kept current and can be made available, either on or off site at the time of a disruption.

2 ADMINISTRATION

2.1 OWNERSHIP

This plan is owned, maintained and tested by the General Manager and must not be altered in any way unless approved by the General Manager

Name: Warren Groves
 Title: General Manager
 Date: 30.05.2022

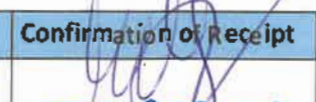





2.2 VERSION CONTROL

	Date	Version
Initial Draft	1 June 2016	V0.1
Draft 2	21 September 2021	V0.2
Draft 3	07 April 2022	V0.3
Draft 4	30 May 2022	V0.4
Adopted	16 June 2022	V0.4
Revised	1 March 2023	V0.5

2.3 DISTRIBUTION

All Business Continuity Team (BCT) Members are required to keep a copy of this BCP in the following formats:

- Soft copy available in the Cloud.
- Hard copy at work and available in three locations (Council Office, Depot and Airport).

Recipient	Date	Confirmation of Receipt
General Manager Warren Groves	8/3/2023	
Infrastructure Manager Chris Wilson	13 APR 23	
Corporate Services Coordinator Jade Boyes	9/3/23	
Development Services Coordinator Jacqui Smith	9/5/2023	
Community Services Coordinator Sammi Gowthorp	9/3/2023	
Mayor Rachel Summers	08/03/2023	

2.4 BUSINESS CONTINUITY TEAM (BCT)

Role	Responsibilities
General Manager (Team Leader)	<ul style="list-style-type: none"> • Responsible for activating the Business Continuity Plan (BCP) or in his/her absence, a member of the BCT • Overall responsibility for the management of the Incident • Direct and oversee all activities • Situational awareness updates to the Mayor • Initiation of legal representation and or notifications • Initiate assessment of incident • Initiate investigations, compliance and risk assessments
Infrastructure Manager	<ul style="list-style-type: none"> • Manage the physical security and organisation of the site • Organise alternative power supplies, workforce labour and recovery operations. • Communicate with and provide situational updates to the General Manager. • Act as Team Leader in the absence of the General Manager. • Manage the airport including emergency services • Manage and maintain waste collection/removal
Corporate Services Coordinator	<ul style="list-style-type: none"> • Notify insurers • Implement replacement of hard/software, communications links, damaged equipment / supplies and alternative accommodation • Manage the recruitment and support of staff • Liaise with external providers • Manage the financial impacts of the organisation • Manage payroll • Report to external financial regulatory and private organisations • Communicate with and provide situational updates to the General Manager and Infrastructure and Airport Managers • Act as Team Leader in the absence of the General Manager and Infrastructure and Airport Managers
Development Services Coordinator	<ul style="list-style-type: none"> • Manage the private and public development services • Manage public health and environment services • Manage municipal inspections • Report to council BCT Leader on the status of plan implementation • Escalate any issues to BCT Leader
Community Services Coordinator	<ul style="list-style-type: none"> • Oversee internal and external communications • Manage council-supported community services
Mayor	<ul style="list-style-type: none"> • Responsible for community messaging and principal media spokesperson

2.4.1 BUSINESS CONTINUITY TEAM (BCT) CONTACT DETAILS

Title	Name	Contact	Email
General Manager	Warren Groves	0400 542 865	warren.groves@flinders.tas.gov.au
Infrastructure Manager	Chris Wilson	0487 548 04	chris.wilson@flinders.tas.gov.au
Corporate Services Coordinator	Jade Boyes	0427 576 624	jade.boyes@flinders.tas.gov.au
Development Services Coordinator	Jacci Smith	0419 316 823	jacci.smith@flinders.tas.gov.au
Community Services Coordinator	Sammi Gowthorp	0421 667 157	sammi.gowthorp@flinders.tas.gov.au
Mayor	Rachel Summers	0467 046 809	rachel.summers@flinders.tas.gov.au

2.5 REVIEW AND TESTING

The BCP will be reviewed and updated annually by the General Manager in liaison with relevant team members. The General Manager will arrange a biennial BCP test / simulation involving key stakeholders, the outcome of which will be taken into consideration as part of the overall review of the Plan.

Revised editions of the BCP following a review and test /simulation will be distributed as per above.

Date	Exercise Type	Results
13.04.2023	Desktop Test	<ul style="list-style-type: none"> • Keep version in Grab Box up to date. Create a process to regularly check the version, update hardcopy and have staff store softcopy in their one drive. • Weather event/Fire are major risks. • Key elements where plan could fail - redundancy of staff, reliance on Techquity to ensure IT functionality and replacement hardware, PropertyWise not in the cloud, no access to Property Data in server is compromised. Rates could be paid through Xero in an emergency. • Identified need to move PropertyWise to the Cloud asap and documents to be digitised, e.g Funeral maps investigate Cemetery Software options. • Additional staff to train in the event they assume acting roles of other officers with key roles in the Plan. Finance staff and two Works & Services staff. • Investigate purchase of Sat phone or WiFi calling using Starlink if communications are interrupted, decide suitable location to store Sat Phone if purchased. Source Grants that may be suitable to subsidise purchases. • Identified further temporary office spaces at the SES Building, Childcare Centre, staff could potentially use personal computers to access Microsoft 365 with 2 factor authentication work from home, or utilise shipping container and generator as mobile office.
08.02.2024	Review	
10.04.2025	Stimulation	

3 ACTIVATION

3.1 SIGNIFICANT DISASTER EVENTS

This Business Continuity Plan (BCP) will be activated by the Business Continuity Team (BCT) Leader, when a significant disaster event occurs that may cause major disruption to council's ability to deliver services to the Community. In his/her absence, see 2.4 above.

3.2 ORGANISATION

Upon activation of the BCP, the BCT Leader will assemble the BCT, as well as departmental representatives affected by the incident. The BCT will remain in operation for the duration of the emergency. The BCT Leader will have full authority to declare a disaster situation and have the authority to decide which elements of the business continuity plan should be invoked. The BCT will

be responsible for the overall management, co-ordination, control, and monitoring of the disaster situation and for the disaster recovery actions outlined within the Business Continuity Plan.

3.3 PLAN ACTIVATION

The activation of the Business Continuity Plan occurs in three phases:

3.3.1 INITIAL ACTIVATION

When an event creates or is likely to create a major disruption to Councils' operations, refer to section 2.4 of this plan for the BCT contact person to trigger an initial activation.

During office hours standard emergency procedures will be followed to secure the site / scene and the immediate situation managed by the Manager of the area affected. He/she will then contact the General Manager (BCT Leader) at the earliest possible time and provide a brief of the situation. If the General Manager is unavailable, the next available senior member of the BCT should be contacted.

3.3.2 EVALUATION PHASE

If not already on site, the BCT Leader once contacted will determine who will make an initial evaluation of the incident and determine the extent of the damage. The other members of the BCT will be placed on standby at this stage. Depending on the level of damage, the BCT Leader will either take no further action or will initiate partial / full activation of the plan.

3.3.3 FULL ACTIVATION

If the plan is fully activated, the BCT Leader will carry out the following actions:

- Instruct the BCT to meet at a nominated location.
- Provide a brief to all staff and councillors of the incident.
- Initiate contact with the Council staff affected and move them to a nominated site.
- Open a log of events (the Team Leader will nominate a person from Administration to record the events and ensure the Log is kept up to date). The BCT is to ensure record keeping of relevant events, decisions, transactions, conversation, photos and other necessary information.
- Contact the Local Government Risk Services (if appropriate).
- Start preparing a preliminary verbal report.

All BCT members will alert and deploy the appropriate supporting members of their respective groups in accordance with this plan.

4 BUSINESS RESUMPTION

Although Business Continuity is the immediate priority after any incident, the ultimate goal is Business Resumption. The timeline post any incident, consists of the following steps which may overlap:

- Assessment;
- Salvage;
- Restore Primary Site or
- Build New Primary Site; and
- Return to Site.

The actions of salvage and site restoration or site rebuild can be undertaken at the same time as Business Continuity actions and will be managed by the BCT Leader.

5 RESOURCES (PLANS, CONTACTS AND CHECKLISTS)

The following resources are provided to assist with the activation of this Plan, leading to the ultimate goal of business resumption.

5.1 INITIAL ACTIVATION PLAN

The table below identifies the key actions, responsibilities and resources required.

What do we need to do?	How will we do this?	Who will do it?	When will it happen?	What resources will we need?	Other considerations
Convene a meeting of the BCT for moderate and above (refer 3.3.3) or the Senior Management Team (SMT) for minor or insignificant, when safely possible.	First by Telecoms. If not possible – attempt to convene at Council Office.	Senior member of BCT.	As soon as the Event becomes apparent.	Available Telecoms.	Disaster may have taken out Telecoms - use appropriate alternative method if no telecoms.
Notify all relevant Key Stakeholders.	BCT Leader to delegate tasks (assuming we have telecoms).	BCT Leader.	When it is safe and prudent to do so.	Available Telecoms.	Disaster may have taken out Telecoms - use appropriate alternative method if no telecoms.
Determine staff welfare and availability.	Each Manager contacts their reporting staff if possible. If not contactable, wait for staff to make themselves available.	Each Manager contacts their reporting staff.	When it is safe to do so.	Available Telecoms. IT equipment.	Disaster may have taken out Telecoms - use appropriate alternative method if no telecoms.
Mobilise available infrastructure to assist in the event and deal	Utilise available staff.	Infrastructure and Airport team.	After the event has occurred.	Plant, equipment and labour.	

What do we need to do?	How will we do this?	Who will do it?	When will it happen?	What resources will we need?	Other considerations
with the incident.					
Review the impact on Telecoms and IT hardware, software systems if required.	Utilise IT support - Techquity and local.	Finance, IT staff.	After the event has occurred.	Support from Techquity.	
Damage and Safety Assessments on council and community assets.	Determine a central log for data capture.	Infrastructure & Airport team & Corporate team.	After the event has occurred.	Plant, equipment and labour, mobile phone/ camera and laptops.	
Identify and set up primary base for operations if required.	Through the Damage & Safety Assessments.	SMT.	After damage assessed.	SMT members, a vehicle, laptops and ability to communicate to staff, portable toilets and potable water.	
Report and review the incident with Council.	After primary base established.	SMT.	Regularly plus on an as needs basis.		
Liaise with the insurers or funding bodies to assist with the damages.	Phone, email, virtual meeting or written correspondence.	SMT.	As required.	Damage reports, assessments and photographs.	

What do we need to do?	How will we do this?	Who will do it?	When will it happen?	What resources will we need?	Other considerations
Replace, repair, rebuild as appropriate.		Outdoor staff or Contractors.			

5.2 KEY STAKEHOLDER COMMUNICATION PLAN

The table below identifies the key stakeholders, and the information that they are likely to require.

Key stakeholder	What they need to know	How Council will communicate	Contact information
Council Internal Staff, Mayor and Councillors	<ul style="list-style-type: none"> Time date and location of event Level of severity Possible casualties and identified risks Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> All-staff email Meetings Text messages Staff Intranet Signage 	Refer to tables at 5.5.1 and 5.5.2
SES Flinders Island	<ul style="list-style-type: none"> Time date and location of event Level of severity Possible casualties and identified risks Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> Email Text messages Signage In person 	Michael Withers Refer to table at 5.5.3
Tas Fire Service	<ul style="list-style-type: none"> Time date and location of event Level of severity Possible casualties and identified risks Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> Virtual meetings Text messages In person Email 	Steve Mason Refer to table at 5.5.3
Federal Government Relief Agency	<ul style="list-style-type: none"> Time date and location of event Level of severity Possible casualties and identified risks Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> Virtual meetings Phone call Email 	National Disaster Agency Refer to table at 5.5.3

Key stakeholder	What they need to know	How Council will communicate	Contact information
CASA	<ul style="list-style-type: none"> Time date and location of event Level of severity Possible casualties and identified risks Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> Virtual meetings Phone call Email 	Refer to table at 5.5.3
FI Ambulance	<ul style="list-style-type: none"> Time date and location of event Level of severity Possible casualties and identified risks Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> Virtual meetings Email Text messages Signage In person 	Michael Withers Refer to table at 5.5.3
Techquity	<ul style="list-style-type: none"> Time date and location of event Level of severity Degree of current impact to IT infrastructure Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> Virtual meetings Email Text messages Signage In person 	Matt Andrew IT Refer to table at 5.5.3
Tas Police	<ul style="list-style-type: none"> Time date and location of event Level of severity Possible casualties and identified risks Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> Virtual meetings Email Text messages In person 	S/SGT Chris Parr Refer to table at 5.5.3
Hydro	<ul style="list-style-type: none"> Time date and location of event Level of severity Degree of current impact to on-island power network Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> Virtual meetings Email Text messages In person 	Arron Daw Refer to table at 5.5.3
Telstra	<ul style="list-style-type: none"> Time date and location of event Level of severity 	<ul style="list-style-type: none"> Virtual meetings Email 	Refer to table at 5.5.3

Key stakeholder	What they need to know	How Council will communicate	Contact information
	<ul style="list-style-type: none"> Degree of current impact to IT / telecommunication infrastructure Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> Text messages In person 	
State Government Relief Agency	<ul style="list-style-type: none"> Time date and location of event Level of severity Possible casualties and identified risks Status of incident under control/ not under control) any complicating factors eg. weather 	<ul style="list-style-type: none"> Virtual meetings Email Text messages In person 	Annette Dean – SES Regional Planner Refer to table at 5.5.3
Insurance	<ul style="list-style-type: none"> Time date and location of event Level of severity Possible casualties and identified risks Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> Virtual meetings Email Phone call 	Refer to table at 5.5.3
Public Health	<ul style="list-style-type: none"> Time date and location of event Level of severity Possible casualties and identified risks Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> Virtual meetings Email Telephone In Person 	MPC Refer to table at 5.5.3
Banks	<ul style="list-style-type: none"> Time date and location of event Level of severity Degree of current impact to IT / telecommunication and Council Finance processes Status of incident under control/ not under control) any complicating factors e.g. weather 	<ul style="list-style-type: none"> Virtual meetings Email Telephone 	Bendigo and Westpac Refer to table at 5.5.3

5.3 BUSINESS CONTINUITY RISK MATRIX

The table below, presents a risk matrix to review the scale of effect arising from the significant event that has caused disruption. The matrix is then applied to evaluate the reaction council must take to address the situation.

Rate	Risk Event Consequence Rating	Community / Island	Municipal Infrastructure	Airport Infrastructure	Corporate Finance and IT	Council Employees and Councillors
1	Insignificant		Minor assets affected; Isolated event; Safety not compromised		Minor impact on cash reserves; disruption	Negligible impact on day-to-day service delivery
2	Minor		Minor assets affected; Few affected sites; Minor safety compromise		Minor impact on cash reserves; Minor loss/damage; Repairs required; Short term interruption	Several days interruption of day-to-day service delivery
3	Moderate		Moderate effect on assets; widespread locations; with safety compromised		Additional funding required; short to medium term loss of key IT hardware /network	Failure to deliver minor strategic objectives; temporary and recoverable failure of day-to-day services
4	Major		Severe effect on assets; widespread locations; with		Significant funding required; Widespread	Failure to deliver several major

Rate	Risk Event Consequence Rating	Community / Island	Municipal Infrastructure	Airport Infrastructure	Corporate Finance and IT	Council Employees and Councillors
			safety compromised		Medium- term loss of key IT hardware /network	strategic objectives and long- term failure of day-to- day service delivery
5	Catastrophic or declaration of Natural Disaster	Widespread Political loss of power, influence and decision making	Sever effect on assets: Roads, Buildings, Plant; Requires complete rebuild; Widespread, long-term loss of substantial key assets	Widespread, long-term loss of substantial key assets	State and Federal Funding required; External assistance; Widespread, long-term loss of key IT hardware /network	Failure to deliver essential services

5.4 POSSIBLE SIGNIFICANT EVENTS THAT CAN CAUSE A MAJOR DISRUPTION

The table below, identifies the Key Pillars of the Organisation that may be impacted by a significant event, and identifies the potential causes of a major disruption.

Community / Island: Infrastructure, Access and Connectivity and People	Council Municipal Infrastructure (Roads, Buildings, Plant)	Council Airport Infrastructure (Runways, Terminal, Fuelling, Buildings)	Council Corporate Finance and IT	Council Employees and Councillors
Natural disaster, Flood, Fire, Earthquake, Tsunami	Natural disaster, Flood, Fire, Earthquake, Tsunami	Natural disaster, Flood, Fire, Earthquake, Tsunami	Natural disaster, Flood, Fire, Earthquake, Tsunami	Natural disaster, Flood, Fire, Earthquake, Tsunami
Fraud and Cyber Attacks		Fraud and Cyber Attacks	Fraud and Cyber Attacks	Fraud and Cyber Attacks
Terrorist Attack	Terrorist Attack	Terrorist Attack	Terrorist Attack	Terrorist Attack
Sickness, Pandemic, Pestilence				Sickness, Pandemic, Pestilence
Strikes	Strikes	Strikes	Strikes	Strikes
Widespread Economic Collapse	Widespread Economic Collapse	Widespread Economic Collapse	Widespread Economic Collapse	Widespread Economic Collapse
Telecomms and Power Outage	Telecomms and Power Outage	Telecomms and Power Outage	Telecomms and Power Outage	Telecomms and Power Outage

5.5 CONTACT LISTS

The contact tables below identify key personnel within Council, and key stakeholders within the community and Tasmania.

5.5.1 COUNCIL STAFF CONTACTS

Department	Name	Title/Department	Phone	Email
Governance	Warren Groves	General Manager	0400 542 865	warren.groves@flinders.tas.gov.au
	Sue Mythen	Executive Officer	0458 976 321	sue.mythen@flinders.tas.gov.au
	Vicki Warden	Executive Officer	0493 615 283	vicki.warden@flinders.tas.gov.au
	Kyra Newman	Executive Assistant	0428 597 255	kyra.newman@flinders.tas.gov.au
Corporate Services	Jade Boyes	Corporate Services Coordinator	0427 576 624	jade.boyes@flinders.tas.gov.au
	Kate Blyth	Senior Finance Officer	0497 801 901	kate.blyth@flinders.tas.gov.au
	Karen Loughborough	Finance Officer	0419 533 788	karen.loughborough@flinders.tas.gov.au
	Melissa Mollineaux	Receptionist	0427 596 553	office@flinders.tas.gov.au
	Savannah Shaw	Receptionist	0448 997 654	office@flinders.tas.gov.au
Development Services	Jacci Smith	Development Services Coordinator	0419 316 823	jacci.smith@flinders.tas.gov.au
	Rowena Gill	Development Services Officer	0427 611 413	rowena.gill@flinders.tas.gov.au
Community Development	Sammi Gowthorp	Community Development / Council Engagement Officer	0421 667 159	sammi.gowthorp@flinders.tas.gov.au
	Megan Boyes	Community Development Officer	0427 661 758	megan.boyes@flinders.tas.gov.au
	Cathy Sausa	IT Officer	0448 631 9696	cathy.sausa@flinders.tas.gov.au
Infrastructure	Chris Wilson	Infrastructure and Airport Manager	0487 548 042	chris.wilson@flinders.tas.gov.au
	Ralph Posch	Workshop Coordinator	00448 084 313	
	Alan Rhodes	Work Foreman	0488 311 144	
	Angela Harley	Safety and Works Administration Officer	0447 377 093	angela.harley@flinders.tas.gov.au
	Grant Green	Town Maintenance Supervisor	0417 604 506	
Airport	Richard Harley	Airport Operations Officer	0448 953 514	airport.operations@flinders.tas.gov.au
	Airport - On-call officer		0429 813 929	airport.operations@flinders.tas.gov.au

Department	Name	Title/Department	Phone	Email
	Glenn Goessing	Airport Reporting Officer	0428 503 281	airport.operations@flinders.tas.gov.au
	Donald Withers	Airport Reporting Officer	0409 808 419	airport.operations@flinders.tas.gov.au
	Steve Mason	Airport Reporting Officer	0427 596 526	airport.operations@flinders.tas.gov.au
Funerals	Vicki Warden or delegate	Funeral Director	0421 667 157	sammi.gowthorp@flinders.tas.gov.au

5.5.2 COUNCILLOR CONTACTS

Name	Phone	Email
Rachel Summers (Mayor)	0467 046 809	rachel.summers@flinders.tas.gov.au
Vanessa Grace (Deputy Mayor)	0427 596 520	vanessa.grace@flinders.tas.gov.au
Garry Blenkhorn	0429 141 388	garry.blenkhorn@flinders.tas.gov.au
Aaron Burke	0419 003 067	aaron.burke@flinders.tas.gov.au
Carol Cox	0428 992 417	carol.cox@flinders.tas.gov.au
Peter Rhodes	0407 906 186	peter.rhodes@flinders.tas.gov.au
Ken Stockton	0428 855 022	ken.stockton@flinders.tas.gov.au

5.5.3 COMMUNITY CONTACTS

Area	Service	Name	Phone	Email
CBI	Cape Barren Island - Nurse	Leanne Bishop / Lauren Thurlow	0428 593 565 or 6359 3566	capebarrenhc@ths.tas.gov.au
CBI	Cape Barren Island Aboriginal Association	Denise Gardiner	6359 3533	denise.g@cbiaa.org.au
Community Services	CWA/Island News	Robyn Dilger	0448 905 100 6359 2177	dilgermail@bigpond.com
Community Services	Electrician	Tony Stent	0408 414 323	
Community Services	FIAAI	Maxine Roughley	6359 3532	maxine.roughley@fiaai.org.au
Community Services	Flinders Island District High	Joshua Moore	6359 2021	joshua.moore@education.tas.gov.au
Community Services	Fuel	Michael Withers	0418 524 147	michael.withers@tasports.com.au
Community Services	MEM Deputy Coordinator	Jacci Smith	0419 316 823	jacci.smith@flinders.tas.gov.au
Community Services	Municipal Emergency Manager (MEM) Coordinator	Warren Groves	0400 542 865	warren.groves@flinders.tas.gov.au

Area	Service	Name	Phone	Email
Community Services	Plumber	Derek Wills	0418 123 369	derekjwills@outlook.com
Community Services	Tasmanian Farmers and Grazier Association	Darren Grace	0418 665 337	darrenwgrace@outlook.com
Council Contractors	IT - Techquity (purchase of IT products and IT support)	Kade Hyland	1300 512 516	
Council Contractors	Tasmanian Laboratory Services		6334 3424	
Council Contractors	Arthur Gallagher (Insurance Broker)		1800 240 432	
Council Contractors	Page Seager Lawyers	Marc Edwards	0407 205 719 6235 5198	medwards@pageseager.com.au
Emergency	Ambulance	Steven Neville	0428 136 650	
Emergency	Biosecurity Tasmania	Andrew Carter	0460 003 047 1300 368 550	andrew.carter@nre.tas.gov.au
Emergency	Environmental Health Officer (Council)	Jacci Smith	0419 316 823	jacci.smith@flinders.tas.gov.au
Emergency	Flinders Island Multi-Purpose Centre (MPC) – Director of Nursing	Carol Baines	6359 0200	carol.baines@ths.tas.gov.au
Emergency	Parks & Wildlife	Jane Hutchinson	0458 094 647 6359 2217	Jane.hutchinson@parks.tas.gov.au
Emergency	Police	Sgt Chris Parr	0418 543393	christopher.parr@police.tas.gov.au
Emergency	Police	Constable Ryan Jeffery	0433 984 264	ryan.jeffery@police.tas.gov.au
Emergency	SES (obo volunteers)	Michael Withers	0418 524 147	michael.withers@tasports.com.au
Emergency	SES Regional Manager	David Nicholls	0474 931 192	david.nicholls@ses.tas.gov.au
Emergency	Tas Fire - Group Officer	Steve Mason	0427 596 526	
Emergency	Tas Fire - Northern Region Manager		6777 3666	northernregion@fire.tas.gov.au
Emergency	Vet	John O'Dell	0419 437 370	
Governance	Local Government Association of Tasmania	Dion Lester (Chief Executive Officer)	6146 3740	Dion.Lester@lgat.tas.gov.au
Infrastructure	Airport	Richard Harley	0448 953 514	richard.harley@flinders.tas.gov.au

Area	Service	Name	Phone	Email
Infrastructure	Electricity - Hydro Tas – Flinders Island Manager	Aronn Daw	0409 031 438 or 6359 2068	aronn.daw@hydro.com.au
Infrastructure	Electricity - Tas Networks (Hydro Tas) Fault line		132 004	
Infrastructure	Tas Ports	Garth Smith	0448 700 825	garth.smith@tasports.com.au
Infrastructure	Telstra – local	Peter Gee	0428 544 167	peter.gee1@team.telstra.com
Infrastructure	Water - Tas Water		136 992	

5.5.4 GOVERNMENT DEPARTMENTS

Government Department	Phone	E-Mail address
Communities Tasmania	1300 135 513	https://www.communities.tas.gov.au
Department of Education	1800 816 057	https://www.education.tas.gov.au
Department of Health	1800 816 057	https://www.health.tas.gov.au/
Integrity Commission	1300 720 289	https://www.integrity.tas.gov.au
Department of Justice	1300 13 55 13	https://www.justice.tas.gov.au
Department of Premier and Cabinet	1300 13 55 13	http://www.dpac.tas.gov.au/
Department of Natural Resources and Environment Tasmania	1300 368 550	https://nre.tas.gov.au/
Department of State Growth	1800 030 688	https://www.stategrowth.tas.gov.au
Local Government Division	03 6232 7022	https://www.dpac.tas.gov.au/divisions/local_government
Tasmanian Audit Office	1800 030 688	https://www.audit.tas.gov.au
Tourism Tasmania	+61 (03) 6165 5334	https://www.tourismtasmania.com.au/
Department of Treasury and Finance	(03) 6166 4444	https://www.treasury.tas.gov.au/
<i>For all other government organisations and boards</i>		https://www.service.tas.gov.au/tasmanian-government-organisations

5.6 CHECKLISTS TO ASSIST INCIDENT

The tables below summarise the checklist to assist decision making. Note some listed items may or may not be applicable.

5.6.1 IT CHECK LISTS

Item Description	Complete
Damage assessment	<input type="checkbox"/>
Recover computer systems and network environment(s)	<input type="checkbox"/>
Acquire and install replacement desktop computer equipment	<input type="checkbox"/>
Re-establish data network connections to external resources (branch locations, vendors)	<input type="checkbox"/>
Implement all telephone response plans (re-routing critical telephone numbers)	<input type="checkbox"/>
Arrange for all alternate site telephone installations	<input type="checkbox"/>
Ensure all system security devices and procedures are in place	<input type="checkbox"/>

5.6.2 RELIEF AND RECOVERY CHECKLIST

Item Description	Complete
Insurance company	<input type="checkbox"/>
Debris / Removal Company	<input type="checkbox"/>
Assign areas for the salvage team to work	<input type="checkbox"/>
Time Sheet	<input type="checkbox"/>
Desk / Separate Work Area	<input type="checkbox"/>
Water removal	<input type="checkbox"/>
Debris removal	<input type="checkbox"/>
Separate damaged from undamaged property	<input type="checkbox"/>
Damaged property inventory	<input type="checkbox"/>
Protect undamaged property	<input type="checkbox"/>
Record activities	<input type="checkbox"/>
Replacement equipment and supplies	<input type="checkbox"/>

5.6.3 ADMINISTRATION CHECK LIST

Item Description	Complete
Receive communication	<input type="checkbox"/>
Report to site	<input type="checkbox"/>
Perform complete damage assessment	<input type="checkbox"/>
Identify equipment and facility damage	<input type="checkbox"/>
Report on site status	<input type="checkbox"/>
Estimate of repair time	<input type="checkbox"/>
List of equipment needs	<input type="checkbox"/>
Clean-up and repair of facility	<input type="checkbox"/>
Order replacement equipment and supplies	<input type="checkbox"/>
Oversee and validate facility repair	<input type="checkbox"/>
Test replacement equipment	<input type="checkbox"/>
Return to primary site	<input type="checkbox"/>

5.7 SITE FUNCTION AND DEPARTMENT PRIORITY LIST

A business impact analysis identified the following site and function priorities to be followed when activating the BCP.

Office	Depot
<ul style="list-style-type: none"> • Establish a safe and appropriate work location for employees, for example: the Flinders Arts and Entertainment Centre, Depot, Emita Hall, Lady Barron Hall or Showgrounds • Establish essential services power, water and sewage • Establish telephone and computer network • Secure and salvage paper records where required • Continuous staff communication 	<ul style="list-style-type: none"> • Establish a safe and appropriate work location for employees for example, the Flinders Arts and Entertainment Centre, Depot, Emita Hall, Lady Barron Hall or Showgrounds • Establish essential services power, water and sewage • Utilise radio network for alternative work communications • Secure and salvage plant and equipment • Ensure plant readiness
Airport	Employees
<ul style="list-style-type: none"> • Conduct serviceability inspection on runways and issue a NOTAM if required • Make contact with CASA • Establish a safe and appropriate work location for employees for example, the Flinders Arts and Entertainment Centre, Depot, Emita Hall, Lady Barron Hall or Showgrounds • Inspection or obstacle lights • Secure access to Airport Reporting Inspection Systems (ARINS) reporting system • Secure and salvage plant and equipment • Ensure plant readiness 	<ul style="list-style-type: none"> • Establish welfare and location of all employees • Establish a safe and appropriate work location for employees for example, the Flinders Arts and Entertainment Centre, Depot, Emita Hall, Lady Barron Hall or Showgrounds • Establish essential services power, water and sewage • Implement remote and isolated working process as appropriate • Establish payroll protocols for continuity of employee pays • Determine trigger points for early payroll activation • Develop base pay payroll payment

Council Functions to Activate within 4 - 24 hours	Council Functions to Activate within 1-2 Days	Functions to Resume within 3 - 7 days	Functions to Resume within 8 – 21 days
<ul style="list-style-type: none"> • Airport assessment • Road Network assessment (Priority Basis) • Depot Operations • Media and Community Communications • Community Relief/Recovery • Emergency Management • Senior Management Team • Public Health 	<ul style="list-style-type: none"> • Supply of Fuel, Oils, Lubricants • IT Network • Plant and Equipment operability • Emergency Callouts • Staffing • Logistics • Other Council critical asset assessments 	<ul style="list-style-type: none"> • Waste Management • Emergency Works Planning 	<ul style="list-style-type: none"> • Finance • Councillors fully operational • Records Management • Community Development

5.8 SUPPORTING INSTRUCTIONS

The following general guidelines will apply:

5.8.1 STAFF AND PUBLIC ANNOUNCEMENTS

The General Manager and Mayor will be responsible for keeping staff and the public informed throughout the recovery period. The General Manager will use the media, website, social media and any other appropriate communications channels to:

- a. Tell all Council Staff what further action they need to take.
- b. Keep members of the public informed about the effect the incident will have on services.

The General Manager will seek to provide, at the earliest opportunity, a central point of contact for all customer enquiries relating to council business.

5.8.2 DAMAGED INFRASTRUCTURE

Where infrastructure is damaged the following must be considered:

- a. Secure the site / scene and restrict access to preserve any evidence that may assist with cause investigation.
- b. No salvage or recovery processes are to occur until scene investigations are complete and the Team Leader has authorised those activities to commence.
- c. Evaluating the extent of the damage and the potential consequences.
- d. Implementing measures to prevent loss or damage to life, property and resources and making the site secure and safe.
- e. Authorising recovery procedures to provide an operational service to staff and clients.

- f. Disseminating information to the public through approved channels.
- g. Ordering and acquiring replacement equipment where so authorised.
- h. Keeping control of expenditure arising out of recovery operations.
- i. Organising the return to normality once the emergency period has passed.

5.8.3 ALTERNATE LOCATIONS

The BCT and staff may be required to relocate to another council or designated alternative venue as determined by the BCT Leader.

5.8.4 AUTHORISED EXPENDITURE

The General Manager will authorise any expenditure needed for the prevention of further loss of life or injury, or loss or damage to property and assets and authorise the expenditure necessary for making sites secure and safe. Any other discretionary expenditure such as leasing offices or the replacement of high value assets must be referred to the General Manager. Records of expenditure relating to the incident should be kept for later consideration.

5.8.5 CASH

Although the normal procedures of official purchase orders, invoicing and creditor payments should apply, where immediate or cash payments are required, these can be arranged through the General Manager.

5.8.6 INSURANCE

Council's Insurance broker, Arthur Gallagher, must be advised at the earliest possible time of a potential claim. Before ordering any replacement high value assets, the General Manager must first be consulted in order to clarify the terms of existing cover.

5.8.7 IT BACKUP AND RESTORATION

Backups are encrypted with Veeam and covers the following servers: AD, RD and SQL. This is backed up to a NAS at the depot and runs at 7am, 12pm, 6pm.

As a secondary backup Techquity run encrypted cloud backups to a secure datacentre for the following servers: AD, RD and SQL and runs every night between 7-9PM.

All jobs are monitored and restore tested monthly.

In emergency, Techquity can restore from Council's cloud-based backups to Techquity's datacentre to have all servers fully functional again in approximately 4-6 hours.



RISK MANAGEMENT FRAMEWORK

Section 8.0 Flinders Municipal Emergency Management Plan

June 2023





FLINDERS COUNCIL

[A20/35948](#)

Plan Title: Flinders Municipal Emergency Management Plan
Issue Details: Issue 11 2020
Review Authority: Flinders Municipal Emergency Management Committee
Submission Authority: Commander Brett Smith
Regional Emergency Management Controller

Approval Authority: Darren Hine
State Emergency Management Controller

Signature: 

Date: 2 July 2020

Table of Contents

SECTION 1 OVERVIEW	4
Glossary	4
Acronyms	10
Introduction.....	11
Authority	11
Aim	11
Objectives	11
Scope	12
Activation.....	12
Context Statement	12
Population and Demographics.....	13
Culture	13
Natural Features	13
Built Environment	13
Infrastructure	14
Critical Infrastructure.....	14
Communication	14
Industry and Commerce	15
Emergency Services and Management	15
Hazard Summary	15
SECTION 2: GOVERNANCE AND MANAGEMENT	16
Roles of Government and Emergency Management Partners	16
Emergency Management Roles and Responsibilities for Flinders Council.....	17
The Legal Framework for Emergency Management.....	18
Emergency Management Responsibilities.....	19
SECTION 3 EMERGENCY MANAGEMENT ARRANGEMENTS	22
SECTION 3.1 PREVENTION AND MITIGATION	23
Overview	23
Principle	23
Legal Requirements	23
Current Emergency Risk Management Arrangements for Flinders.....	23
Current Themes in Prevention and Mitigation	23
Current Arrangements.....	24
SECTION 3.2 PREPAREDNESS	27
Principle	27
Overview	27
Legal Requirements	27
Legal Preparedness Requirements for Local Government.....	27
Current Arrangements.....	27
Community Warnings and Public Information.....	30
SECTION 3.3 RESPONSE	33
Principle	33
Legal Requirements	33
Command, Control and Coordination	34
Flinders Municipal Emergency Coordination Centre	36

Flinders Municipal Emergency Operations Centre	36
Escalation of Incident Control	37
Operational Communications.....	37
Resource Sharing and Coordination	37
Typical Actions During Phases of Emergency Response	39
Warnings and Public Information	40
Other Elements	49
SECTION 3.4 RECOVERY	54
Overview	54
Current Arrangements.....	55
Short Term Arrangements and Recovery Centres ('One Stop Shop')	56
Longer Term Recovery Arrangements.....	57
SECTION 4 PLAN ADMINISTRATION	60
Plan Contact	60
Review Requirements and Issue history	60
Distribution List.....	60
Consultation for this Issue	61
Communications Plan Summary	61
Validation of this Plan	62
Associated Documents	62
SECTION 5 APPENDICES	64
Appendix 1 Flinders MEMC Terms of Reference.....	64
Appendix 2 Map of Flinders Municipal Area	66

Summary List of Tables

Table 1 Roles & Responsibilities of Emergency Management Authorities.....	19
Table 2 All-Hazards Response: Typical Actions	39
Table 3 Summary of Warning Systems and Arrangements	41
Table 4 Summary of Public Information Arrangements.....	48
Table 5 Recovery Summary	59
Table 6 Distribution List	61
Table 7 Legislation	62
Table 8 Plans and Arrangements	62
Table 9 Other Resources	63

Summary List of Figures

Figure 1 Tasmanian Emergency Management Arrangements.....	16
Figure 2 Command, Control and Coordination.....	35
Figure 3 The Evacuation Process	
Figure 4 Typical Recovery Arrangements	Error! Bookmark not defined.

Section 1 Overview

Glossary

Term	In the context of this plan, this means:
Affected Area Recovery Committee	A committee established under section 24E of the Emergency Management Act 2006 after an emergency event to coordinate longer term recovery activities at the regional and/or local levels. These committees bring together members of the affected community, councils and relevant Tasmanian Government agencies to collaboratively plan, prioritise and coordinate regional and local recovery activities.
Command	The internal direction of an organisation's resources in an emergency.
Community Centres NB one or more centre type can be combined at the same location if necessary.	<p>Assembly: An identified location where affected persons can assemble. Assembly centres are generally established for a short period of time to meet the immediate personal support needs of individuals and families e.g. Community Fire Refuges.</p> <p>Community Fire Refuge: An identified location for persons requiring refuge from fire.</p> <p>Evacuation: A place, or facility, where people affected by an emergency may be provided, under the Emergency Management Act 2006, with information in relation to hazards associated with the emergency or with temporary shelter from those hazards.</p> <p>Information: An identified location where information is made available for emergency-affected people. They can be virtual (e.g. call centres or web based), or physical (e.g. at a community centre). Notwithstanding the structural arrangements, the importance of providing clear and consistent information is acknowledged</p> <p>Recovery: A place or facility where people affected by an emergency may be provided with information about, or support to recovery from, that emergency.</p>
Control	The overall direction and management of response/recovery activities for an emergency. The authority for control can be established in legislation or in an emergency plan and includes tasking and coordinating other organisations resources to meet the needs of the situation (ie control operates horizontally across organisations).
Coordination	The systematic acquisition and application of resources (workers, equipment, goods and services) during response/recovery. Coordination can operate vertically within an organisation (as a function of command), as well as horizontally across organisations (as a function of control).
Coordinating Agency	The identified government agency or agencies responsible for managing and coordinating the planning, delivery, monitoring and reporting for a group of recovery functions (recovery domain).
Debrief	A meeting of stakeholders to review the effectiveness of

Term	In the context of this plan, this means:
	response/recovery operations.
Deputy Municipal Coordinator	<p>From the <i>Emergency Management Act 2006</i>: "Deputy Municipal Coordinator" means the Deputy Municipal Emergency Management Coordinator appointed under section 23</p> <p>Section 23 establishes the Deputy Municipal Coordinator as a ministerial appointment in each municipal area who can act for the Municipal Coordinator when the Municipal Coordinator is:</p> <ul style="list-style-type: none"> • absent from duty or Tasmania OR • unable to perform the Municipal Coordinator duties (permanently) or • is temporarily not appointed e.g. has resigned etc.
Deputy Regional Controller	<p>From the <i>Emergency Management Act 2006</i>: "Deputy Regional Controller" means the Deputy Regional Emergency Management Controller appointed under section 17;</p> <p>Section 17 establishes the Deputy Regional Controller as a person to be the deputy to the Regional Controller. The person is either:</p> <ul style="list-style-type: none"> • a police officer determined by the Commissioner of Police and the State Controller OR • a person appointed by the Minister. <p>The Deputy Regional Controller can act for the Regional Controller when the Regional Controller is:</p> <ul style="list-style-type: none"> • absent from duty or Tasmania OR • unable to perform the Regional Controller duties (permanently)OR • is temporarily not appointed e.g. has resigned etc.
Emergency	As defined in the <i>Emergency Management Act 2006</i> , an emergency is: an event – or the threat of an event – that: endangers, destroys or threatens to endanger or destroy human life, property or the environment, or causes or threatens to cause injury or distress to persons; and requires a significant response from one or more of the statutory services.
Emergency Coordination Centre	A generic term for any facility or location where an identified group or team meets to coordinate measures to address the consequences of an emergency. The work at Emergency Coordination Centres can be agency-specific or community focused. This means multiple centres may be active for a single emergency, and they may be co-located with other centres depending on the situation (e.g. an Emergency Operations Centre). Municipal, Regional and State Emergency Management Committees manage the Emergency Coordination Centres that are focused on community-wide consequence management.
Emergency management	<p>The <i>Emergency Management Act 2006</i> defines 'emergency management' as:</p> <p>(a) the planning, organisation, coordination and implementation of measures that are necessary or desirable to prevent, mitigate, respond to, resist, adapt to, overcome and recover from an emergency; or</p> <p>(b) the planning, organisation, coordination and implementation of civil defence measures; or</p> <p>(c) the conduct of, or participation in, research and training for any</p>

Term	In the context of this plan, this means:
	<p>measures specified in paragraph (a) or (b); or (d) the development of policy and procedures relating to any measures or actions specified in paragraph (a), (b) or (c);</p>
Emergency management plan	<p>A document required under the <i>Emergency Management Act 2006</i> that describes governance and coordination arrangements and assigned responsibilities for: a geographic area; identified hazard; or function relevant to emergency management in Tasmania. This includes descriptions of processes for safe and effective operations in emergencies.</p> <p>Emergency management plans include the Tasmanian Emergency Management Plan, Regional Emergency Management Plans, State Special Emergency Management Plans and Associate Plans.</p>
Emergency Operations Centre	<p>A generic term for any facility or location where an identified group or team meets to give direction for agency-specific work related to an emergency.</p> <p>This includes the acquisition and allocation of resources required by the agency. The way Emergency Operations Centres are used can vary depending on the situation.</p>
Emergency powers (includes risk assessment powers)	<p>From the <i>Emergency Management Act 2006</i>: "emergency power" means a power specified in Schedule 1;</p> <p>These powers are formally authorised by the State Controller/ conferred on Regional Controllers and related to:</p> <ul style="list-style-type: none"> • directing/controlling movement of people, animals, wildlife • medical examination and/or treatment, decontamination • destruction of animals, wildlife, vehicles, premises/property suspected to be contaminated with chemical, biological, radiological materials • disposal of human and animal remains • managing energy supply (electricity, liquids, gas, other) • traffic control • closing public places/events • entry to vehicles or premises (stop, enter, inspect; seize, copy, take extracts of relevant items • property (e.g. excavate, earthworks, modify etc) • require cooperation for emergency management.
Special emergency powers	<p>From the <i>Emergency Management Act 2006</i>: "special emergency power" means a power specified in Schedule 2.</p> <p>Powers that mean the State Controller or the Regional Controller affected by the declaration of a state of emergency can direct resources to be made available to persons involved in emergency management and take such actions considered appropriate for emergency management</p>
Emergency risk management	<p>A systematic process that produces a range of measures that contributes to wellbeing of communities and the environment.</p>
Hazard	<p>From the <i>Emergency Management Act 2006</i>: "hazard" means a place, structure, source or situation that may potentially endanger, destroy or threaten to endanger or destroy human life, property or the environment.</p>
Management Authority	<p>The organisation responsible for providing guidance for aspects of</p>

Term	In the context of this plan, this means:
	<p>comprehensive emergency management. This responsibility is often established in legislation and undertaken in partnership with other organisations.</p> <p>NOTE: Management Authority is a new term developed through the last review of the TEMP. It is an adaptation of the 'Lead Combat Agency' term which is not as appropriate for prevention and mitigation and preparedness arrangements (which are new sections in emergency management plans).</p>
Municipal Chairperson	<p>From the <i>Emergency Management Act 2006</i>: "Municipal Chairperson" means the person determined under section 21(2) by a council to be the Municipal Chairperson.</p> <p>Section 21 establishes the Municipal Chairperson as a person determined by council for the municipal area to chair the Municipal Committee.</p>
Municipal Committee	<p>From the <i>Emergency Management Act 2006</i>: "Municipal Committee" means a Municipal Emergency Management Committee established under section 20.</p> <p>Section 20 establishes the Municipal Committee as a group established to institute and coordinate emergency management for a municipal area or a combined area.</p>
Municipal Coordinator	<p>From the <i>Emergency Management Act 2006</i>: "Municipal Coordinator" means a person appointed as a Municipal Emergency Management Coordinator under section 23</p> <p>Section 21 establishes the Municipal Coordinator as a person appointed by the Minister who has the authority and ability to make decisions relating to the coordination of emergency management in the municipal area during an emergency without first seeking the approval of council. The Municipal Coordinator has other responsibilities established by the <i>Emergency Management Act 2006</i> including:</p> <ul style="list-style-type: none"> • Executive Officer for the Municipal Committee • assist and advise the Municipal Chairperson, Regional Controller, SES Unit Manager and council • act as an Authorised Officer when required and authorise others to act as Authorised Officers.
Municipal Recovery Coordinator	<p>A person appointed to coordinate, manage and advise on recovery arrangements at a municipal level under section 24G of the <i>Emergency Management Act 2006</i>.</p>
Preparedness	<p>Planned and coordinated measures so safe and effective response and recovery can occur.</p>
Prevention and mitigation	<p>Planned and coordinated measures that eliminate or reduce the frequency and/or consequences of emergencies.</p>
Public information	<p>Information provided to the public immediately before, during and after an emergency to reduce the potential impact of an emergency or hazard.</p>
Recovery	<p>The process of dealing with the impacts of an emergency, with the aim of returning social, economic, infrastructure, economic, and natural environments to an effective level of functioning</p>

Term	In the context of this plan, this means:
Recovery authority	The organisation in charge of recovery from a specific emergency, including council, a Recovery Taskforce or a State Government agency.
Recovery Domain Coordinator (Social / Economic / Infrastructure / Environmental)	A nominated State Service employee authorized to plan, lead and coordinate the delivery of recovery services (by domain) within a region for and on behalf of a Regional Controller and the Coordinating Agency. Domain Coordinators often work on a regional basis, and include Regional Social Recovery Coordinators.
Recovery function	A particular activity or group of activities that may be undertaken as part of recovery efforts.
Recovery Taskforce	A temporary Tasmanian Government business unit established after a significant natural disaster or other emergency to support affected communities and coordinate a whole-of-government recovery effort.
Regional Committee	From the <i>Emergency Management Act 2006</i> : "Regional Committee" means a Regional Emergency Management Committee established under section 14; Section 14 establishes the Regional Committee as a group to institute and coordinate emergency management in the region.
Regional Social Recovery Coordinator	A nominated State Government worker who is authorised to coordinate the delivery of social recovery services within a region, in collaboration with Municipal Recovery Coordinators and their deputies.
Regional Controller	From the <i>Emergency Management Act 2006</i> : "Regional Controller" means the Regional Emergency Management Controller appointed under section 17; Section 17 establishes the Regional Controller function as a person who is either: <ul style="list-style-type: none"> • a police commander determined by the Commissioner of Police and the State Controller OR • a person appointed by the Minister.
Register. Find. Reunite	Australian Government service operated by Red Cross that registers, finds and Reunites family, friends and loved ones after an emergency.
State Controller	From the <i>Emergency Management Act 2006</i> : "State Controller" means the State Emergency Management Controller appointed under section 10; Section 10 establishes the State Controller function as a person who is either: <ul style="list-style-type: none"> • the Head of Agency for the Department of Police and Emergency Management OR • a person appointed by the Minister.
State of emergency	From the <i>Emergency Management Act 2006</i> : "state of emergency" means a state of emergency declared under section 42; Section 42 establishes a state of emergency as a declaration by the Premier when an emergency is occurring or has occurred in Tasmania resulting circumstances that require or may require special emergency powers, because emergency powers would be

Term	In the context of this plan, this means:
	insufficient to deal with the emergency.
Support Agency	Organisations that are responsible for maintaining, or maintaining access to, specific functional capabilities as agreed with Management Authorities. Support Agencies command their own resources in coordination with the Management Authority, as required.
Validation	Activities that are conducted to assess or review the effectiveness of emergency management arrangements. Standard validation activities include exercises, operational debriefs, workshops, and reviews.
Warnings	Dissemination of a message signaling imminent hazard/s, which may include advice on protection measures.
Worker	A generic term used to describe people who perform defined functions for an organisation or system, including: staff, volunteers and contractors/consultants.

Acronyms

Acronym	Stands for...
AARC	Affected Area Recovery Committee
AT	Ambulance Tasmania
BoM	Bureau of Meteorology
CBRN	Chemical, Biological, Radiological, Nuclear
DCT	Department of Communities Tasmania
DoH	Department of Health
DMC	Deputy Municipal Coordinator
DoE	Department of Education
DoJ	Department of Justice
DPAC	Department of Premier and Cabinet
DPEM	Department of Police, Fire and Emergency Management
DPIPWE	Department of Primary Industries, Parks, Water and Environment
DRFA	Disaster Recovery Funding Arrangements
DSG	Department of State Growth
DTF	Department of Treasury and Finance
ECC	Emergency Coordination Centre
EOC	Emergency Operations Centre
GIS	Geographic Information Services
MC	Municipal Coordinator
MECC	Municipal Emergency Coordination Centre
MEMC	Municipal Emergency Management Committee
MEMP	Municipal Emergency Management Plan
MRC	Municipal Recovery Coordinator
NGO	Non-Government Organisation
PPRR	Prevention and Mitigation, Preparedness, Response and Recovery
REMC	Regional Emergency Management Committee
RSRC	Regional Social Recovery Coordinator
SEMC	State Emergency Management Committee
SES	State Emergency Service
SOP	Standard Operating Procedure
SIT REP	Situation Report
TasPol	Tasmania Police
TEIS	Tasmanian Emergency Information Service
TEMA	Tasmanian Emergency Management Arrangements
TFS	Tasmania Fire Service
THS	Tasmanian Health Service

Acronym	Stands for...
TRRA	Tasmanian Relief and Recovery Arrangements

Introduction

- 1.1. Emergencies can and do occur in the Flinders Municipal area. Accordingly, effective planning processes must be in place.
- 1.2. This plan establishes the commitments of various organisations involved in emergency management within the Flinders Municipal Area. This will enable the coordinated prevention and mitigation of, preparedness for, response to, and recovery from any emergency event.
- 1.3. This plan does not include the detailed procedures maintained by each emergency service and supporting organisation which describe how they will provide their particular services in a range of different emergency scenarios.
- 1.4. This plan represents the highest level of emergency management planning documentation within the municipality. Operational documentation which sit as sub-plans to this plan include:
 - a Recovery Management Plan;
 - b Oil Spill Plan;
 - c Flinders Council Pandemic Plan Version #1
- 1.5. The Municipal Committee maintains a Terms of Reference (TOR) which are reviewed approximately every two years. Appendix 1 Flinders MEMC Terms of Reference details the Flinders TOR.

Authority

- 1.6. This plan has been prepared in accordance with the *Emergency Management Act 2006*, (S33). It is issued with endorsement of the Regional Controller North (RC), under the authority of the State Controller (SC).
- 1.7. This plan is maintained by the Flinders Island Municipal Emergency Management Committee (MEMC).

Aim

- 1.8. The aim of this plan is to detail the current governance, command, control, coordination, arrangements for emergency management in the Flinders Municipal Area in a way that spans the prevention and mitigation, preparedness, response, and recovery continuum.
- 1.9. The Municipal Area incorporates the Furneaux, Kent, Hogan and Deal Island groups and all other Tasmanian islands in eastern Bass Strait up to the border with Victoria just off the coast of Wilsons Promontory.

Objectives

- 1.10. The objectives of this plan are to:
 - a Describe the emergency management arrangements for Flinders Municipal Area
 - b Describe the emergency management roles and responsibilities of stakeholders across all levels of government and non-government agencies;
 - c Outline the arrangements for prevention/mitigation, preparedness, response and recovery for Flinders Municipal Area

- d Detail a program for risk assessment, treatment and monitoring and where possible reduce the levels of emergency related risks to public safety within the Flinders Municipal Area.
- e Detail the incident management arrangements in place at the municipal, level, and as it links to regional and state levels;
- f Define protocols for the provision of support to neighbouring regions and the acquisition of State and Commonwealth resources where required.

Scope

- 1.11. The scope of this plan is restricted to emergencies which originate within or may affect the Flinders Municipal Area.
- 1.12. The arrangements detailed in this plan are intended to be scalable and flexible so they can be adapted as required.
- 1.13. These arrangements remain active across the PPRR spectrum. However, in times of emergency, specific powers/authorities may be sanctioned to complement existing efforts.

Activation

- 1.14. Activations of this plan usually occur in the first instance through the Flinders Municipal Coordinator (MC).
- 1.15. In addition, direction and/or advice to activate this plan (either in full or part) may be provided by the:
 - a Regional Controller (Northern Region);
 - b Regional Emergency Management Planner, SES (Northern Region);
 - c Regional Chief, TFS (Northern Region).
- 1.16. Coordination of formal activation of arrangements is best achieved by working with the SES RM North.

Context Statement

- 1.17. The Flinders Municipal Area extends from the Victorian/Tasmanian border immediately south of Wilson's Promontory to the south of Clarke Island in Bass Strait. It embraces the Furneaux, Kent and Hogan Groups, which is a scattered chain of islands in eastern Bass Strait and covers a total area of 1992 square kilometres. Appendix 2 provides a map of the Flinders municipal area, detailing key infrastructure and assets.
- 1.18. Flinders Island is the largest (137 400 ha) and most populated island in all the groups. The Furneaux Group includes Flinders Island and two other large islands, Cape Barren Island and Clarke Island. The remaining seventy smaller islands are of varying size.
- 1.19. Due to the isolated nature of the islands from both mainland Tasmania and Victoria, all support agencies and authorities are encouraged to plan on the basis that external support will not be available for a period of time and that some resources will be unobtainable in the short term.
- 1.20. Emergency response and recovery efforts should be conducted in a way that considers the isolated nature of the Flinders municipal area as well as the diverse communities on the Islands.

Population and Demographics

- 1.21. The population of Flinders Island is approximately between 700-900 persons, with the exception that during the period December to April, an increase of up to 40% may be experienced. This figure includes approximately 70 persons who live on Cape Barren Island.
- 1.22. Key demographic features are detailed below:
 - a Flinders has approximately 60-80 students aged between 5 and 19 years;
 - b A portion of the population identify as Indigenous;
 - c There are approximately 400 dwelling structures (separate houses; cabins; caravans; flats).

Culture

- 1.23. Flinders has a wide range of cultural and sporting activities encompassing traditional pursuits such as fishing, shooting, Mutton Birding and arts and crafts. In addition, there are many community-based activities such as the Country Women's Association (CWA).

Natural Features

- 1.24. Flinders Island is dominated by ridges of granite, which occupy about a third of the island, including the striking features of the Strzelecki Range to the south. In addition there is the Darling Range, Mt Killiecrankie, and the Patriarchs. About half of the Island's area is coastal sand dunes and related soil deposits. These form a broad plain on the eastern side on Flinders Island and a narrow strip on the western side. The highest peaks are Mt Strzelecki on Flinders at 756m. There are many other peaks which exceed 400m.
- 1.25. Many small streams within Flinders Island flow directly to the coast, forming the drainage pattern for the island. Due to the steepness and short distance to catchments, many of the smaller streams only flow after heavy rainfall. Many coastal lagoons exist along the eastern coastline of Flinders and Cape Barren Islands due to sand dunes blocking drainage to the coast. Variation in rainfall, altitude, geology and landform has led to considerable variation in soil and vegetation types on the islands.
- 1.26. Rainfall ranges from approximately 600mm to 800mm a year with greater falls likely in the cooler months from May to October. The climate is generally mild as the sea has a moderating effect, which protects the islands from extreme temperatures. The mean minimum temperature in July is 6.0C and the mean maximum for February is 22.5C. Summer temperatures can reach 40C.
- 1.27. Winds are predominantly westerlies which can blow unabated for several days at a time, particularly during late winter and spring. Sea breezes occur during the summer months. Consequently, coastal waters can be exposed to strong and variable winds and high seas at all times during the year.
- 1.28. Cape Barren Island (indigenous name: Truwana) lies to the south east of Flinders Island and has an area of 478.4km². For the most part, the population of Cape Barren Island identifies as Aboriginal. The Corner (on the northwest coast) represents the main population hub. The highest point on Cape Barren is Mt Munro at 715 metres.

Built Environment

- 1.29. The communities of Whitemark, Lady Barron and Cape Barren are home to the Islands' primary built environment. Built environment constitutes: Multi-purpose Centre, Whitemark; Cape Barren Health Centre; residential properties; businesses industrial properties; and holiday homes.

Infrastructure

- 1.30. There are approximately 300-420 kilometres of road in the Flinders Municipal Area, with some 94kms sealed, and the remainder good quality gravel roads.
- 1.31. Many four-wheel drive tracks access the hills and beaches.
- 1.32. The main airport, 5kms north of Whitemark, has two 30 metre wide runways with permanent lighting. Runway 05/23 is sealed and has a length of 1070m. Runway 14/32 is a sealed surface with a length of 1720m.
- 1.33. Reticulated water supplies are available in the towns of Whitemark, Lady Barron and Cape Barren.
- 1.34. Electricity is available to most properties on Flinders Island, supplied by Hydro Tasmania from a diesel-fired Power Station, solar arrays located at Whitemark and 3 wind turbines. Tasnetworks maintains a role in responding to customer enquiries relating to faults. Momentum is responsible for providing customer service and billing to residents.
- 1.35. Cape Barren Island has electricity supplied by diesel/wind generator units to the main settlement.
- 1.36. Cape Barren has an airport which consists of 1 runway.

Critical Infrastructure

- 1.37. The Flinders Municipal Area comprises a variety of critical infrastructure. These are listed below:
 - a Flinders Island Multi-Purpose Centre (MPC);
 - b Hydro Tasmania Power Station;
 - c Flinders Island District High School;
 - d Flinders Island Emergency Services Building (Whitemark);
 - e Tasports Lady Barron Wharf facilities;
 - f Telecommunications (Telstra) infrastructure (Mt Tanner; Vinegar Hill; Hays Hill; Middle Patriach Hill; Whitemark Post Office; Emita; Memana; Lackrana; Lady Barron; Ranga).
 - g TasWater supply infrastructure (Lady Barron water treatment plant; Vinegar Hill water reservoir; Pats River pump station and water treatment plan at Whitemark);
 - h Lady Barron Fuel Depot;
 - i Walkers Hill (Edac, VHF and UHF repeater and mobile tower)
 - j There are approximately 24 airstrips in the Flinders Municipality, with Lady Barron and Whitemark being the primary strips

Communication

Telephones

- 1.38. The primary method of communication in the Flinders area is by telephone. Telstra has a technician on the Island that is responsible for maintaining the telephone system. In the event of a major failure whereby local resources are unable to re-establish the telephone system, support is available from Launceston albeit that considerable delays will occur.
- 1.39. There are a significant number of radio landline telephones on the Island. Landline services generally are diminishing.

Mobile Radio Network

- 1.40. Very High Frequency (VHF) radio systems are utilized by emergency services (SES, AT, TFS), Council and Parks and Wildlife which enable radio communications from the Island to mainland Tasmania.
- 1.41. In the event of a significant or prolonged emergency, Flinders SES is able to assist in the establishment and monitoring of a VHF radio network. If required, additional VHF radios can be supplied to supporting agencies. It should be recognised that due to the isolated nature of the Flinders area, these cannot be provided in the short-term and delays will occur as a result.
- 1.42. Support agencies are encouraged to have easy access to Ultra High Frequency (UHF) radios to facilitate immediate on-site communications.

Industry and Commerce

- 1.43. Agriculture constitutes the key form of commerce for Flinders. Other primary forms of industry and commerce for Flinders include:
 - a Tourism;
 - b Retail;
 - c Fishing.

Emergency Services and Management

- 1.44. Overall governance for emergency management for the Flinders area is the responsibility of the Flinders Council. Individual emergency service organizations bear responsibilities for emergency management activities as they pertain to their respective lead agency roles.
- 1.45. Emergency services with a presence on Flinders include: SES, TFS, PWS, and TasPol and AT.

Hazard Summary

- 1.46. Key hazards (identified as a part of the Tasmanian Emergency Risk Management Project) which have the potential to have impacts in the Flinders Municipal Area include:
 - a Fire;
 - b pests and weeds;
 - c Exotic animal disease;
 - d Earthquake;
 - e Critical infrastructure damage;
 - f Pandemic;
 - g Mass casualty;
 - h Oil spill;
 - i Shipping/boating accidents;
 - j Aircraft incidents;
 - k Tsunami.

Section 2: Governance and Management

Roles of Government and Emergency Management Partners

- 2.1. In Australia, the three spheres of government (Commonwealth, State and local) work in partnership to achieve safer, resilient communities through robust emergency management arrangements. The Tasmanian Emergency Management Arrangements (TEMA) provides a summary of the different roles of government for emergency management. Non-Government Organisations (NGOs), industry/professions, communities and individuals complement the work of Governments for emergency management.
- 2.2. Emergency management arrangements in Tasmania are organized into three regions (North; South; North West). Emergency management arrangements for Flinders fit within this framework.
- 2.3. The Northern Region Emergency Management Committee (NREMC) is chaired by the Regional Controller North (Police Commander Northern District) with Executive Officer support being provided by the SES Regional Emergency Management Planner North (RM North). The NREMC provides governance oversight for emergency management for Tasmania's north region. s.13-18 of the Act establishes this role and function.
- 2.4. At a municipal level, local government has a central role in coordinating and facilitating a range of emergency management activities for all hazards at a local level, as well as resourcing specific Council responsibilities for emergency management. The Flinders MEMC is Chaired by the Mayor, with Executive Officer support being provided by the Municipal Coordinator. s.19-24 of the Act establishes the role and functions of the Flinders MEMC.
- 2.5. Figure 1 illustrates the hierarchy of emergency management arrangements in Tasmania as they relate to the Flinders local government area.

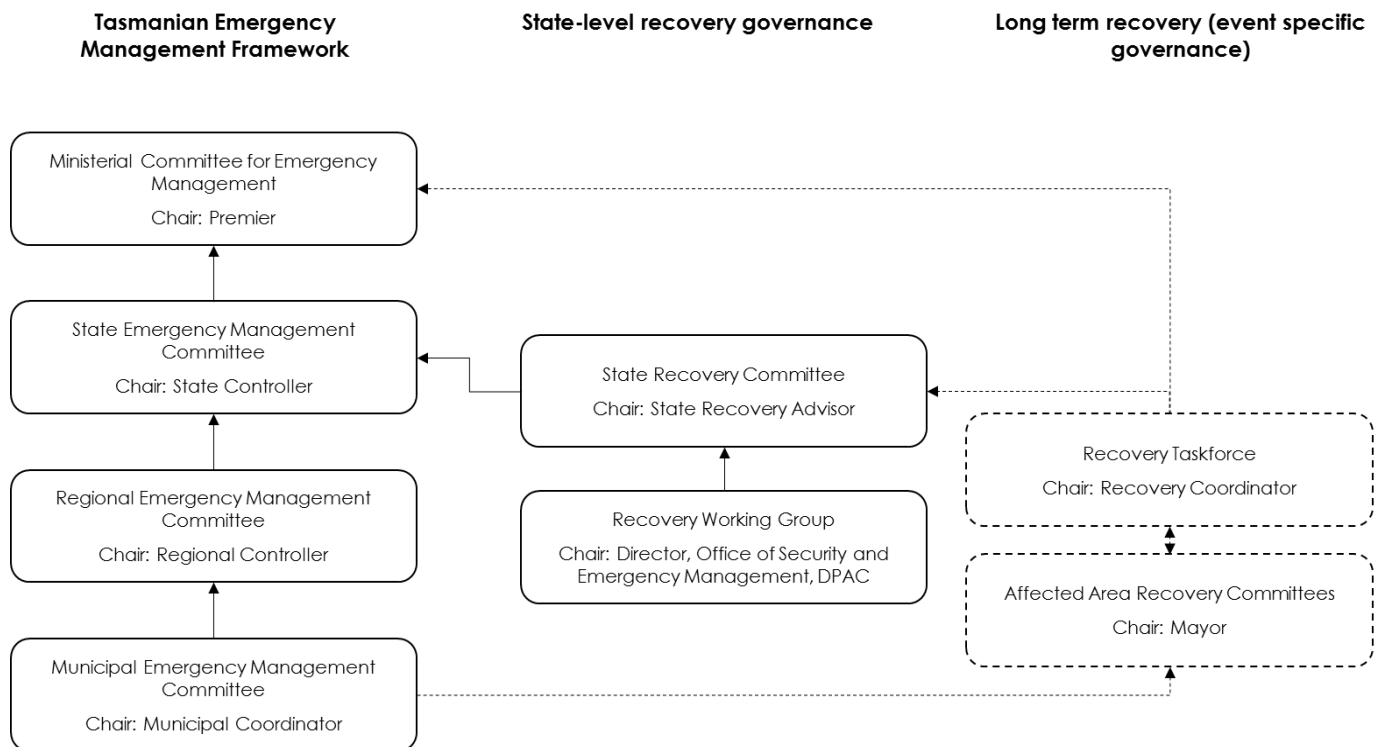


Figure 1 Tasmanian Emergency Management Arrangements

Emergency Management Roles and Responsibilities for Flinders Council

- 2.6. In relation to emergency management, the Flinders Mayor is responsible for the following key tasks:
- a Providing leadership and direction to the Flinders MEMC as its Chair;
 - b Promoting the importance of emergency management within Council and supporting special initiatives;
 - c initiating public appeals for financial assistance;
 - d Providing reassurance to members of the community who have been affected by an emergency event; and

Chairperson, MEMC

- 2.7. The Flinders Council Mayor chairs the Flinders MEMC.
- 2.8. The Chairperson of the MEMC is responsible for the following:
- a Managing the discussion of emergency management issues at MEMC meetings;
 - b Liaising with the Municipal Co-coordinator in relation to emergency management matters which may impact the municipality;
 - c Promoting pro-active emergency management in the community via the MEMC committee; and
 - d Endorsing for Council approval MEMC-led emergency management plans and initiatives.

Municipal Coordinator

- 2.9. The Municipal Coordinator is responsible for the following tasks:
- a Providing XO support to the MEMC;
 - b Briefing the MEMC Chair and Council on all matters pertaining to emergency management;
 - c Represent Flinders Council at the meetings of the NREMC;
 - d Initiating the activation of this emergency management plan and or relevant sub plans as required;
 - e Liaising with external agencies in all phases of emergency management;
 - f Liaising with the General Manager of Council regarding the authorisation of required Council expenditure in combating an emergency event and advising Council as soon as possible after such expenditure;
 - g Directing the activities of the Deputy Municipal Coordinator;
 - h Directing the activities of the Flinders Social Recovery Coordinator;
 - i Promoting emergency management training and education within the local government area;
 - j Providing comment on emergency management arrangements in Tasmania as required by reviews of legislation and subsequent state and regional plans;
 - k Initiating ongoing risk assessments for the Flinders area; and
 - l Initiating and conducting subsequent reviews of this plan as required by the Emergency management Act 2006 in liaison with the SES Regional Emergency Management Planner and members of the Flinders MEMC.

Deputy Municipal Coordinator

- 2.10. The Deputy Municipal Coordinator is responsible for:
- a Carrying out tasks as requested by the Municipal Coordinator;
 - b Proposing and/or supporting emergency management initiatives; and
 - c Performing the functions of the Municipal Coordinator in their absence

General Manager

- 2.11. In relation to emergency management, the General Manager of Flinders Council is responsible for:
- a Providing resource support to the MC (and MEMC members through the MC) as requested by the Municipal Coordinator or Mayor prior to, during or upon cessation of an emergency; and
 - b Liaising with the SES Regional Emergency Management Planner and Mayor in relation to the nomination of key Council emergency management personnel (MC; Deputy MC; Recovery Coordinator).

The Legal Framework for Emergency Management

- 2.12. In Tasmania, powers and authorities for emergency management are provided in the *Emergency Management Act 2006* (the Act). The Act establishes a flexible emergency management system including emergency powers for the appointment of workers for emergency management functions, including Municipal Coordinators (MCs), Deputy Municipal Coordinators (DMCs) and Municipal Chairpersons.
- 2.13. Supporting responsibilities are established in the *Local Government Act 1993* and the accompanying *Local Government (Building and Miscellaneous Provisions) Act 1993* for Council functions and powers that include:
- a Providing for the health, safety and welfare of the community;
 - b Representing and promoting the interests of the community; and
 - c Providing for the peace, order and good government of the municipal area.

Emergency Power and Declarations

- 2.14. The *Emergency Management Act 2006* provides powers for Regional Controllers, the State Controller, the Minister and the Premier to authorise and/or direct authorised officers to take action for the protection of life, property and the environment. There are three types of powers established by the Act:
- a Risk assessment powers, -authorised by the State Controller (s36);
 - b Emergency powers, -authorised by the State Controller (s40); and
 - c Special emergency powers (under a declared state of emergency) authorised by the Premier. In this circumstance, Regional Controllers automatically have emergency powers conferred to them (s42).
- 2.15. These powers can be used at any time, provided the criteria set out in the Act are met. Municipal Coordinators provide advice to the SES Regional Emergency Management Planner if they believe powers should be authorised.
- 2.16. Conversely if powers under this Act are authorised the Regional Controller/SES Regional Emergency Management Planner will assist the Municipal Coordinator to perform the functions required of them. Any specified authorised officer, that may include the

Municipal Coordinator, may need to implement the powers as required by the authorisation.

- 2.17. Section 3 of this plan provides details as to how these powers and declarations are activated and used during times of emergency response.

Emergency Management Responsibilities

- 2.18. The following table summarises the responsibilities of Management Authorities and councils for hazards in Tasmania. This table is not intended to be exhaustive, and changes to it can be made by agreement through the consultation framework over the life of this plan and/or as required during emergencies. More detail for comprehensive responsibilities is included in the regional plan.

Table 1 Roles & Responsibilities of Emergency Management Authorities

Row	Hazard	Response Management Authorities	Typical Council Support Function and Activities
1	Biosecurity emergencies (includes exotic animal, plant and marine disease, and pest emergencies)	DPIPWE Biosecurity Tasmania	Property identification Road closures Local operations centres Access to disposal facilities Plant and machinery
2	Coastal erosion	DPIPWE Resource Management and Conservation Division	Property identification Road closures Local operations centres Plant and machinery
3	Earthquake	TasPol	Property identification Road closures Local operations centres Building inspections Engineering assessments Plant and machinery
4	Energy supply emergency (Includes: petroleum, gas, electricity. Excludes: energy infrastructure failures)	State Growth	Property identification Local operations centres Advice on facilities requiring priority restoration
5	Environmental emergency (marine pollution and spills)	DPIPWE EPA	Infrastructure information including storm water and sewerage Plant and machinery
6	Fire-national parks, reserves	DPIPWE Parks and Wildlife Service	Community information Plant and machinery
7	Fire-declared forest land/state forest	Forestry Tasmania	Community information Plant and machinery
8	Fire-urban, and privately managed rural land	TFS	Property identification Road closures Plant and machinery

Row	Hazard	Response Management Authorities	Typical Council Support Function and Activities
9	Food contamination	DoH Public Health Services	Premises inspection Infection controls Community Information Property identification
10	Hazardous materials-chemical, liquid fuel, explosives (unintentional release)	TFS	Property identification Road closures
11	Hazardous materials-radiological (unintentional release)	TasPol	Property identification Road closures
12	Influenza pandemic	DoH Public Health Services	Flu clinic facilities Community information
13	Infrastructure failure-buildings	TasPol	Property identification Road closures Local operations centres Community information Plant and machinery
14	Infrastructure failure-state roads and bridges NB includes transport disruption	State Growth Traffic and Infrastructure Services	Local operations centres Community information Plant and machinery Alternative transport routes
15	Public health emergency	DoH Public Health Services	Premises inspection Infection controls Community Information Property identification
16	Space debris	TasPol	Property identification Road closures Local operations centres Plant and machinery
17	Storm, high winds, tempest	SES	Property identification Road closures Local operations centres Plant and machinery
18	Transport crash-aviation	TasPol	Community Information
19	Transport crash: <ul style="list-style-type: none"> • marine (no environmental emergency) • railway • road vehicles 	TasPol	Local operations centres Plant and machinery Road closures Alternative transport routes
20	Tsunami and related sea inundation	DPFEM	Property identification Road closures Local operations centres Plant and machinery

Row	Hazard	Response Management Authorities	Typical Council Support Function and Activities
21	Water supply contamination	DoH	Property identification Road closures Local operations centres Plant and machinery Management of water carriers

Section 3 Emergency Management Arrangements

This section describes the general arrangements for emergency management in the municipal area. It has 4 sub-sections:

Prevention & Mitigation	This section describes the current focus of prevention and mitigation for municipal emergency management.
Preparedness	This section describes what is done to be ready to respond and manage community recovery, before an emergency occurs or is imminent.
Response	This section describes what is done when an emergency occurs or is imminent.
Recovery	This section describes what is done in similar time frames to response to support community recovery in the short-term and the longer term across the 4 community recovery elements: <ol style="list-style-type: none"> 1. social 2. infrastructure 3. economic 4. environment 5. cross-domain, including appeals management and spontaneous

Section 3.1 Prevention and Mitigation

Overview

- 3.1.1. At times hazards such as flood, fire, severe weather, oil spills, industrial explosions, earthquake and landslides interact with our communities. The negative consequences of such interactions can vary in magnitude considerably. Accordingly, all communities need to consider the levels of risk associated with such interactions and either mitigate these levels of risk based on pre-established standards of tolerance, or plan strategies for responding to the emergencies created by interactions between hazards and the community.
- 3.1.2. The Flinders MEMC oversees a range of prevention and mitigation activities in collaboration with its emergency management partners at municipal, regional and state levels. For the most part, it does this through its maintenance and review of an emergency risk register.

Principle

- 3.1.3. Maintaining a proactive and rigorous approach to hazard research, risk assessment and risk treatment is an important investment that works to ensure the sustainability and long-term economic success of the Flinders community. These activities act as pre-cursors to preparedness work and enable a safer Flinders community by reducing risk, damage and losses (including economic, social and environmental) from emergency events.

Legal Requirements

- 3.1.4. Broad responsibilities for managing the risks posed by hazards are established under a variety of legislation (e.g. *Land Use Planning and Approvals Act 2005*; *General Fire Regulations 2010*, *Environmental Management and Pollution Control Act 1994*, et cetera). Specific responsibilities for mitigating the effects of hazards in Tasmania's Northern Region are established under the *Emergency Management Act 2006*, the *Local Government Act 1993*, and the *Public Health Act 1997*.

Current Emergency Risk Management Arrangements for Flinders

- 3.1.5. Emergency Risk Management programs seek to identify and assess levels of risk within a particular community and are precursors to effective emergency management planning.
- 3.1.6. Agency representatives on the Flinders MEMC are responsible for conducting risk assessments based on the findings of credible research and incorporating the outcomes into their risk management programs and hazard registers undertaken in accordance with the *Tasmanian Emergency Risk Assessment Guidelines (TERAG)*. Risk management activities are completed in line with the relevant national standard eg AS/NZS ISO 31000:2009 and the relevant requirements/guides of each participating organisation.
- 3.1.7. Subsequent prevention and mitigation work programs are underpinned by the Flinders Risk Register. Those risks requiring mitigation are to be progressively implemented under the direction of the MEMC and the Flinders Council.

Current Themes in Prevention and Mitigation

- 3.1.8. Current themes in Tasmania for reducing the effects of hazards include but are not limited to:
- a Business continuity management;
 - b Mitigation works and activities;
 - c Community capacity/resilience building; and

d Land use planning reforms.

3.1.9. In accordance with these themes, emergency stakeholders on Flinders are encouraged to:

- a Develop all-hazard business continuity plans;
- b Undertake risk research activities – e.g.: emergency risk management projects;
- c Identify and implement mitigation works/activities relevant to recognized hazards;
- d Identify and implement programs that enhance community resilience to risk;
- e Identify and implement community education programs that focus on raising awareness regarding relevant hazards and risks; and
- f Incorporate risk reduction strategies into land use planning schemes.

Current Arrangements

Research

3.1.10. Through its membership, the Municipal Committee maintains an awareness of research for hazards and emergency management relevant to the municipal area.

3.1.11. The research areas of key focus currently include:

- a Bushfire;
- b climate change;
- c tsunami;
- d emergency warnings

3.1.12. Findings of research that has relevance for the Municipal Committee's emergency management partners (including the community) are communicated/shared in a coordinated and appropriate way by committee members.

Risk Management

- 3.1.1 Each organisation is responsible for conducting risk assessments based on the findings of credible research, and incorporating the outcomes into their risk management programs and hazard registers as required. Risk assessment and risk management activities are completed in line with Tasmanian Emergency Risk Assessment Guidelines (TERAG) and AS/NZS ISO 31000:2009 and the relevant requirements/guides of each participating organisation.
- 3.1.2 Outcomes of the Tasmanian Municipal Emergency Risk Management Project 2017 and the 2016 Tasmanian State Natural Disaster Risk Assessment project coordinated by the SES are reviewed by the Municipal Committee and is responsible for updating them on case by case basis, in consultation with stakeholders. Aspects that affect this municipal area are used as the basis for regular reviews to this plan, so the arrangements address the major risks to community safety.
- 3.1.3 Appendix 5.2 summarises the current risk assessment findings and identify the following general responsibilities for treatments:
 - a council responsibility
 - b partnership: combination of councils, State Government agencies, Industry, Individuals

- c State Government agency, Industry Association, Industry sector or individual d
Whole of Government responsibility.

Business Continuity

- 3.1.13. All-hazards business continuity planning and management is regarded as a vital prevention and mitigation strategy.
- 3.1.14. Each asset owner/service provider is responsible for maintaining systems, processes and resources to achieve an appropriate standard of business continuity.
- 3.1.15. Supply/redundancy of main services is of particular importance for local emergency management operations. Those of particular significance include:
- a electricity supply;
 - b Potable water;
 - c Transport networks and alternative route planning;
 - d Telecommunications;
 - e Emergency services; and
 - f Public/environmental health standards.

Land Use Planning

- 3.1.16. Land use planning responsibilities are identified in the *Land Use Planning and Approvals Act 1993* and largely at municipal level they are managed by council.
- 3.1.17. Responsible land use planning is widely recognized as a valuable policy instrument for emergency hazard mitigation, particularly in relation to natural hazards.
- 3.1.18. Land use strategies of particular importance to prevention and mitigation considerations include:
- a Avoid development for areas where such development will increase the likelihood of risk and/or the level of impact;
 - b Limit development that is likely to contribute to increase risk;
 - c Limit development in high-risk areas through zoning and overlay controls;
 - d Limit the types of development allowed in high to moderate risk areas – zoning such areas for recreation or other forms of public uses can reduce the potential impacts of hazard events; and
 - e Establish and apply appropriate development controls based on the assessed risk in moderate and lower risk areas. These controls can include minimum elevations, setbacks and lot sizes, as well as maximum densities and site coverage.
- 3.1.19. This plan recognizes that effective overall land use planning involves the careful of land use prevention and mitigation strategies with other associated social planning strategies (population; community development; et cetera).

Section 3.2 Preparedness

Principle

- 3.2.1. Maintain appropriate levels of preparedness to ensure response and recovery is optimized through cooperation and interoperability.

Overview

- 3.2.2. Preparedness is managed collaboratively between State Government, councils and their emergency management partners.
- 3.2.3. The *Emergency Management Act 2006* identifies a number of additional responsibilities that are specific to preparedness at the municipal level. Key responsibilities include:
- a Providing resources and facilities for the management of emergencies in the municipal area in accordance with the municipal plan (s47); and
 - b Providing facilities and resources for the municipal State Emergency Service Unit/s as well as the storage and maintenance of the equipment used by the unit/s and areas for training (arranged in conjunction with the Director State Emergency Service (s49);
- 3.2.4. Support Agencies and owner/operators of specific facilities maintain processes and arrangements so they are ready to fulfill their roles in emergency management, achieve 'business as usual' for as long as possible, as well as coordinate organisation level recovery and support broader recovery efforts after the emergency, if required.

Legal Requirements

- 3.2.5. The *Emergency Management Act 2006* sets a number of preparedness requirements relevant to the Northern Region. These are outlined below.
- 3.2.6. Municipal emergency management stakeholders (including support agencies) are required to maintain plans, processes and arrangements in order that they are adequately prepared to fulfill their roles and functions during and following an emergency.

Legal Preparedness Requirements for Local Government

- 3.2.7. Preparedness requirements for local government include:
- a Establish and maintain a MEMC;
 - b Prepare and bi-annually review a MEMP;
 - c Exercise municipal emergency management arrangements; and
 - d Provide and maintain municipal resources and facilities for the management of emergencies in accordance with the MEMP.

Current Arrangements

Flinders Municipal Emergency Management Committee

- 3.2.8. The Flinders MEMC plays a significant role in maintaining relationships for the purposes of cooperation, collaboration and interoperability across the PPRR spectrum. Section 1 of this plan outlines the key objectives and responsibilities of the committee.

Consultation

- 3.2.9. This plan recognises that consultation and collaboration between emergency management stakeholders plays an important role in maintaining effective emergency management arrangements in a way that supports response and recovery activities and other arrangements contained within emergency plans at various levels.
- 3.2.10. For the most part, consultation between municipal emergency management stakeholders occurs at meetings of the MEMC.
- 3.2.11. With respect to the review of the MEMP, the Flinders MEMC Executive Officer with support from the SES Regional Emergency Management Planner North will consult with municipal emergency management stakeholders to ensure that the plan adequately reflects municipal arrangements and needs.

Capacity and Capability

- 3.2.12. State Government agencies and Government Business Enterprises maintain their own capacity and capability arrangements.
- 3.2.13. The MEMC is committed to a high standard of emergency management capability. To achieve this high standard, the MEMC will:
- a Define and adequately address all elements of PPRR (Prevention and Mitigation, Preparedness, Response, and Recovery);
 - b Maintain the linkages with related bodies including the NREMC and NRSRC;
 - c Promote professional development and training opportunities to emergency management stakeholders;
 - d Maintain fit-for-purpose emergency resources including: response and recovery specific equipment/supplies/stockpiles; local contact lists; maps; facilities and resources for or emergency operation and coordination centres, evacuation and recovery centres; and
 - e Recognise the value of community contributions in emergency management and promote community engagement as required.
- 3.2.14. In the municipal context the following points are important:
- a Redundancy for council emergency management roles;
 - b Emergency management education and training for council workers;
 - c Maintaining the municipal emergency coordination centre; and
 - d Maintaining basic systems so resources can be requested and shared.

Education and Training

- 3.2.15. The SES Regional Emergency Management Planner North provides support to the Flinders MEMC with respect to the identification and provision of education and training activities for MEMC members (including induction to new members) and the general community.
- 3.2.16. Validation activities, which are useful training opportunities, are conducted at various times by a wide range of stakeholders. Municipal Committee members attend these and/or arrange for relevant people from their organisation to attend and/or participate where relevant.

Flinders Municipal Emergency Operation/Coordination Centre

- 3.2.17. Flinders Island has capacity to operate both an emergency operations centre (EOC) and a Municipal Emergency Coordination Centre. These facilities are maintained by the Flinders Council with primary support being provided through the Flinders MC.
- 3.2.18. The EOC/ECC is located at the Flinders Island Entertainment Centre in Whitemark. A contingency EOC/ECC is available for use at the Flinders Multi-purpose Centre.

- 3.2.19. The EOC/ECC provides a location where an identified group of emergency stakeholders can meet to provide direction for agency specific work related to emergency events. This includes the acquisition and allocation of resources required by lead and supporting agencies. It also includes the coordination of intelligence and consequence management.
- 3.2.20. Section 3 of this plan details arrangements for the Flinders EOC specifically as they relate to response.

Maintaining Basic Resources and Agreements

- 3.2.21. A contact list for municipal emergency management is maintained by the Municipal Coordinator. It is checked at each committee meeting, updated and circulated to members and stakeholders.
- 3.2.22. The Regional Committee's contact list is an important supplement to the Municipal Committee's contact list. It is updated in a similar way (coordinated by the SES Regional Emergency Management Planner).

Community Warnings and Public Information

- 3.2.23. The dissemination of public warnings and information is important to emergency risk reduction. It can assist in preventing loss of life and limit the economic impacts of emergencies.
- 3.2.24. Emergency warning systems available to the Flinders Council and emergency stakeholders include:
- a ABC local radio;
 - b Emergency Alert (EA);
 - c Standard Emergency Warning Signal (SEWS);
 - d Tasmanian Emergency Information Service (TEIS);
 - e National Emergency Call Centre (NECC);
 - f TFS, SES and Tasmania Police Websites;
 - g Tas Alert.
- 3.2.25. Public warning systems and protocols are maintained by responsible agencies.
- 3.2.26. The most significant hazards that would require the provision of warnings to the community are:
- a Flash and mainstream flooding (from rivers) (BoM/SES);
 - b Severe weather events e.g. damaging winds (BoM);
 - c Bushfire (TFS);
 - d Tsunami (TasPol).
- 3.2.27. This plan recognises that warnings to the public are most effective when key messages are developed in advance based on best practice. These warnings are maintained in draft form so they can be made specific to each circumstance.
- 3.2.28. Response Management Authorities are responsible for maintaining scripts about hazards for use by TEIS (Tasmanian Emergency Information System) in draft form so they can be customised as required.

Points for Public Enquiries

- 3.2.29. Flinders Council is responsible for making arrangements for the establishment of a primary point for public enquiries for activation and use during times of emergency where it is anticipated that public enquiries are likely to occur. This is usually conducted through use of the Council's customer service enquiry line. For preparedness purposes, it is considered valuable to ensure that relevant customer service staff are adequately trained and prepared in advance of such enquiries.
- 3.2.30. The TasALERT website contains all hazard preparedness information. This information has been translated into AUSLAN and 9 other languages (based on work with the Migrant

Resource Centre). The Get Ready section of TasALERT is available at <http://alert.tas.gov.au/GetReady>.

Emergency Management Plans

- 3.2.31. The Flinders MEMC is responsible for the preparation and maintenance of this plan, which is usually coordinated by the Municipal Coordinator with support from the SES RM North. The plan is reviewed at least every two years after it was last approved.
- 3.2.32. Each organisation represented on the Municipal Committee is responsible for maintaining their own plans and procedures and making sure they are aligned with the arrangements in this plan.

Validations and Performance Management

- 3.2.33. Validations are conducted as part of the emergency planning process to assess the effectiveness of emergency management arrangements. Validations include: debriefs, exercises and other workshops/meetings.
- 3.2.34. Each member organisation is responsible for making sure their own processes and procedures are tested at regular intervals and also for participating in other validations where able.
- 3.2.35. Debriefs conducted directly following exercises provide for the identification of exercise learning's. Lessons identified in debriefs are recorded and shared where relevant through the consultation framework.

Administration Systems

- 3.2.36. Each organisation involved in emergency management is responsible for managing its own administration needs. These require ongoing maintenance so they are able to be used effectively in emergencies. This usually includes two main areas: information management; cost capture.

Information Management

- 3.2.37. WebEOC is the web based multi-agency information sharing system available for use when a DPFEM agency is the Response Management Authority for an emergency incident or the State Controller assumes overall control.
- 3.2.38. Systems for managing information during emergencies include prepared templates/proformas etc for:
- a Situation Reports (SIT REPS);
 - b Operational logs
 - c Resource allocation proformas;
 - d Registration systems-spontaneous volunteers, public offers, affected groups; and
 - e Supporting impact assessments.

Cost Capture/Financial Administration

- 3.2.39. All emergency management and support agencies are required to develop and maintain systems and processes so expenditure can be authorised for emergencies, recorded and reimbursement sought (where available).
- 3.2.40. Council maintains arrangements to enable expenditure by the Municipal Coordinator (or their delegated representative) for emergencies.
- 3.2.41. Cost capture systems should be aligned with eligible activities in the Tasmanian Relief and Recovery Arrangements (TRRA) – Natural Disaster Relief to Local Government Policy to assist council claims for partial reimbursement from the Tasmanian Government. This

includes capturing asset reconstruction costs at a project or asset level. The TRRA – Natural Disaster Relief to Local Government Policy and associated guidelines can be found at:

http://www.dpac.tas.gov.au/divisions/osem/Tasmanian_Relief_and_Recovery_Arrangements_Natural_Disaster_Relief_to_Local_Government

Section 3.3 Response

Principle

- 3.3.1. Clearly inform emergency stakeholders of response roles and responsibilities to reduce the community impact of emergency incidents and enhance recovery.

Legal Requirements

- 3.3.2. A range of State legislation establishes responsibility for emergency response for State (and other) agencies within Tasmania (see section 4.11 of this plan). The Act provides additional responsibilities and powers. Where there is a conflict or inconsistency between any legislation/regulation, the Act prevails.

Emergency Power and Declarations

- 3.3.3. Section 2 of this plan provides an overview of the powers and declarations available at state, regional and local levels. The Act provides for these powers and declarations.
- 3.3.4. The powers available under the Act can be used at any time, provided the criteria set out in the Act are met. Municipal Coordinators provide advice to the SES Regional Emergency Management Planner if they believe powers should be sanctioned. The SES Regional Emergency Management Planner is responsible for activating powers under the Act following consultation with, and endorsement from, the RC North.
- 3.3.5. Conversely if powers under this act are authorised the Regional Controller/SES Regional Emergency Management Planner will assist Municipal Coordinators to perform the functions required of them. Any specified authorised officer, which may include Municipal Coordinators, may need to implement the powers as required by the authorisation.

Key Functions & Powers of Municipal Emergency Management Committees

- 3.3.6. S.22 of the Act outlines the powers available to MEMCs. The list below provides a summary of these as they relate specifically to response activities:
- a To institute, coordinate, and to support the institution and coordination of, emergency management in the municipal area;
 - b To review the management of emergencies that have occurred in the municipal area and identify opportunities for improvement in emergency management;
 - c To report to the Regional Controller on any municipal matters that relate to the functions of the Regional Controller or the Regional Committee;
 - d At the direction of the Municipal Chairperson or Municipal Coordinator, to assist him/her/Council in the performance and exercise of his/her/its functions and powers under the Act;
 - e Other functions imposed from time to time by the Regional Committee or Regional Controller;

Key Functions of Municipal Coordinators

- 3.3.7. S24 of the Act outlines the key functions of MCs across the PPRR spectrum. The list below provides a summary of these as they relate specifically to response activities:
- a To assist and advice the Municipal Chairperson and the Council on all matters with respect to emergency response and recovery;
 - b If the RC requires it, to assist and advise the RC on matters with respect to response and recovery in the municipal area;

- c Prior to, during or subsequent to the occurrence of an emergency in the municipal area, to ensure that:
 - i. The resources of the Council are coordinated and used as required by S.46 of the Act;
 - ii. His or her instructions and decisions and the instructions and decisions of the MEMC, the Municipal Chairperson and the RC are transmitted to, and adequately carried out by, the bodies and other persons to whom they are directed or relate;
- d To consider whether any powers or declarations under the Act need to be used or made for the purposes of emergency response and recovery in respect of an emergency in the municipal area and, if so, to advise the RC of that need;
- e To request additional resources from other municipal area in instances that the MC considers those resources necessary are required for improved emergency response and recovery;
- f Other functions in respect of emergency management imposed by the NREMC or the RC; To utilise the resources of the municipal volunteer SES units in support of statutory services for emergency purposes within the municipal area; and
- g Other functions imposed by this or any other Act;

Command, Control and Coordination

- 3.3.8. The RC is responsible for overseeing emergency management arrangements across Tasmania's northern region.
- 3.3.9. During times of localised emergencies, individual management authorities are responsible for the coordination, control and command of response and recovery efforts.
- 3.3.10. Figure 2 illustrates the Tasmanian coordination, control and command arrangements specifically as they apply to the Flinders Municipal Area. These arrangements are designed to be flexible and scalable (up or down).

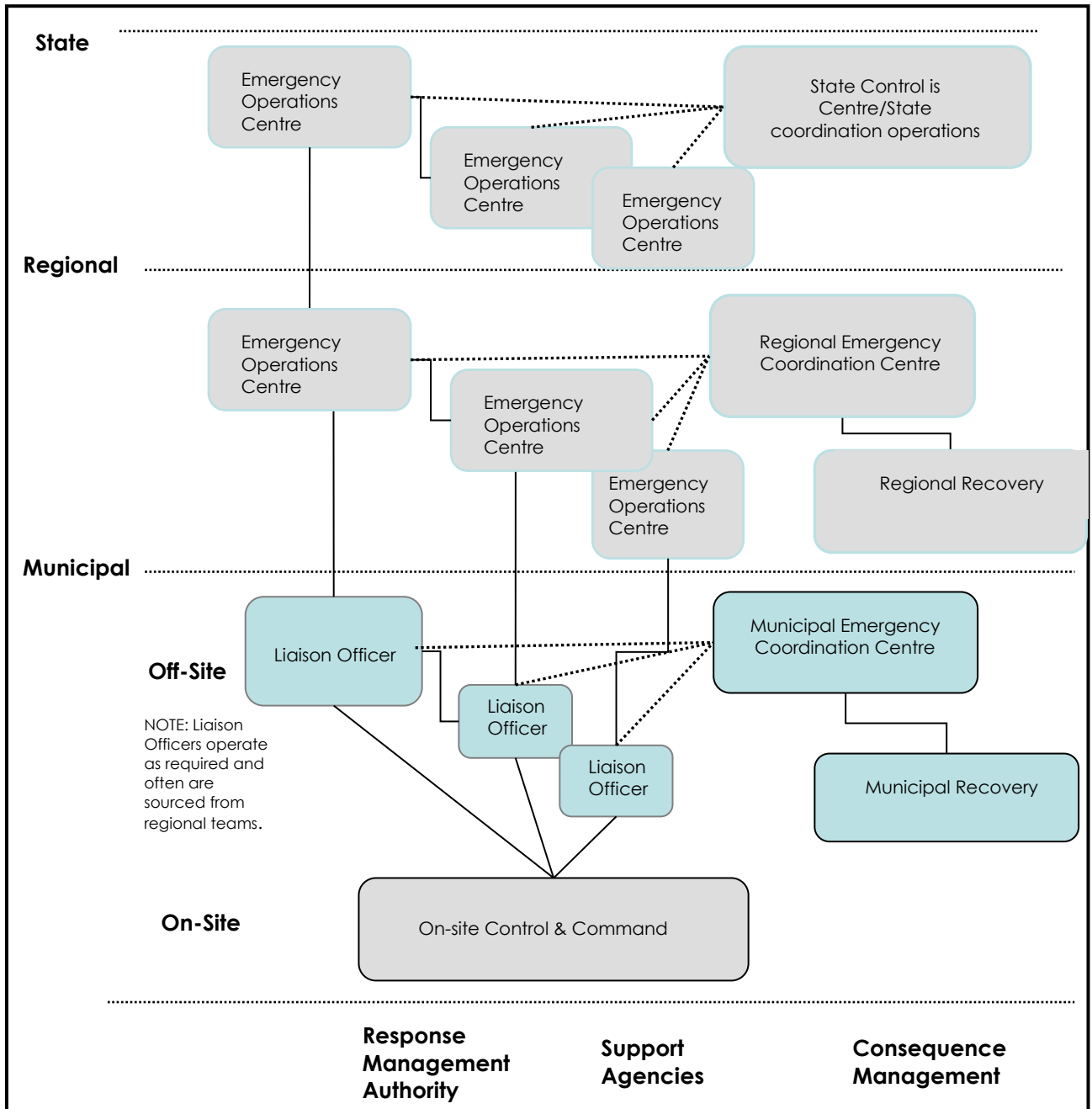


Figure 2 Command, Control and Coordination

Flinders Municipal Emergency Coordination Centre

- 3.3.11. The ECC provides a location where an identified group of emergency stakeholders can meet to address the consequences of an emergency event.
- 3.3.12. The Flinders ECC is located at the Flinders Island in Whitemark. A contingency ECC is available for use at the Flinders Multi-purpose Centre (MCP).
- 3.3.13. The MC has responsibility for establishing the Flinders ECC. Primarily this occurs under the following conditions:
- a At the request of a Response Management Agency; or
 - b After consultation with the Mayor or General Manager
 - c At the direction of the Regional Controller North;
 - d At the request of the SES RM North (or her/his delegated representative).
- 3.3.14. The primary functions of an ECC are to:
- a Provide a facility for coordinating a Council's response to an emergency situation including the activation, deployment and management of Council and community resources;
 - b Co-ordinate any requests from lead agencies for additional resourcing at the regional or State level;
 - c Monitor all operational activities;
 - d Provide a point for the management of information to be reported to the RC;
 - e Co-ordinate media management;
 - f Coordinate and disseminate public information; and
 - g Identify additional emergency requirements.
- 3.3.15. Liaison Officers for responding agencies can support fellow workers at the emergency scene and provide advice to other agencies at the ECC/EOC.
- 3.3.16. The SES Regional Emergency Management Planner usually assists and advises MC/ECC and is responsible for briefing the Regional Controller (and other stakeholders as required).

Flinders Municipal Emergency Operations Centre

- 3.3.17. The Flinders EOC provides a location where an identified group of emergency stakeholders can meet to provide direction for agency specific work related to emergency events. This includes the acquisition and allocation of resources required by lead and supporting agencies.
- 3.3.18. Whilst individual agencies have established procedures for the activation and management of their own EOCs, as a minimum all EOCs, including the Flinders EOC should provide adequate facilities for the:
- a Suitable accommodation of required emergency personnel;
 - b Maintenance of effective communication networks;
 - c The recording of events and intelligence;
 - d The recording of resource requests and allocations;
 - e The development of action plans and allocation of tasking;
 - f The provision of necessary reports and briefing of personnel; and
 - g The provision of information to the public and media.

Escalation of Incident Control

- 3.3.19. When an emergency occurs, initial response actions are usually carried out at the emergency site by those who have the primary responsibility for protecting the life, property or environment that is being threatened. In the first instance this is usually the asset owner/manager of the property/premises and/or the people at the emergency site.
- 3.3.20. Where people are not present or able to respond effectively, specified agencies/organisations have responsibilities/authority to take control of the situation. In this plan they are identified as the Response Management Authority.
- 3.3.21. Response Management Authorities are supported by Support Agencies. The Flinders Council can be requested to support response and make resources available as appropriate. The usual way these requests are made is by direct contact with the MC.
- 3.3.22. The SES Regional Emergency Management Planner is responsible for arranging regional support to councils, should this be required.
- 3.3.23. The Regional Controller can assume overall control of response/recovery operations (Section 18 of the Act). Emergency powers from the *Emergency Management Act 2006* do not need to be sanctioned for this to occur

Operational Communications

VHF/UHF Radio Network

- 3.3.24. During times of emergency, organisations with dedicated emergency response roles and responsibilities utilise either VHF or UHF radio systems for emergency communications.
- 3.3.25. Depending on the nature of the emergency, the management authority/lead agency may establish a controlled VHF network for the purposes of ensuring coordinated communications between responding agencies/individuals.
- 3.3.26. In the event of a significant or prolonged emergency additional VHF radios can be supplied to the relevant management authority/lead agency for the purposes of establishing a controlled radio network. Additional radios and mobile repeaters can be obtained from SES HQ in Youngtown. It should be recognised that due to the isolated nature of the Flinders area, these cannot be provided in the short-term and that delays will occur as a result.

Mobile Telecommunications

- 3.3.27. This plan recognises that mobile telephones are often utilised as a primary form of communication during times of emergency response. It also recognises that for various reasons, mobile telephones do not provide a dependable and robust form of emergency communication.

Resource Sharing and Coordination

- 3.3.28. At the request of the Response Management Authority, the Municipal Coordinator will coordinate resources during the emergency.
- 3.3.29. The Municipal Emergency Management Coordinator will be responsible for the coordination of all additional resources, including those belonging to council, to supplement those normally available to the Response Management Authority.
- 3.3.30. The Municipal Committee is responsible through its Executive Officer for the provision of specialist resources and services to combat the emergency.

3.3.31. When situations occur when resources not normally available within the Municipal Area are required, the Municipal Coordinator is to seek assistance from the SES Regional Emergency Management Planner.

Typical Actions During Phases of Emergency Response

3.3.32. Emergency response considerations/efforts typically align to the following phases: 1) Alert; 2) Stand-by; 3) Respond; 4) Stand-down; 5) Debrief.

3.3.33. Table 2 describes the typical actions to be considered/taken by MCs or Management Authorities during these response phases.

Table 2 All-Hazards Response: Typical Actions

Row	Phase	Response actions	Council considerations
1	Alert	<ul style="list-style-type: none"> Monitor situation Brief stakeholders 	<ul style="list-style-type: none"> Advise Council stakeholders and committee Monitor situation
2	Stand-By	<ul style="list-style-type: none"> Prepare to deploy for response Arrange warnings (if relevant) Update stakeholders Nominate media/information officer and advise stakeholders 	<ul style="list-style-type: none"> Update stakeholders (council, committee and Response Management Authority) and circulate latest version of contact list/Action Cards Locate keys to centres, notify of centre managers of the potential for use Draft staff rosters for centres/tasks for next 24 hrs Locate supplies that are likely to be needed in the first few hours e.g. stationary; references (Plans, map books, contact lists), extra equipment (phones, lap tops, printers), tea/coffee. Nominate media officer and advise response agencies
3	Respond	<ul style="list-style-type: none"> Assess emergency scene Establish command and control arrangements Deploy resources and request extra assistance as required Assess impacts and effectiveness of response strategies Consider evacuation Provide further warnings and public information as required Provide information: Sit Reps and public information Conduct impact 	<ul style="list-style-type: none"> Establish and communicate coordination location for council resources/requests Manage requests for assistance/resources Open and manage centres as required e.g. assembly or evacuation centres Provide community with information Ongoing assessment of impacts especially for: power supply, potable water, transport disruption, public/environmental health conditions and recovery needs Update stakeholders and Regional Controller as required Coordinate meals,

		assessments and provide updates	relief/accommodation for council workers
4	Stand Down (including Recovery transition)	<ul style="list-style-type: none"> Assess effectiveness of response actions Plan for end of response Liaise with council/Regional Controller regarding the status of recovery operations and long term assistance as required Confirm end/close of response and stand down Collate logs, costs etc and assess needs for re-supply 	<ul style="list-style-type: none"> Confirm end/close of council operations for response Liaise with recovery workers and assess needs Work with recovery authority to ensure community engagement in recovery planning Reinstate transport routes etc Update stakeholders and Regional Controller and confirm ongoing points of contact Close centres or transition to recovery authority Collate logs, costs etc and assess needs for re-supply
5	Debrief	<ul style="list-style-type: none"> Conduct internal debrief/s Participate in multi-agency debriefs as required and report to Regional Controller/Committee 	<ul style="list-style-type: none"> Conduct council worker debrief Arrange for committee debrief and report to Regional Controller/Committee

Warnings and Public Information

- 3.3.34. Response Management Authorities are responsible for issuing warnings and communicating the potential impacts and consequences to the community.
- 3.3.35. Warnings will be distributed through a range of communications channels. They will be issued through the RMA's website and social media channels and rebroadcast through the TasALERT website and social media channels.
- 3.3.36. Warnings will also be sent to media outlets (radio and television) who issue the warnings, which may be preceded by the SEWS (Standard Emergency Warning Signal), in accordance with Tasmania's guidelines. These guidelines note that the Regional Controller can request that the SEWS is used.
- 3.3.37. Individual response and support agencies may support warning dissemination in accordance with their own responsibilities and/or assist other groups if requested by the:
- Response Management Authority
 - SES Regional Emergency Management Planner
 - Regional Controller.
- 3.3.38. Response Management Authorities and Support Agencies work together so that messages are consistent and coordinated.
- 3.3.39. Warnings sent using the Emergency Alert system are coordinated by the Response Management Authority and TFS. If the Regional Controller identifies a need to use the system, this is arranged with the SES Regional Emergency Management Planner.

- 3.3.40. At the discretion of the Regional Controller after due consideration of the emergency and discussions with relevant organisations, warnings and updates may be prepared and provided to all members of the Regional Committee via a text messaging service. This service is restricted to those members with a mobile phone and is to be administered by the Executive Officer to the Regional Committee.
- 3.3.41. Relevant Management Authorities and Support Agencies work together so that messages are consistent and coordinated.
- 3.3.42. 'Emergency Alert' (EA) is a national capability that can send warnings to landline and mobile telephones via voice and text message in a geographic area. 'Emergency Alert' operates on a 'fee for service'. Cost recovery is coordinated at state level between TFS and the Response Management Authority.
- 3.3.43. Warnings sent using the Emergency Alert system are coordinated by the Response Management Authority and TFS. If council identifies a need to use the system, this is arranged with the SES Regional Emergency Management Planner.
- 3.3.44. The following table summarises current warning arrangements:






Table 3 Summary of Warning Systems and Arrangements

Natural Hazards	Warning Type	Issuing Agency	Method
Flood			
Flood watch	An Alert, Watch or Advice of possible flooding, if flood producing rain is expected to happen in the near future. The general weather forecasts can also refer to flood producing rain.	BoM	Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Flood alert	Warnings of 'Minor', 'Moderate' or 'Major' flooding in areas where the Bureau has installed specialised warning systems. In these areas, the flood warning message will identify the river valley, the locations expected to be flooded, the likely severity of the flooding and when it is likely to occur.	BoM	Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Minor flood warning	Causes inconvenience. Low-lying areas next to watercourses are inundated which may require the removal of stock and equipment. Minor roads may be closed and low-level bridges submerged.	BoM	Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Moderate flood warning	In addition to the above, the evacuation of some houses may be required. Main traffic routes may be covered. The area of inundation is substantial in rural areas requiring the removal of stock.	BoM	Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Major flood	In addition to the above, extensive rural areas and/or	BoM	Emergency Services: SMS, telephone

Natural Hazards	Warning Type	Issuing Agency	Method
warning	urban areas are inundated. Properties and towns are likely to be isolated and major traffic routes likely to be closed. Evacuation of people from flood affected areas may be required.		calls, emails, Fax
Severe Weather		BoM	
Severe weather warnings	These warnings are provided when severe weather is expected that is not directly related to severe thunderstorms, tropical cyclones or bushfires. Examples include land gales, squalls, flash-flooding, dangerous surf or tides. (see 1- 4 below)	BoM	Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Damaging winds	Gusts expected in excess of 100 km/h (75 km/h when wind is from the east or south – i.e. an unusual direction), 'destructive' winds above 125 km/h	BoM	Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Dangerous surf	Issued when swell is expected to exceed 6 metres about the north and east coasts, and 7 metres about the southeast coast	BoM	Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Abnormally high tides	Issued when tides are expected to be sufficiently high to cause damage to foreshore areas or disruption to foreshore and maritime activities (generally when water level expected to reach 40cm above normal spring tide level)	BoM	Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Heavy Rain with the potential to cause flash flooding	Issued when the rainfall rate over one hour is expected to exceed the one in 5 or 1 in 10 year return period	BoM	Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Severe thunderstorm warnings	provided when thunderstorms are expected to produce dangerous or damaging conditions: hail greater than 2cm diameter wind gusts greater than 100 km/h flash flooding tornadoes	BoM	Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Bushwalkers weather alert	Issued when conditions are likely to pose a danger to bushwalkers – generally cold, wet, windy weather	BoM	Public: Media Emergency Services: SMS, telephone

Natural Hazards	Warning Type	Issuing Agency	Method
			calls, emails, Fax
Ice and frost on roads	Road weather alerts – advise of potentially dangerous driving conditions e.g. fog, low visibility in heavy rain, gusty winds, widespread frost, snow	BoM	Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Fire			
Fire weather warning	Issued when the rating on the fire danger scale is expected to exceed thresholds agreed to with fire agencies i.e. when forest fire danger index exceeds 38 in Tasmania.	BoM	Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Fire - Advice	'Bushfire Advice' message – This will advise you that a fire has started but there is no immediate danger, and includes general information to keep you up to date with developments.		Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Fire - Watch and Act	Bushfire Watch and Act' message – This represents a heightened level of threat. Conditions are changing and you need to start taking action now to protect you and your family.		Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Fire - Emergency Warning	Bushfire Emergency Warning' – This will indicate that people in specific locations are in danger and need to take action immediately, as they will be impacted by fire. This message may be preceded by an emergency warning signal (a siren sound).		Public: Media Emergency Services: SMS, telephone calls, emails, Fax
Low - Moderate Fire Danger Rating (FDR 0-11)	Fires breaking out today can be controlled easily. There is little risk to people and property.		Public: Media Emergency Services: SMS, telephone calls, emails, Fax



Natural Hazards	Warning Type	Issuing Agency	Method
<p>High Fire Danger Rating (FDR 12-24)</p> 	<p>Fires breaking out today can be controlled. People in the path of a fire are unlikely to be killed or seriously injured if they take shelter. Well-prepared and actively defended homes can offer safety during a fire.</p>		<p>Public: Media Emergency Services: SMS, telephone calls, emails, Fax</p>
<p>Very High Fire Danger Rating (FDR 25-49)</p> 	<p>Some fires breaking out today will spread rapidly and be difficult to control. There is a possibility that people in the path of a fire will be killed or seriously injured. Some homes may be destroyed. However, well-prepared and actively defended homes can offer safety during a fire.</p>		<p>Public: Media Emergency Services: SMS, telephone calls, emails, Fax</p>
<p>Severe Fire Danger Rating (FDR 50-74)</p> 	<p>Some fires breaking out today will spread rapidly and be uncontrollable. People in the path of a fire may be killed or seriously injured. Some homes are likely to be destroyed. However, well-prepared and actively defended homes can offer safety during a fire.</p>		<p>Public: Media Emergency Services: SMS, telephone calls, emails, Fax</p>
<p>Extreme Fire Danger Rating (FDR 75-99)</p> 	<p>Some fires breaking out today will spread rapidly and be uncontrollable. People in the path of a fire may be killed or seriously injured. Many homes are very likely to be destroyed. Only well-constructed, well-prepared and actively defended homes are likely to offer safety during a fire.</p>		<p>Public: Media Emergency Services: SMS, telephone calls, emails, Fax</p>
<p>Catastrophic Fire Danger Rating (FDR 100+)</p> 	<p>Some fires breaking out today will spread rapidly and be uncontrollable. There is a high likelihood that people in the path of a fire will be killed or seriously injured. Many homes are very likely to be destroyed. Even the best prepared homes will not be safe today.</p>		
Tsunami			
No threat	An undersea earthquake has been detected, however it has not generated a tsunami, or the	BoM	

Natural Hazards	Warning Type	Issuing Agency	Method
	tsunami poses no threat to Australia and its offshore territories.		
Marine alert and Land Alert	Warning of potentially dangerous waves, strong ocean currents in the marine environment and the possibility of only some localised overflow onto the immediate foreshore.	BoM	
Marine warning and Land warning	Warning for low-lying coastal areas of major land inundation, flooding, dangerous waves and strong ocean currents.	BoM	

Public Information

3.3.45. During an emergency event, it is critical that information is provided to the community is timely, accurate and informative. In a period of uncertainty, community anxiety and concern can be reduced by providing advice on what has happened, what needs to be done, and where people can go to gain assistance. Whilst the media will provide information on what has happened, their focus will not always provide the detail that satisfies the needs of an affected community.

Working with the Media

3.3.46. The local and regional media outlets assist to provide information to the public about emergencies. Agency's involved in managing the emergency aim to provide comments through nominated media officers and limit their comments to their own role in response/recovery activities. Queries outside this scope are referred to the Response Management Authority or the Regional Controller/SES Regional Emergency Management Planner.

Whole-of-government public information

3.3.47. The Response Management Authority may request assistance from, or activation of, the whole-of-government Public Information Unit (PIU).

3.3.48. The PIU is managed by DPAC and brings together communications staff from multiple government agencies to manage public information during emergencies.

3.3.49. Activation of the PIU can be requested when:

- There are not sufficient resources within the RMA to manage all public information requirements of the response to an emergency;
- A whole-of-government public information response is required because of the scale, impact or longevity of the emergency; or
- There are several agencies involved in managing an emergency and there is a subsequent need for co-ordination of public information activities

3.3.50. If the RMA believes any of these criteria have been met, the Head of Agency, or appropriate delegate, may request activation of the PIU.

3.3.51. If the Regional Emergency Coordination Centre (RECC) believes any of the criteria above have been met, the Regional Controller may request activation of the PIU

3.3.52. The RMA may also request assistance without activating the unit, by requesting access to PIU volunteers or to whole-of-government public information channels, including TasALERT.

3.3.53. TasALERT is the official Government emergency information source. It provides a single source of emergency and resilience information from emergency services and government agencies. TasALERT is managed by DPAC's Communications and Protocol Unit.

3.3.54. The PIU is automatically activated if the SCC is activated, or if the Tasmanian Emergency Information Service (TEIS) is activated.

Tasmanian Emergency Information Service (TEIS)

3.3.55. Tasmania has a state call-centre capability known as the Tasmanian Emergency Information Service (TEIS). Managed by the Telecommunications Management Division (TMD) of the Department of premier and Cabinet, this service provides an initial point of contact for the community to access self-help information following an emergency.

- 3.3.56. The service is activated and deactivated by Service Tasmania on request from the State Controller following advice of Regional Controllers. It can also be activated by the Secretary of the Department of Premier and Cabinet at the request a SEMC member (usually for the Response Management Authority or a major Support Agency for recovery functions). The decision to activate the service includes acceptance of a number of responsibilities including:
- a appointing a Liaison Officer to be located at the TEIS for the duration of the activation;
 - b appointment of a supporting Information Manager.
- 3.3.57. The service operates on a 'fee for service' basis and further details are available in the TEIS Operational Handbook
- 3.3.58. If council/Municipal Coordinator requires the TEIS, a request is made to the SES Regional Emergency Management Planner who will consult with the Regional Controller.
- 3.3.59. If use of TEIS is approved, preparation of scripts is developed through the whole-of-government Public Information Unit, using a consultative approach.

Table 4 Summary of Public Information Arrangements

Location	Scope of emergency information	Provided by	Developed by	Cleared by	Distribution methods
On-site	The emergency and its known impact	Response Management Authority Support agencies can advise about their own roles	Response Management Authority.	Response Management Authority	Media Agency websites Emergency Alert
EOC /ECC	Actions/responsibilities of the centre	Centre Coordinator	Centre Coordinator	Authorised Emergency Management Coordinator (e.g. Municipal, Regional Controller)	Media
Other centres – assembly, evacuation	Actions/responsibilities of the centre	Centre Coordinator	Centre Coordinator	Centre Coordinator	Media TEIS
Municipal area	Impact of the emergency on the local community	Mayor	Council media officer	Council media officer	Media, council website TEIS, CALD, others
		Council switchboard	Council media officer	Council media officer	Phone enquiries
Within the region	Impact of the emergency on the region	Regional Controller	SES Regional Emergency Management Planner or delegate	Regional Controller	Media, council websites, TEIS CALD, others
		Response Management Authority	Media Officer	Response Management Authority, regional liaison	
		Regional Community Recovery Coordinator	Regional Community Recovery Coordinator/ Media Officer	SES Regional Emergency Management Planner or delegate for Regional Controller	
Rest of the State	Impact of the emergency for the State, including relief arrangements	State Controller	SES Director, TasPol Media Unit, Govt. Media Office	SES Director, TasPol Media Unit, Govt. Media Office	Media, agency or SCC website, TEIS CALD, others
		Response Management Authority	Media Officer	Response Management Authority, State liaison	
		Premier/Minister	Govt Media Office	Govt Media Office	

Other Elements

Evacuation Management

- 3.3.60. Evacuation involves the movement of people to a safer location and their return. For evacuation to be effective it must be appropriately planned and implemented. Tasmania Police and Tasmania Fire Service have legislative power to order evacuation, although voluntary evacuation is the preferred strategy in emergencies. It is recognized that evacuation is a multi- agency responsibility that requires the participation and cooperation of several agencies/organisations. It is essential that coordination and communication is maintained across all stages of evacuation. The Bushfire Evacuation Arrangements for Tasmania Fire Service and Tasmania Police 2013 provide interim guidance for conducting evacuations during a bushfire emergency for Tasmania Police (TASPOL), Tasmania Fire Service (TFS) and other stakeholders.
- 3.3.61. If the Response Management Authority identifies a need for evacuation, the Municipal Coordinator can be contacted for assistance.
- 3.3.62. When evacuation plans involve significant changes to traffic flows over roads and bridges, the road owner/manager should be involved (i.e. council and/or DSG).
- 3.3.63. Councils maintain a register of facilities that could be used to provide services for displaced persons.
- 3.3.64. TFS also maintains a register of Evacuation Centre's and Nearby Safer Places for bushfires and will provide advice through the media and TFS website, if recommending that the community uses these.
- 3.3.65. Figure 3 illustrates the evacuation process as dictated by the State Evacuation Framework. A formal evacuation process does not prevent people in the community from making an independent decision to relocate in the appropriate circumstances.

Coordination

Tasmania Police play a lead role in the evacuation process during an emergency. If time permits a Police Evacuation Coordinator may be appointed by a Police Commander to both coordinate the evacuation process with key agencies/organisations involved and to manage the withdrawal stage.

Decision

The decision to recommend the evacuation of people in and around at-risk areas, rests with the Incident Controller managing the emergency incident. The Incident Controller should consult with police and other experts.

Warning

It is the responsibility of the Incident Controller to issue evacuation warnings to all people, including vulnerable people in the community and special facilities in the affected area. Evacuation warnings should be prepared in consultation with Tasmania Police.

Withdrawal

The Police Evacuation Coordinator is responsible for managing the withdrawal of persons from an affected area.

Shelter

Where the Incident Controller determines that emergency shelters are required, they will advise Tasmania Police of the location and type of

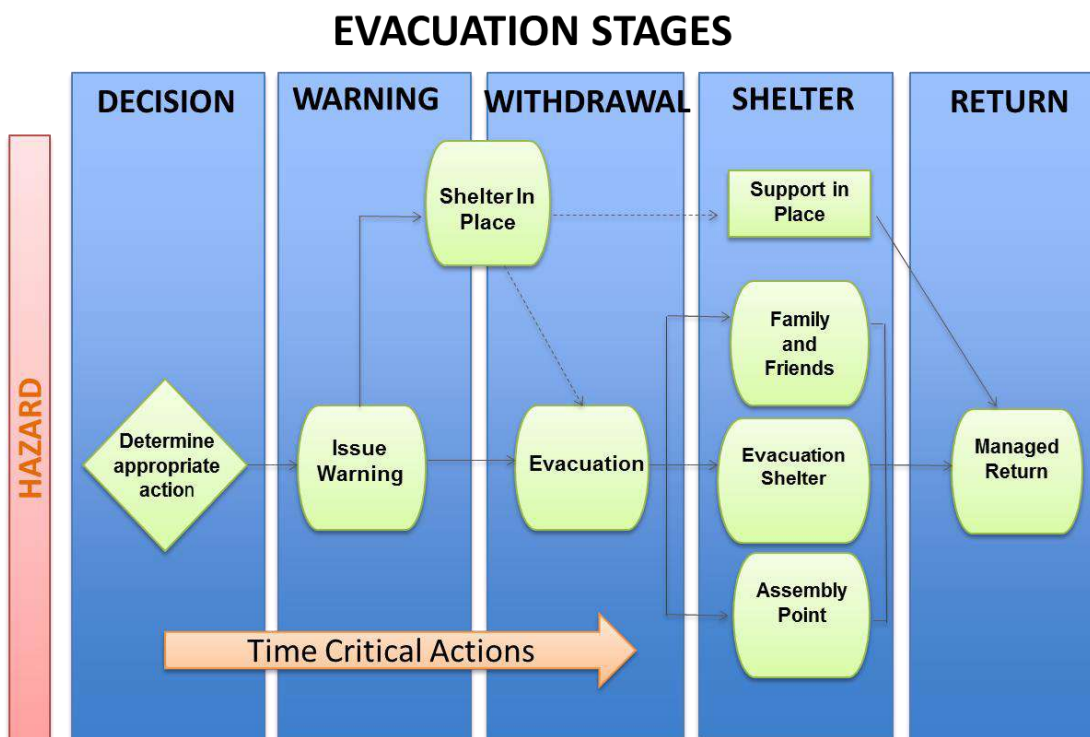
sheltering arrangements established. Municipal Councils may be required to activate Evacuation Centres as part of an evacuation.

Return

The Incident Controller is responsible for the decision that evacuees can return if an area is sufficiently safe to do so, in consultation with Tasmania Police and other experts. The Police

Evacuation Coordinator may be required to plan and manage the return of evacuees. Longer-term evacuees are managed by recovery agencies.

Fig. 3. The Evacuation Process



Impact and Damage Assessments

3.3.66. The Response Management Authority is responsible for coordinating impact assessments to be gathered and reported to other responding agencies and the relevant recovery officers (municipal/regional). Council may be asked to assist with this work.

3.3.67. Impact and damage assessment factors include, but are not limited to:

- a Number of injuries/deaths
- b housing/accommodation needs
- c energy supplies
- d potable water
- e transport networks and alternative route planning
- f telecommunications
- g public/environmental health standards.

- 3.3.68. Where transport corridors also provide access for other networks (e.g. power, water, telecommunications) the asset managers/owners are involved as required in decision-making.
- 3.3.69. GIS capabilities can assist to record the outcomes of assessments and support broader consequence management planning.

Impact Assessments

- 3.3.70. The Response Management Authority is responsible for coordinating the reporting of impact assessments to other responding agencies and the relevant social recovery coordinators (municipal/regional). Council may be asked to assist with this work.
- 3.3.71. Impact assessments may consider a number of factors, including:
- a housing/accommodation needs
 - b energy supplies
 - c potable water
 - d transport networks and alternative route planning
 - e communications
 - f public and environmental health.
 - g environmental, economic and cultural impacts
- 3.3.72. Where transport corridors also provide access for other networks (eg power, water, telecommunications) the asset managers/owners are involved as required in decision-making.
- 3.3.73. GIS capabilities can assist to record the outcomes of assessments and support broader consequence management planning.

Registrations

- 3.3.74. Registration is an important system for recording relevant details of persons affected by emergencies or involved in emergency operations. Common groups requiring registration are:
- a affected persons (e.g. people who are evacuated/their families)
 - b other stakeholder/affected groups (e.g. businesses)
 - c spontaneous volunteers
 - d witnesses
 - e potential donors/sponsors (equipment, services, supplies).
- 3.3.75. The Municipal Emergency Management Committee is responsible for coordinating registrations in evacuation centre's. In significant emergencies, TasPol may activate assistance from Australian Red Cross under the Register.Find.Reunite arrangements. This can be supplemented by regional arrangements for ongoing coordination of registrations, such as regional recovery arrangements.
- 3.3.76. Registrations are shared regularly through the response phase including with the Regional Emergency Coordination Centre Regional Emergency Management Planner and Regional Social Recovery Coordinator. Registration data may also be shared with Tasmanian Government agencies, including DPAC, for recovery purposes. Registration forms should ensure they incorporate appropriate privacy statements to enable the sharing of data collected.

Debriefs

- 3.3.77. Debriefs provide an opportunity to review arrangements and decisions made.
- 3.3.78. Key lessons identified are shared with stakeholders including the Municipal Committee, SES Regional Emergency Management Planner and/or the Regional Recovery Coordinator.
- 3.3.79. The Municipal Committee is responsible for reviewing emergencies that are significant to the area. Where appropriate and agreed this review is conducted by the Regional Committee so lessons can be shared easily with emergency management partners.

Administration: Finance and Cost Capture

- 3.3.80. Organisations involved in response are responsible for retaining all invoices/records of expenditure absorbing their own expenses. Some expenses may be recovered if State/Commonwealth relief arrangements are activated and records show the appropriate details.
- 3.3.81. The Flinders Council General Manager will maintain an Emergency Order Book to be used to hire, purchase or obtain such items not readily available to assist the emergency management organisations to effectively carry out their duties during times of declared emergency.
- 3.3.82. The General Manager may nominate such other persons as considered necessary to operate the Emergency Order Book during the absence of the General Manager from the council area.
- 3.3.83. Unauthorised committal of resources or requests for outside assistance will necessitate recovery of those expenses incurred from the individual or organisation concerned. The General Manager of Flinders Council, in conjunction with the Municipal Coordinator, is authorised to commit up to \$10,000 without prior council approval. Total expenditure of more than \$10,000 will require the approval of council. Where appropriate, council will pursue the recovery of all operational support expenses from the appropriate statutory authority.
- 3.3.84. Records related to response are subject to the usual records management provisions and State archiving legislation and are treated accordingly. Logs, reports and briefings from response and recovery are collated progressively, and stored centrally for future reference.
- 3.3.85. Cost capture systems are established to align with the different types of eligible expenditure as follows:
 - Category A: Expenditure that is given to individuals and families to ease personal hardship or distress arising as a direct result of an emergency caused by a natural disaster
 - Category B: Expenditure for the restoration of essential public assets and other acts of relief or restoration including extra ordinary costs of response operations during the emergency.
- 3.3.86. If claims are to be made for reimbursement under the Tasmanian Relief and Recovery Arrangements (TRRA) – Natural Disaster Relief to Local Government Policy, councils should discuss the matter first with the Office of Security and Emergency Management, Department of Premier and Cabinet. When appropriate, the Office of Security and Emergency Management will provide councils with a Notification Form to complete. The information in the Notification Form will be provided to the Premier to support activation of the Policy.

3.3.87. If the Premier announces the activation of TRRA, Council will collate finance records accordingly and pursue reimbursement. The Office of Security and Emergency Management will assist councils through this process.

Section 3.4 Recovery

This section describes what is done in similar time frames to response to support recovery in the short-term and the longer term across the 4 recovery elements.

This section of the plan should be read in conjunction with the *Northern Regional Recovery Plan Version 1.0*.

Overview

- 3.4.1. Recovery is the process of dealing with the impacts of an emergency and returning social, economic, infrastructure and natural environments to an effective level of functioning.
- 3.4.2. Recovery is most effective when communities are supported to lead and participate in processes and activities in their local area. Municipal committees, councils, community groups and local leaders all play a significant role in enabling and facilitating local engagement in recovery planning, and in coordinating the implementation of local recovery activities.
- 3.4.3. The Northern Regional Emergency Management Plan and State Recovery Plan outline regional and state level recovery arrangements and should be read in conjunction with this plan.
- 3.4.4. Council has an active responsibility for recovery. These responsibilities can be met in partnership and with the assistance/support of State Government agencies and Non-Government Organisations, coordinated using regional arrangements.
- 3.4.5. The Regional Recovery Plan is the guiding document when recovery needs escalate beyond municipal arrangements.
- 3.4.6. It is critical that recovery activities are planned and coordinated across all elements including:
 - a social
 - b economic
 - c infrastructure
 - d environment
 - e cross-domain, including appeals management and spontaneous volunteers.
- 3.4.7. The typical considerations in recovery include, but are not limited to:
 - a assessing recovery needs across the four elements and prioritising the actions required
 - b developing, implementing and monitoring the provision of recovery activities that are aligned as much as possible with municipal long term planning and goals
 - c enabling communication with the community and community participation in decision making
 - d where possible, contributing to future mitigation requirements or improvements to planning requirements (e.g. through debrief processes).

Current Arrangements

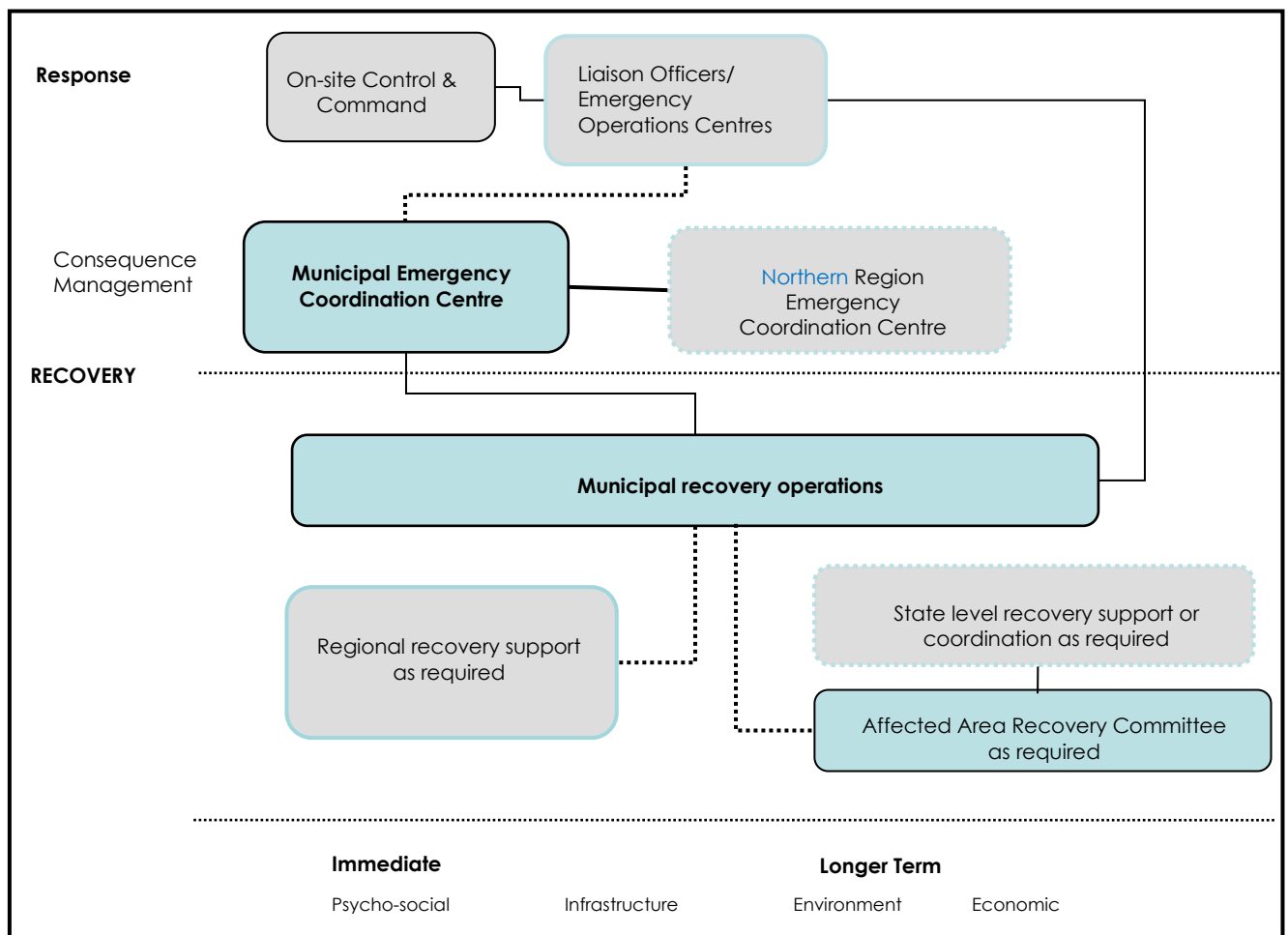
3.4.8. Responsibilities for recovery coordination rest primarily with the Municipal Coordinator in the first instance. Where recovery needs exceed Municipal capabilities, State Government agencies and non-government organisations may provide assistance and support through regions, and/or coordinate longer term recovery in partnership with the State Government. The advice of Municipal Coordinators will be critical to determining the level of recovery needs and State Government involvement.

3.4.9. Municipal recovery activities usually involve:

- a providing required assistance to the affected community;
- b coordinating and prioritising provision of assistance required from external parties; and/or
- c requesting that the relevant Regional Recovery Coordinator coordinates provision of the required services/support.

3.4.10. Figure 4 shows typical recovery arrangements for all hazards, showing the close relationship between response operation and recovery, spanning short and longer term activities. These arrangements are applied as required in each situation and are described in more detail in the following paragraphs.

Figure 3 Recovery Management Arrangements



LEGEND:

- Direct reporting relationship
- Also works/communicates with

Media and Public Information

3.4.11. In recovery, information may be communicated through a range of channels. This includes:

- The RMA's website and social media;
- TasALERT website and social media;
- Radio, television and print media; and
- Public meetings, evacuation and recovery centres and outreach visits.

3.4.12. Council has a critical role in providing community leadership and ongoing information updates to reduce uncertainty within the community. This role should be implemented as soon as possible after an emergency occurs to reduce the potential for inappropriate community/support action and in some cases undue concern.

3.4.13. The Mayor has a pivotal role as community leader to coordinate community information and be the spokesperson for Council and the affected community in accordance with Council's policies.

3.4.14. The Mayor may be required to be supported by an experienced Media Liaison Officer who can prepare community and media statements. The Municipal Coordinator will provide emergency related information to the Mayor.

3.4.15. Council's Communication Policy and Communication SOP are included in the associated documents.

3.4.16. If the whole-of-government Public Information Unit (PIU) has been activated for an emergency, it has a dedicated recovery team tasked with coordinating recovery information and managing the development of documentation to guide the transition from response to recovery. This includes writing a Recovery Communications Strategy.

Vulnerable Persons

3.4.17. This plan is written in consideration of Council's identified emergency management roles and responsibilities for vulnerable persons. As such it is inclusive of relevant suggestions/advice contained within the Tasmanian Emergency Management Framework for Vulnerable People Version 1.0 whose articulated intent is to provide high level guidance and flexibility for emergency stakeholders in their development and implementation of emergency arrangements for vulnerable persons. Notably, the framework emphasises that emergency management for vulnerable persons is a shared responsibility, both at an individual/community and service provider and emergency stakeholder level. In this context, the dot points below provide a list of Council-specific roles and responsibilities which support a collaborative stakeholder approach for meeting the emergency management needs of vulnerable persons.

- Providing evacuation centres which are accessible to a broad cross section of the community;
- Maintain a broad knowledge of relevant service providers within the local government area;
- Promote community resilience as a part of normal Council business;
- Maintain a broad knowledge of the whereabouts of special facilities (schools; aged care facilities; child care centres) within the local government area;
- Provide local demographic information/advice to stakeholders as able and required;
- Provide support to emergency stakeholders with a statutory responsibility for vulnerable persons as able and required during emergencies;
- Develop and maintain relationships with relevant stakeholders whose role it is to directly cater for the emergency management needs of vulnerable persons as able

and required.

Short Term Arrangements and Recovery Centres ('One Stop Shop')

- 3.4.18. In the immediate aftermath of an emergency, recovery services are delivered or coordinated by council. Following consultation with the Response Management Authority and other emergency management partners regarding the likely impact, recovery needs and capacity, local arrangements can be activated by the Municipal Coordinator or the SES Regional Emergency Management Planner.
- 3.4.19. Regional recovery coordination is activated by the SES Regional Emergency Management Planner at the request of council. This may follow specific advice from the Response Management Authority and/or the Regional Controller.
- 3.4.20. Council is responsible for establishing and operating evacuation centres and/or recovery centres that provide access to recovery services for the community (often called a 'One Stop Shop'). These evacuation or recovery centres are activated on the request or advice of:
- a Municipal Coordinator
 - b Municipal Recovery Coordinator
 - c SES Regional Emergency Management Planner
 - d Regional Controller
- 3.4.21. Council is initially responsible for coordinating processes to register people attending evacuation and recovery centres. In significant emergencies, registration may be undertaken by NGOs, such as the Australian Red Cross, with oversight from the relevant evacuation centre manager.
- 3.4.22. Council registration processes is to follow any procedures or directions from the relevant Regional Controller, comply with confidentiality and security of personal information requirements, and be compatible with Register.Find.Reunite. Registration data collected is to be provided to Tasmanian Government agencies for recovery purposes.
- 3.4.23. 'Self help information can be made widely available using the TEIS. The arrangements described in paragraphs 3.3.56-3.3.60 (Section 3 Response) apply. In the context of municipal recovery, council would develop information for clearance through the channels appropriate for the event including the Regional Recovery Coordinator or specific members of the Regional Recovery Committee eg Centrelink member to confirm advice for people who may have lost employment due to an event.
- 3.4.24. Council is responsible for continuing impact assessments particularly as they relate to recovery. This work will inform appropriate governance structures for medium and long term recovery process.

Longer Term Recovery

- 3.4.25. As an emergency response nears completion, recovery activities transition from short term response phase management and relief coordination to long term arrangements appropriate to the anticipated recovery needs
- 3.4.26. Arrangements for the assessment of recovery needs and long term recovery structures are documented in the State Recovery Plan. The State Recovery Advisor (DPAC) works in consultation with Municipal Coordinators, Regional Controllers and Response Management Authorities to prepare advice for the State Government on long term recovery arrangements.

- 3.4.27. Where recovery needs can be met within municipal capabilities, medium to long term recovery is coordinated locally by the Flinders Island Municipal Emergency Management Committee (Level 1 arrangements). Recovery activities in this instance are primarily supported by council resources, 'business as usual' services and community based initiatives. Where required, a Municipal Coordinator may seek support or raise emerging issues through a Regional Committee.
- 3.4.28. Following significant emergencies, and where recovery needs exceed municipal capabilities and/or resources, additional state level support for recovery may be activated. State supported recovery (Level 2) involves state government supporting recovery coordination at the local or regional level, usually through an Affected Area Recovery Committee (AARC). State coordinated recovery (Level 3) involves the state government coordinating recovery through AARC/s, and a Recovery Taskforce led by a Recovery Coordinator. Level 2 and Level 3 arrangements are detailed in the State Recovery Plan.
- 3.4.29. Affected Area Recovery Committees (AARCs) may be established under section 24E of the Emergency Management Act 2006 by the state government, in partnership with Municipal Committees/Councils and the affected community. AARCs may be established locally (for one local government area) or regionally (for multiple local government areas).
- 3.4.30. The purpose of an AARC is to coordinate recovery activities at the regional and local level through information sharing, collaboration and collective decision-making. An AARC's role includes developing event-specific recovery plans, facilitating community engagement and participation in recovery, and guiding the implementation of recovery projects and activities at the local level.
- 3.4.31. AARCs are usually chaired by Mayor/s, the Municipal Coordinator, or by another regional/local representative. AARCs can include representatives from the affected communities, local government, state government agencies and other organisations with a significant recovery role. The Department of Premier and Cabinet may support the administration of an AARC and coordinate State government agency recovery efforts to support local and council-led activities.
- 3.4.32. As noted in the previous paragraphs recovery services are delivered, wherever possible, from recovery centres and councils may establish a community-based recovery group to manage recovery efforts. The Municipal Recovery Coordinator manages this group and arranges for updates to stakeholders and record keeping as required.

Elements

- 3.4.33. The following table summarises the main points for managing and coordinating recovery in the longer term:

Table 5 Recovery Summary

Element and Examples	Council Position	Affected Area Recovery Committee (DPAC)
Social <ul style="list-style-type: none"> • Long-term personal support including housing, emotional support etc 	<ul style="list-style-type: none"> • Municipal Recovery Coordinator 	<ul style="list-style-type: none"> • DHHS
Economic <ul style="list-style-type: none"> • Long-term legal, insurance and financial problems • Disbursement of funds from appeals • Property restoration (urban/rural) • Stock assessment / destruction / • Emergency feed for animals 	<ul style="list-style-type: none"> • Economic Development Coordinator 	<ul style="list-style-type: none"> • State Growth with DTF
Infrastructure <ul style="list-style-type: none"> • Priorities for the restoration of services and assets (power, water, telecommunications, transport networks/corridors) • Environmental/Public Health 	<ul style="list-style-type: none"> • Engineering/Works Manager • Environmental Health Coordinator/Officer 	<ul style="list-style-type: none"> • State Growth • DHHS • Asset owners/managers e.g. Telstra, TasPorts, Hydro, Tasnetworks
Environment <ul style="list-style-type: none"> • Impact assessments (environment focus) • Environmental rehabilitation • Disposal of animal carcasses, plant material or other infected matter 	<ul style="list-style-type: none"> • Environmental Officer 	<ul style="list-style-type: none"> • DPIPWE

NB: This table is not meant to supersede, but rather support local recovery arrangements.

Recovery functions

3.4.34. Table 5 summarises municipal level responsibilities for recovery functions related to social, economic, infrastructure and environmental domains and cross-domain functions. The functions listed in this table are not intended to be exhaustive.

3.4.35. While these functions are broadly consistent with those included in the State Recovery Plan, arrangements for responsible and supporting agencies may vary between municipalities. Different Responsible and Support agencies may be appropriate in some circumstances. If this is the case it is important to ensure that all relevant parties are consulted, agree on responsibilities and maintain capabilities to deliver functions during and after an emergency.

Section 4 Plan Administration

Plan Contact

- 4.1. This plan is maintained by the Municipal Coordinator, Flinders Council for the Flinders Municipal Emergency Management Committee. Feedback regarding this plan should be made in writing to:
- Flinders Council
 - PO BOX 40
 - WHITEMARK 7255
- Office phone number: (03) 6359 5011

Review Requirements and Issue history

- 4.2. Section 34 of the *Emergency Management Act 2006* requires that this plan is reviewed at least once every 2 years after approval by the State Emergency Management Controller.
- 4.3. This issue entirely supersedes the previous issue of this plan. Superseded issues should be destroyed, or clearly marked as superseded and removed from general circulation.
- 4.4. Any suggested amendments or changes to detail contained herein are to be advised immediately to the Municipal Committee.
- 4.5. Amendments to the plan will be prepared by the Municipal Committee and submitted to the SES Regional Emergency Management Planner for confirmation by the State Emergency Management Controller.

Distribution List

- 4.6. This plan is issued electronically on the SES website, after it is approved. Print/paper copies are provided as per table on following page:

Table 6 Distribution List

Organisation	Position
Council	<ul style="list-style-type: none"> • Municipal Emergency Management Committee-all council members • Mayor • General Manager • Deputy Mayor • Municipal Coordinator • Deputy Municipal Coordinator
SES	<ul style="list-style-type: none"> • Unit Manager, SES Unit • Regional Manager, Northern Region • Regional Emergency Management Planner, Northern Region • SPEO (for Director SES, State Controller, FireComm, Tasmania Police intranet and libraries)
Tasmania Police	<ul style="list-style-type: none"> • Officer in Charge (OIC), Whitemark Station
Tasmania Fire Service	<ul style="list-style-type: none"> • District Officer (DO), North East
Ambulance Tasmania	<ul style="list-style-type: none"> • Superintendent, Northern Region
St John Ambulance	<ul style="list-style-type: none"> • Chief Executive Officer (for distribution to Volunteer Divisions)

Consultation for this Issue

- 4.7. The review of this issue of this plan was coordinated by the Municipal Coordinator for the Municipal Committee. This issue was updated/re-written as part of the State Preparedness Project with the main round of consultation occurring during 2015.
- 4.8. Over this period the committee invited comment from:
- a SES Regional Manager
 - b SES Senior Planning and Education Officer

Communications Plan Summary

- 4.9. Once the plan is approved its update will be communicated as follows:
- a paper copies sent to all positions listed on the Distribution List
 - b endorsement by council
 - c noting by the Regional Committee
 - d the plan will be posted to the council website/available in Council Chambers foyer

Validation of this Plan

- 4.10. Arrangements in this plan will be validated within the 2 year review cycle by:
- a conducting municipal emergency exercises
 - b conducting/participating in relevant debriefs

Associated Documents

- 4.11. The documents listed here are relevant to this plan. The next time this plan is reviewed the current versions of these documents should also be checked. By that time, other documents may also have been developed that are relevant and they can be included in this list at that time.

Table 7 Legislation

Legislation	Related hazard/function	Administration
<i>Emergency Management Act 2006</i>	This act sets the framework for Tasmanian emergency management.	DPEM
<i>Environmental Management and Pollution Control Act 1994</i>	Environmental emergencies	DPIPWE
<i>Fire Service Act 1979</i>	Fire	DPEM
<i>Land Use Planning and Approvals Act 1993</i>	All hazards	DoJ
<i>Local Government Act 1993</i>	All hazards	DPAC
<i>Pollution of the Waters by Oil and Noxious Substances Act 1987</i>	Environmental emergencies	DPIPWE
<i>Public Health Act 1997</i>	Public health emergencies	DHHS

Table 8 Plans and Arrangements

Plan	Related Hazard/Function	Administration
TasWater EM Plan	Sewer and water	TasWater
Flinders Airport Emergency Management Plan	Air crashes/incidents	Flinders Airport
Flinders Recovery Plan	All hazards	Flinders Council
North Region Community Recovery Plan	All hazards	DHHS
Operational Handbook TEIS V9 May 2009	DPAC	Available from SES Regional Emergency Management Planner
Northern Regional Recovery Plan Version 1.0	DPEM	Executive Officer NREMC

Protocol for Use of Emergency Alert V 1.0 December 2009	TFS	Available from SES Regional Emergency Management Planner
Tasmanian Recovery SSEMP Issue 2 – Interim Version	All hazards	DPAC
State Fire Protection Plan	Fire	TFS
Tasmanian Action Plan for Human Influenza Pandemic (TAPHIP)	Human Influenza Pandemic	DPAC
Tasmanian Community Fire Refuge Plan	Fire	TFS
Tasmanian Emergency Management Plan	All hazards	SES
Tasmanian Hazardous Materials Emergency Plan	Hazmat	TFS
Tasmanian Marine Chemical Spill Contingency	Marine chemical spills	DPIPWE
Tasmanian Marine Oil Pollution Contingency	Marine oil pollution	DPIPWE

Table 9 Other Resources

Title	Published by:	Date
'Choosing Your Words'	AGD	2008

Section 5 Appendices

Appendix 1 Flinders MEMC Terms of Reference

FLINDERS MUNICIPAL EMERGENCY MANAGEMENT COMMITTEE

Terms of Reference

Committee:	Flinders Municipal
Date and Status of these Terms:	TOR Endorsed January 2018
Enquiries	Jacci Viney Emergency Management Coordinator Flinders Council
Review Notes	These Terms of Reference are due for review in 2020
General Standards & Practices	The Tasmanian Emergency Management Plan describes the framework for this committee.

The committee meets approximately three times per year. Meetings are convened at Flinders Island Arts & Entertainment Centre in Whitemark.

1. **Authority & Background:** The Flinders MEMC is a committee that forms a vital part of Tasmania's emergency management framework. It exists under the authority of the *Emergency Management Act 2006*)
2. **Purpose:** To facilitate communication throughout the engaged and volunteer emergency services in preparedness for a Community disaster and Community recovery.

Functions Key functions of the FEMMC include:

 - Maintain the Flinders Emergency Management Plan to guide the management of risks to the community arising from emergencies by considering all elements of PPRR (Prevention and Mitigation, Preparedness, Response and Recovery);
 - Recognise the value of relationships and partnerships for emergency management;
 - Develop a progressive review system which is implemented for all emergency management elements which is based on continuous improvement principles; and
 - Maintain an active and relevant municipal committee.
3. **Reports to:** Northern Regional Controller; Flinders Council
4. **Membership** Current member organisations are listed below. These organisations are confirmed as part of the review of the Terms of Reference.
 - Tasmania Police
 - State Emergency Service

- Tasmania Fire Service
- Ambulance Tasmania
- DPIPWE (Vet)
- Tasnetworks/Hydro
- Flinders Multi-Purpose Centre
- Cape Barren Community Health Centre
- Flinders Island Airport
- Flinders Island Ports (TasPorts)
- Oil Pollution Local Industry Coordinator
- Parks and Wildlife
- Flinders Recovery Coordinator
- CWA
- Telstra
- FIAAI
- Flinders Island District High School

Chairperson: Flinders Council Deputy Mayor

Executive Officer: Municipal Emergency Management Coordinator

Proxies Member organisations are responsible for nominating proxy representatives. A list of these representatives is not held by the Committee as it is subject to regular change.

- 5. Presiding at Meetings**
- The chairperson of the Municipal Emergency Management Committee is to preside at all meetings of the committee at which he or she is present.
 - If the Municipal Chairperson is not present at a meeting, the Municipal Emergency Management Coordinator will be the chair.
- 6. Quorum at meetings**
- A quorum of the Committee must not be less than 5 members and consist of the chairperson and the Committee Executive Officer.
 - A meeting of a Committee at which a quorum is present is competent to transact any business of the Committee
- 7. Secretariat** The Executive Officer is responsible for the preparation of Agendas. A representative from the Flinders Council is responsible to the recording of minutes. Minutes of meetings and agendas will be distributed by the Flinders Council representative to Committee members in advance of meetings.
- 8. Sub Committees** Nil

Appendix 2 Map of Flinders Municipal Area

