



Emergency Plan

Version 1 | 2026

Acknowledgement of Country “Alengke areme Apmere”

Alice Springs Town Council acknowledges the Central Arrernte People, the traditional owners and custodians of Mparntwe / Alice Springs, and pays respect to their Elders: past, present and future.

Mparntwe Town Council-le alengke areme tyerrtye Mpwepe Arrernte mape, apmere Mparntweke atweye mape itne alengke areme arrkwelenge, lyeyenge ante Ingwethe apetye apetyame mape.

Central Arrernte Translation provided by Sabella Kngwarreye Turner.

Version	Details	Approved Date
V1	Creation of Emergency Plan	23/09/2026

Reviews of this plan will be conducted to ensure it remains current, effective, integrated, coordinated and comprehensive in its approach to emergency management. The plan will be reviewed:

- *At least every three years*
- *After an emergency event*
- *After an emergency management exercise where the exercise identifies an opportunity for improvement*
- *A change in relevant legislation*
- *Organisational change that impacts the successful operation of the plan*
- *Changes to previously identified hazards, and/or risk levels.*

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A photograph of two men standing on a paved street, giving thumbs up. The man on the left is wearing a yellow and grey short-sleeved shirt, dark pants, and a cap with sunglasses. The man on the right is wearing a bright yellow high-visibility jacket with reflective stripes, dark pants, and a bucket hat with sunglasses. The jacket has a logo that reads "ALICE SPRINGS TOWN COUNCIL". In the background, there are orange traffic cones, parked cars, and trees under a clear sky.

1. Council's emergency management context

- 1.1 About this plan
- 1.2 Alice Springs profile
- 1.3 Alice Springs risk hazard profile
- 1.4 Emergency arrangements and Council's responsibilities

1.1 About this plan

Emergencies can occur at any time with little or no warning and may have significant and far-reaching consequences. This plan applies to emergency events that may affect the Alice Springs community and require Council involvement, as well as emergencies occurring within Council operations that impact Council personnel, assets, facilities, services and infrastructure. In some cases, a single emergency may affect both the community and Council, necessitating both internal emergency management and participation in broader external response arrangements.

This plan is to ensure Council is prepared to effectively respond to emergency events and is part of Council's broader Emergency Management Framework, which consists of site-specific plans, operational templates, procedures and other supporting documents.

This plan's objectives are to:

- explain how Council will prepare for, respond to and manage emergencies affecting the Alice Springs community, Council operations, or both
- ensure the safety and wellbeing of Council's patrons, team members and the public
- establish clear governance, decision-making, and coordination arrangements to support Council's effective management of emergency events
- define Council's roles and responsibilities for both internal emergency response and within NT's emergency management arrangements
- enable the effective management of Council resources in responding to emergencies
- ensure that the public's confidence in Council is enhanced through a visible and professional response to emergency events
- minimise impacts on Council assets and operational functions through effective preparedness and response
- ensure that lessons are identified and appropriate actions are undertaken to improve future responses.

While this plan outlines Council's arrangements for emergency management and response, the continuity and recovery of critical business functions and services are addressed within Council's Business Continuity Plan (BCP).

1.2 Alice Springs hazard risk profile

Multiple types of hazards pose significant risks to Alice Springs, including a risk of flooding where much of the town, including Council's main administrative building, is located on the floodplains of the Todd and Charles Rivers. Climate change is increasing the risk of concurrent, cascading and compounding emergencies, including more intense flooding and fires in the Northern Territory.

The most recent disasters to have affected Alice Springs are:

- Todd River floods, 2026
- Alice Springs thunderstorm, 2022
- Todd River flood, 2021
- Alice Springs flood, 2015

The Territory Emergency Management Council (TEMC) have identified hazards that may pose a risk across the NT, which have been allocated to designated Controlling Authorities and Hazard Management Authorities. The Local Emergency Committee (LEC) annually reviews and identifies the key hazards, risks and mitigation strategies to Alice Springs and surrounds. The Alice Springs (Mparntwe) Local Emergency Management Plan describe the emergency management arrangements for Alice Springs (Mparntwe).

Potential impacts to Council and the community from hazards may include:

- Impacts on life and public health (including disease), especially for vulnerable community members
- Disruption to access in and out of town
- Disruption to essential services
- Damage to airport
- Temporary relocation of people from remote communities and stations into Alice Springs
- Blocked access along Council managed roadways, as well as NTG roads
- Loss or restriction in communication
- Loss or damage to infrastructure and/or assets (Council, community and private)
- Damage to local economy
- Impact on availability of fuel and gas
- Inability or limited ability for Council to deliver services to the community
- Potential spillage of toxic material/dangerous chemicals

- Damage to or loss of environment and/or tourism assets, and therefore tourists to the region
- Impacted wellbeing of team members during an emergency
- Availability of team members due to being impacted by the hazard, including team members being stranded or unable to commute
- Loss of power, including extended power outage
- Loss of and/or escaped animals and stock
- Damage to sacred sites
- Food security
- Unsafe air quality
- Mass staff evacuation, use of evacuation centres, and mental health impact support
- Team members being stood down as unable to work
- Immediate lockdowns/shelter in place/evacuations

1.3 Council's responsibilities in NT's emergency management arrangements

The *Emergency Management Act 2013* is the legislative basis for emergency management across the NT. Unlike other jurisdictions, councils in the NT do not have legislative responsibility to manage or control an emergency event that occurs in their local government area. Figure 3 provides an overview of the key emergency management arrangements operating at each level within the NT.

Figure 3: Emergency response arrangements



Councils, however, still play a key role in emergency management activities in the NT, particularly at the regional and local level. The capacity and capability of councils to contribute to response and recovery activities makes them a key partner to the Northern Territory Government (NTG) and other local agencies across multiple emergency management phases.

The *Local Government Act 2019* provides scope for hazard reduction and mitigation efforts to be undertaken by councils, such as fuel reduction and hazard mitigation activities that support the prevention and preparedness phases of bushfire or flooding incidents.

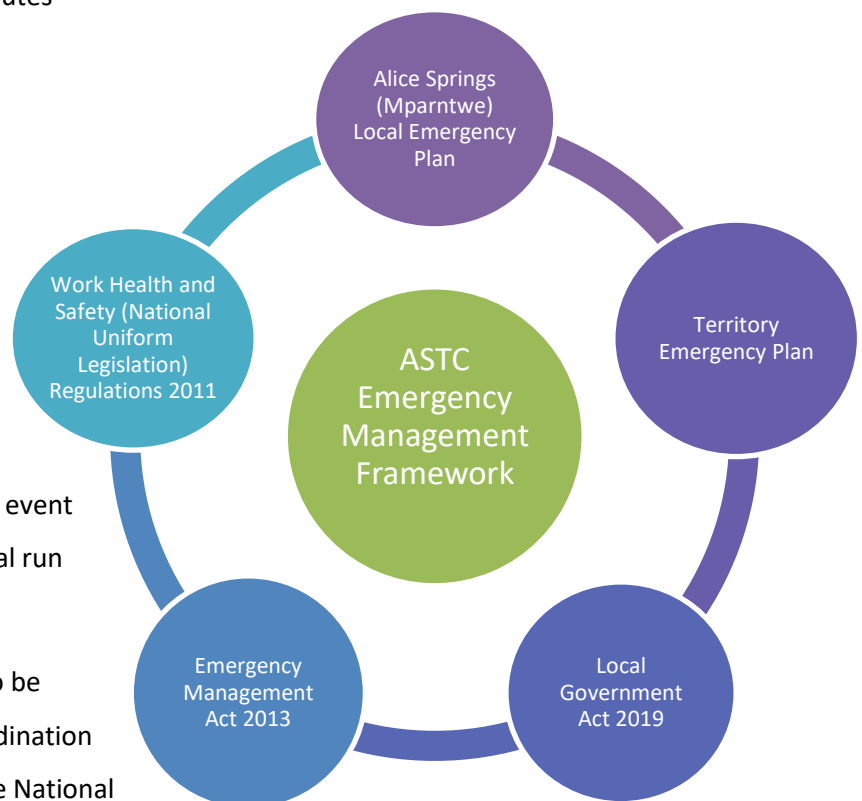
Council's role in broader emergency management is informed by the Alice Springs (Mparntwe) Local Emergency Plan. Under this plan, during an event, key emergency response and recovery functions of Council include but are not limited to:

- Clearing of essential traffic routes on Council controlled roads
- Clearing storm water drains
- Community clean-up

In addition, councils can, or are also directed to, undertake actions and other taskings through Functional Groups (Transport and Engineering, Animal Welfare etc.) under the TEP, however that is when the emergency event escalates from a locally run to regional run event.

At the federal level, councils may also be called to participate in National Coordination Mechanism meetings arranged by the National Emergency Management Agency (NEMA) for large-scale emergencies.

Figure 4: Key external legislation and plans relevant to Council's Emergency Management Framework



1.4 Council's responsibilities in internal emergency management

In addition to supporting emergency response activities for the community, councils have responsibilities under the Work Health and Safety (National Uniform Legislation) Regulations 2011 (NT) to:

- develop, implement, maintain, test and review emergency management plans that are appropriate to the hazards and operations of each workplace
- manage emergencies that impact Council sites and buildings to ensure the safety of Council team members and community members
- support business continuity.



2. Council's emergency management structure

- 2.1 Emergency Management Framework
- 2.2 Council's incident levels
- 2.3 Incident controller
- 2.4 Site Specific Response Teams and site-specific emergency plans
- 2.5 Emergency Response Incident Management Team
- 2.6 Business Continuity Incident Management Team
- 2.7 Emergency Planning Committee

2.1 Council's Emergency Management Framework

Council maintains an integrated emergency management framework to support management of both external and internal emergencies. The framework consists of this plan, relevant committees and incident response teams, and associated supporting plans and documentation to ensure effective governance, coordination and management of emergencies.

Figure 5: Council's Emergency Management Framework



2.2 Council's incident levels

The below incident levels guide Council's response to an emergency event. It is recognised that there will be some overlap between levels; Council's Incident Controller will determine the incident level based on the actual and/or potential impact of the event, and in consideration of the controlling authority's communication and advice at the time.

Note: These incident levels apply to Council's internal response arrangements only and may differ from the emergency or incident levels determined by the Northern Territory Government and relevant emergency management authorities.

Incident Classifications

The Australasian Inter-Service Incident Management System (AIIMS) is the nationally recognised system of incident management for Australia's fire and emergency service agencies. AIIMS identifies three levels of incident and describes them in generic terms, as shown in the following table.

Potential Council-specific impacts that may occur during each incident level have also been added to the below table; these are, however, not prescriptive but provide guidance for Council's Incident Controller when determining an incident level.

AIIMS Incident Classifications		Council-specific impacts	Council resources
Incident level	Description	Example Council impacts per classification level	Response resources likely stood up
Level 1	Level 1 incidents are generally characterised by being able to be resolved through the use of local or initial response resources only.	• Council can manage response as BAU (i.e. temporarily closing roads) • None, or minimal impact on Council sites	Site Response Team and Incident Controller may be stood up.
Level 2	Level 2 incidents may be more complex due to size, resources, risk or consequence. They are characterised by the need for: • deployment of resources beyond initial response; or	• Council can largely manage response as BAU, but some Council resources may need to be diverted to manage response and recovery requirements outside of BAU and some surge support may be required within some business units.	Response Team/s and Incident Controller stood up. Incident Management Team established in readiness for possible activation, and

AIIMS Incident Classifications		Council-specific impacts	Council resources
	- sectorisation of the incident; or - the establishment of functional sections due to the levels of complexity; or - a combination of the above.	- Non-essential Council services/events potentially impacted, postponed or cancelled. - Minimal impacts or threats on Council sites, but preparations for evacuation and/or disaster impact mitigation may be occurring.	potentially may be activated.
Level 3	Level 3 incidents are characterised by degrees of complexity and consequence that may require the establishment of significant resources and structure for the effective management of the situation. These incidents will usually involve delegation of all functions.	- At least one, but potentially multiple Council sites, impacted or threatened, requiring closure, evacuation and/or business continuity actions. - Impact on Council's ability to provide essential services. - Non-essential Council services/events postponed, cancelled or impacted. - Council resources diverted to manage response and recovery requirements outside of BAU.	Response Team/s and Incident Controller stood up. Incident Management Team activated.

In addition to AIIMS' three incident levels, Council also operates within the below emergency phases.

Phase	Description
Stand down	- No action required. - Business as usual.
Alert	- Hazard identified, resulting in a heightened level of vigilance and preparedness. - Monitor hazard/s and identify possible risks. - No further action is required, however, the situation is to be monitored.
Level 1 Incident	
Level 2 Incident	
Level 3 Incident	
Stand down / Recovery	- Threat is no longer present. - Transition to normal core business functions and/or recovery operations. - Conduct Lessons Management processes to identify learnings from the event. - Relief and recovery may be ongoing.

2.3 Incident Controller

An Incident Controller may be appointed by the CEO where an emergency requires enhanced coordination, oversight or decision-making beyond normal operational arrangements. In some cases, the Incident Controller may manage the response without activating an Incident Management Team (IMT). Where the scale, complexity or consequences of the incident require broader organisational coordination, the Incident Controller may recommend that the CEO activate an IMT.

Where a Territory-led emergency response is activated, Council's Incident Controller remains responsible for coordinating Council's internal response and participation in the emergency, but does not assume command of the broader emergency response, which remains under the control of the relevant Northern Territory Incident Controller or combat agency.

Council's Incident Controller should be the officer best placed to direct and coordinate operational response activities. This role is generally assigned to a senior officer with responsibility for operational service delivery, allowing the CEO to retain strategic oversight, executive decision-making responsibilities and liaison with Elected Members and external stakeholders.

2.4 Site Response Teams and site-specific emergency plans

In line with the Australian Standard AS 3745:2010 (Planning for emergencies in facilities), an Emergency Control Organisation (ECO) is an operational body that executes a site's emergency management plan during an actual emergency, commanding, controlling and coordinating site emergency response procedures. Within Council, this function is performed by a Site Response Team.

Site Response Teams are responsible for enacting and following the site-specific emergency plans, including overseeing evacuation of facilities and closing facilities.

Where an Incident Controller has been appointed, the Site Response Team will work closely with the Incident Controller, as well as the Site Manager, to coordinate on-site response activities. If Council's Emergency Response Incident Management Team has been established, the Site Response Team will provide situational updates and operational information through its designated liaison to support the Incident Management Team's decision-making and coordination.

2.5 Emergency Response Incident Management Team

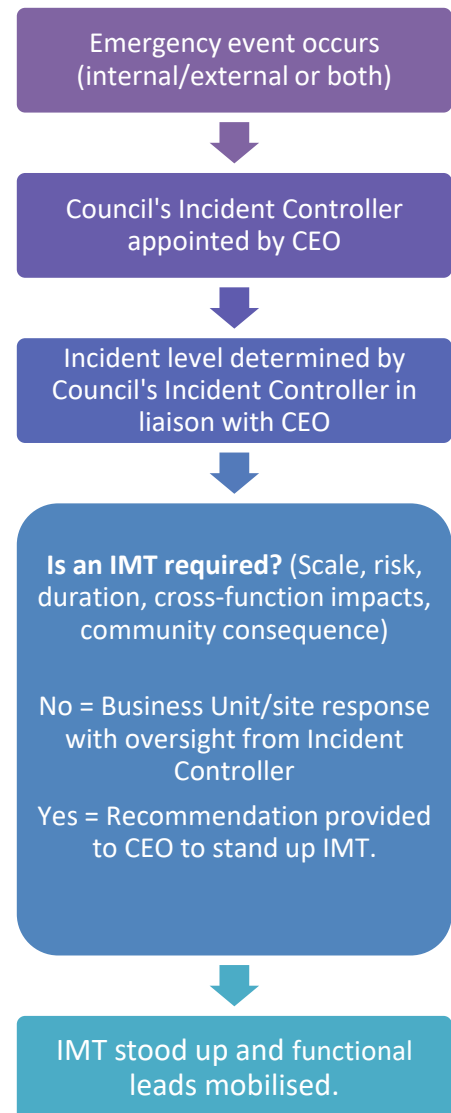
An Emergency Response Incident Management Team (IMT) may be stood up by the CEO, on the advice of the Incident Controller, where an incident requires enhanced coordination, decision-making or resource management beyond Council's normal operational arrangements.

Members of the IMT will set aside their normal roles, if required, and perform their role on the IMT to the level needed by the emergency. The IMT will generally meet twice a day at scheduled times, with situational reports from the IMT then emailed to key staff, and when relevant Elected Members. Where relevant, IMT meeting schedules should, if practicable, align with the meeting cycle of any Local Emergency Committee or Regional Emergency Committee established by the Northern Territory Government to support the timely exchange of information and coordination of response activities.

Triggers to stand up an IMT

Activation can be recommended to the CEO where one or more of the following circumstances apply:

- the emergency is a level 2 or 3 emergency, as per this plan
- the incident affects, or is likely to affect, multiple Council services, facilities or business units
- significant risks exist to the safety or wellbeing of Council team members, contractors, patrons or the community
- the incident is expected to be prolonged or require ongoing management over multiple operational periods
- the incident requires substantial coordination of Council resources
- the incident is causing, or is likely to cause, significant disruption to Council services or operations



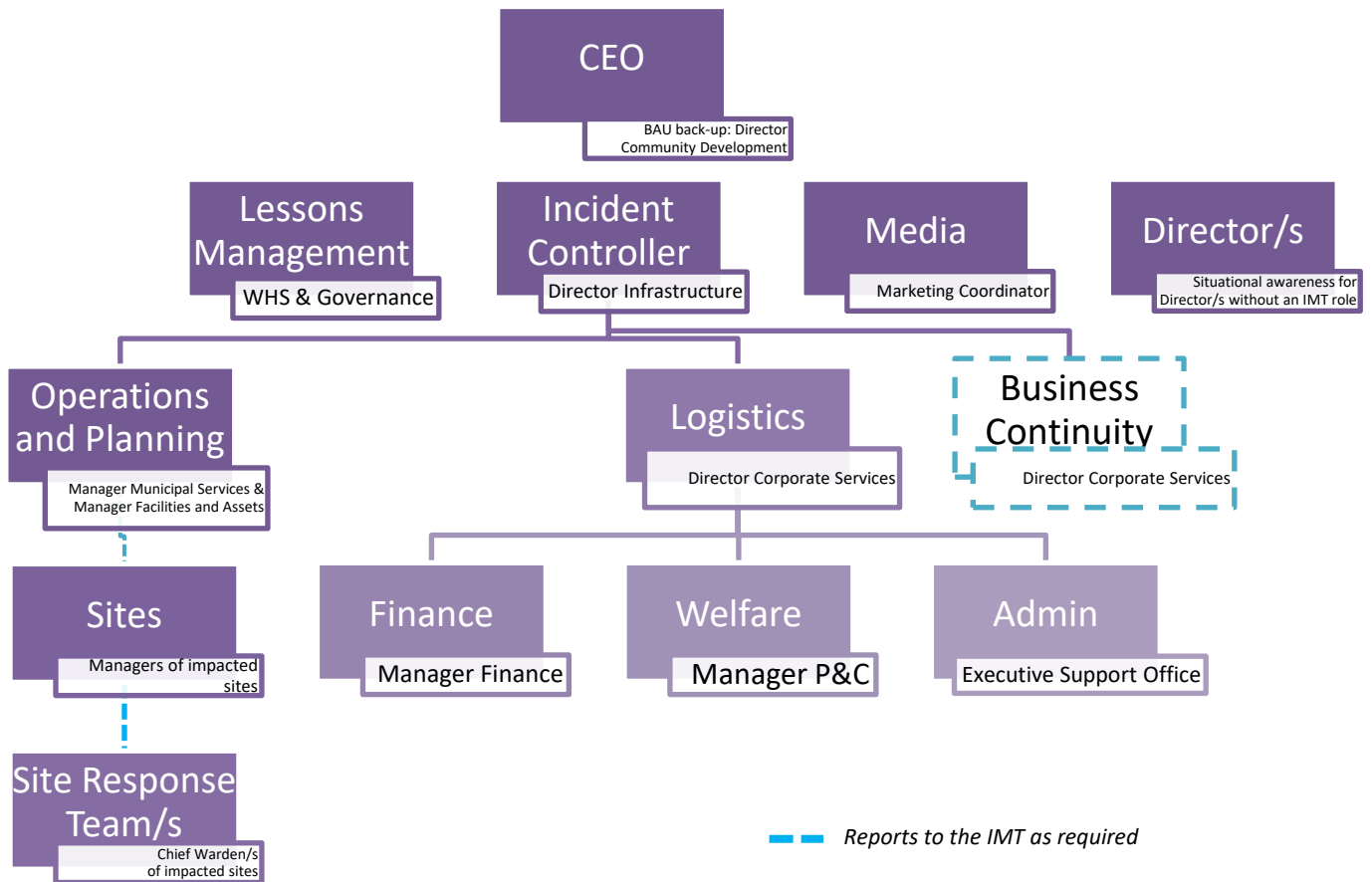
- the incident requires coordination with Northern Territory emergency management arrangements, emergency services or other external agencies
- the incident has significant actual or potential financial, legal, environmental, reputational or community impacts
- the incident requires frequent executive decision-making, strategic oversight or coordinated communication
- evacuation, relocation, site closure or other major operational decisions are required
- business continuity arrangements have been, or are likely to be, activated.

Key functions of the IMT

The focus of the IMT is the control and safety of an emergency response. The key functions of the IMT are to:

- Assist coordination of Council's messaging and priority actions to effectively respond to the emergency
- Establish and maintain a high level of situational awareness of the emergency
- Assist coordination of Council's response to direction/requests/tasking by the Incident Controller
- Support evacuation of/sheltering in place at Council buildings and sites, when directed by the IC, in collaboration with Wardens, site managers, and emergency services
- Assess and allocate Council resources towards the emergency, including identifying and coordinating workforce surge needs. *Note: any surge support or temporary remobilisation that occurs through the IMT should occur in consultation with the relevant Director. External requests for Council resources or support should go through Council's Incident Controller.*
- Support the welfare needs of team members
- Provide leadership and direction for Council for all issues surrounding the incident, allowing other parts of the business to focus on maintaining normal operations
- Log any key decisions made or actions taken

Figure 6: Council's Incident Management Team structure



Note: the positions identified above represent Council's standard IMT arrangements. Depending on the nature of the incident, individual roles may be assigned to alternative suitably qualified officers to ensure the most effective management of the emergency.

To ensure the IMT remains appropriately scaled to the incident, not all managers or key staff will be on the actual IMT, but may be required to liaise with designated IMT members to provide information, updates, and operational support relevant to the incident. When operationally required, additional staff may attend IMT meetings beyond what is listed above.

Councillors do not have an operational role during an emergency but are kept informed by the CEO of the incident response and recovery activities undertaken by Council. The Mayor may have a spokesperson role, as per Council's Media Policy, depending on the type and scale of the event.

The key responsibilities for each functional role in the IMT are listed below.

Key responsibilities for relevant team members in relation to emergency response activities outside of the IMT are outlined in Section 3 of this plan.

Key responsibilities of the IMT			
Pillar	Functional area	Responsible Officer (unless determined otherwise)	Purpose on the IMT
Incident command	Executive oversight	CEO	Provide strategic leadership and executive decision-making during incidents. Authorise major response actions, allocate organisational resources, approve external communications on significant matters, and liaise with Elected Members and other key stakeholders as required. Decide whether to stand up the IMT. <i>Should the CEO be unable to continue their BAU responsibilities during an emergency event, key BAU functions should be delegated to the Director Community Development, who normally does not have a designated role within the IMT. In the instance the Director Community Development does have a delegated role, the Director with least operational involvement should be delegated to support the CEO.</i>
	Incident control	Director Infrastructure Services	Lead and coordinate the overall incident response. Assess the situation, establish priorities, direct response activities, make operational decisions, coordinate with external emergency services, and provide regular updates to the CEO. Provide recommendations to the CEO whether to stand up the IMT. Determines incident level. Approve internal communications. <i>While the Director Infrastructure Services will ordinarily fulfil the role of Incident Controller, this responsibility may be assigned to another appropriate officer where the circumstances of the emergency event warrant an alternative appointment.</i>
	Media	Marketing and Communications Coordinator	Manage and advise on internal and external communications relating to the incident.
Operations	Operations and planning	Manager Municipal Services	Implement response actions to manage the response. Coordinate operational staff, maintain essential service delivery where possible, assess impacts on essential infrastructure and services, and execute tasks assigned by the IMT. <i>In most instances, the Manager Municipal Services will be responsible for the Operations and Planning function of the IMT. However, depending on the nature, scale, and requirements of</i>

			<i>the emergency event, this role may be delegated to another suitably qualified officer.</i>
	Operations and planning	Manager Facilities and Assets	Implement response actions and assess impacts relating to Council facilities and assets. Provide technical advice regarding building safety, structural damage, utilities, and asset vulnerabilities.
	Sites	Site Managers (i.e. ASALC)	Assess, secure and manage Council sites affected by an incident, and organise facilities and infrastructure required for response activities. <i>Multiple Site Managers may be included in an IMT, depending on the requirements of the incident.</i>
	Site emergency management	Chief Warden (Site Response Team)	Enact site-specific Emergency Management Plans, ensuring safe opening and closing of facilities, as required. <i>The Chief Warden will generally report to the Site Manager, who will act as the liaison to the IMT.</i>
Logistics	Logistics	Director Corporate Services	Procure and manage resources required to support the response. Coordinate personnel, contractors, supplies, and other operational support requirements.
	Administration	Executive Support Office	Provide administrative support to the IMT. Maintain action logs, coordinate meetings, assist rescheduling other meeting for Executive, and support accurate information management throughout the incident.
	Finance	Manager Finance	Monitor and manage all financial aspects of the response. Support processing of emergency procurement, maintain financial records for reimbursement or insurance claims.
	Welfare	Manager People and Culture	Coordinate the wellbeing and support needs of team members. Monitor fatigue and wellbeing risks, and provide access to support services.
Business Continuity	Business Continuity	Director Corporate Services	Report to the IMT, and use information from the IMT, to coordinate business continuity arrangements to ensure critical functions continue or are restored in accordance with the Business Continuity Plan.
Evaluation	Lessons Management	WHS Team Governance Unit	Coordinate the capture, analysis and implementation of lessons identified during and after the incident. Ensure debriefs and after-action reviews are implemented. Where an emergency event is also a notifiable incident, WHS will lead this process.

2.6 Business Continuity Incident Management Team

A Business Continuity Incident Management Team may also be stood up in an emergency to lead strategic organisational recovery and support the uninterrupted delivery of Council services during periods of significant operational disruption. If stood up, the Business Continuity Incident Management Team will operate as its own function, but will have a position on the Emergency Response Incident Management Team to support preparedness, situational awareness and coordination of business continuity activities, and to report on activities being undertaken by the Business Continuity Incident Management Team. Council's Business Continuity Plan contains details of who is on the Business Continuity Incident Management Team and the triggers for stand up.

2.7 Emergency Planning Committee

To support Council's preparedness for emergencies, Council has an Emergency Planning Committee that meets quarterly. The Emergency Planning Committee is responsible for:

- developing, implementing and monitoring emergency preparedness, including appropriate documentation
- allocating required resources to undertake actions required to maintain the integrity and resilience of preparedness plans
- developing and identifying scope, purpose and requirements of critical incident response groups.

Council's Emergency Planning Committee comprises of Executive, along with relevant Managers and team members, further detailed in its Terms of Reference.

3. Roles and responsibilities

3.1 Executive oversight

- CEO
- Director Community Development

3.2 Incident control

- Director Infrastructure Services

3.3 Operations and planning

- Depot Manager
- Manager Rangers
- Manager RWMF
- Wardens
- Security Coordinator
- Other business unit managers

3.4 Logistics

- Director Corporate Services
- Manager Finance
- Manager ICT
- Executive Office Manager

3.5 Business continuity

- Director Corporate Services
- Manager Governance

3.6 Media

- Marketing and Communications Coordinator

3.7 Lessons Management

- WHS Unit & Governance Unit



The following section details the broader responsibilities of key Council positions in supporting the effective management of emergency events. Not all positions will be required to undertake these responsibilities during every incident, and will depend on the nature and operational requirements of the event.

3.1 Executive oversight

Chief Executive Officer

- Ensure critical Council services and operations continue.
- Ensure timely, accurate information is provided to Elected Members, staff, the community and media.
- Attend IMT, LEC and other key meetings as available and required.
- Determine whether IMT is stood up, based on advice from Incident Controller.
- Approve surge requirements for Council team members and resources outside of existing surge capacities (i.e. team members temporarily providing assistance to different business units).
- Ensure Council complies with legislative obligations, emergency management plans and any directions from authorised agencies.
- Approve all key media statements and external communications released by Council in relation to the emergency.
- Oversee resource allocation, financial authorisations and critical business decision-making required during the incident.

Director Community Development

- Provide leadership and support to business units and team members within their Directorate.
- Attending IMT meetings as available and required for situational awareness and support.
- Undertake delegated CEO responsibilities, where needed and authorised, to support the continuity of business-as-usual operations.
- While in most instances, the Director Infrastructure Services will be Incident Controller, if an incident is specific only to a site or event under the Community Development directorate, the Director Community Development may instead be appointed Incident Controller. If so, 3.2 applies, and the CEO may choose to delegate CEO activities to another Director.

3.2 Incident Control

Director Infrastructure Services (Incident Controller)

- Determine and communicate Council's incident level in relation to the event, including any level changes, in consideration of advice from the controlling authority.
- Support the CEO with accurate updates, risk information and operational recommendations.
- Advise the CEO when activation of the IMT is required.
- Convene and chair IMT meetings, as required, to facilitate incident coordination, information sharing, and decision-making.
- Participate as a member of the Alice Springs LEC.
- Provide situation reports to the Regional or Local Controller as required.
- Nominate an appropriate delegate to attend and operate from the Local Coordination Centre (LCC) or Emergency Operations Centre (EOC), when required.
- Ensure use of Council's shared emergency response inbox.
- Approve internal communication as required, and maintain regular communication with Council team members.
- Participate in National Coordination Mechanism meetings, as required.
- As deemed necessary, designate a relevant team member/s to shadow the IC, therefore providing additional alternate ICs if the IC becomes unavailable or incapacitated to ensure fluid continuity of response activities.
- Provide leadership and support to business units and team members within their Directorate.

3.3 Operations and planning

Wardens (*Site Response Teams*)

- Oversee the safe and orderly evacuation of personnel from Council premises during emergencies, as needed, in line with site specific emergency plans.
- Chief Wardens to decide when or if a site will close in response to an emergency, and when it will open after the emergency passes, in liaison with site managers and key staff.
- Chief Wardens to enact the site-specific emergency response plans in liaison with site managers and key staff for the relevant site.
- Coordinate hot debriefs as relevant.

- Provide regular updates to relevant site managers to support reporting to the IMT, and attend and contribute to IMT meetings when requested and operationally feasible.

Manager Municipal Services *(Roads, community clean-up and traffic control; facility manager)*

- Attend and contribute to Incident Management Team (IMT) meetings as operations and planning lead.
- Coordinate:
 - opening and temporarily closing causeways
 - providing traffic control
 - clearing essential traffic routes
 - clearing storm water drains
 - assisting with community clean-up and disposal.
- Conduct a visual assessment of damage to the town and/or Council sites to determine Depot's priorities in its response activities i.e. clearing storm water drains, clearing downed trees etc.
- Receive and manage requests from the community for assistance, such as clearing downed Council owned trees, and where need arises, trees not on Council property.
- Report to the Director Infrastructure Services/IMT of workforce surge needs and team member welfare requirements.
- Help prepare Council sites for emergency impacts (i.e. flooding) through provision of equipment and resources.
- In liaison with relevant Wardens, plan for and organise the evacuation of the site, if required.
- Conduct general preparedness and hazard mitigation activities i.e. tree trimming, sand management in the Todd River, clearing drains, maintaining grass and vegetation etc.
- Coordinate hot debriefs as relevant.
- Ensure appropriate evidence is collected to support insurance claims and disaster relief funding applications, where required by the nature and scale of the incident.
- Monitor staff wellbeing and ensure any welfare concerns are reported and appropriately addressed.

Manager Facilities and Assets

- Assess actual or potential impacts to Council facilities, buildings and assets
- Provide technical advice to the Incident Controller regarding building safety, structural damage, utilities, and asset vulnerabilities.
- Coordinate inspections and condition assessments of affected Council assets.
- Arrange emergency repairs required to support the response.

- Organise access to any Council facilities that act as a community evacuation centre.
- Maintain situational awareness of facility and asset impacts and provide regular updates to the IMT.

Manager Rangers (*Animal management; site manager*)

- Attend and contribute to IMT meetings as required.
- Coordinate animal and livestock management processes, as directed by NTG or determined by Council to support emergency response activities.
- Provide support in traffic management, when or if requested through the IMT, Manager Municipal Services or Director Infrastructure Services, and/or report any key identified traffic management issues to these roles.
- Ensure appropriate management of the Animal Shelter in response to any potential impacts of the site from the event.
- Attend Animal Welfare Function Group meetings if stood up.
- Provide refuge for animals in distress where capacity allows.
- In liaison with relevant Wardens, plan for and organise the evacuation of the Animal Shelter, if required.
- When exceeding demand for displaced animals/pets occurs, coordinate with the Marketing Unit to request volunteers from the community for temporary accommodation, if appropriate.
- Advise on workforce surge needs and team member welfare requirements.
- Coordinate hot debriefs as relevant.
- Ensure appropriate evidence is collected to support insurance claims and disaster relief funding applications, where required by the nature and scale of the incident.
- Monitor staff wellbeing and ensure any welfare concerns are reported and appropriately addressed.

RWMF Manager (*Waste management; site manager*)

- Attend and contribute to IMT meetings.
- Waste management (i.e. receipt and disposal of waste and stock).
- Reinforce boundary bunding to contain sewerage inflow from adjacent Power and Water sewage ponds into RWMF site.
- In liaison with relevant Wardens, plan for and organise the evacuation of the site, if required.
- Advise on workforce surge needs and team member welfare requirements.
- Coordinate hot debriefs as relevant.
- Ensure appropriate evidence is collected to support insurance claims and disaster relief funding applications, where required by the nature and scale of the incident.
- Monitor staff wellbeing and ensure any welfare concerns are reported and appropriately addressed.

WHS Manager

- Attend and contribute to IMT meetings if required.
- Liaise with relevant Evacuation Wardens and Managers to plan evacuations, as required.
- Oversee incident and injury reporting processes.
- Monitor staff wellbeing and ensure any welfare concerns are reported and appropriately addressed.

Security Coordinator

- Ensure doors are re-secured and alarms reset at Council facilities if alarms are set off.
- Ensure back-up door and alarm batteries are scheduled for replacement, and replaced as per this schedule.
- In power outages, coordinate ingress and egress from the Civic Centre to ensure continued functioning of the doors.

Library & ASALC Managers (*site managers*)

- If the library or ASALC is at threat from an emergency event, attend meetings and briefings arranged by the IC.
- In liaison with relevant Wardens, plan for and organise evacuation of the site, if required.
- Advise on workforce surge needs and team member welfare requirements.
- Cancel or postpone events as required.
- Coordinate hot debriefs as relevant.
- Ensure appropriate evidence is collected to support insurance claims and disaster relief funding applications, where required by the nature and scale of the incident.
- Monitor staff wellbeing and ensure any welfare concerns are reported and appropriately addressed.

Manager Community and Cultural Development

- Cancel or postpone events as required.
- Support communication of emergency response information to key community groups or communities, if appropriate and required.
- Monitor staff wellbeing and ensure any welfare concerns are reported and appropriately addressed.

3.4 Logistics

Director Corporate Services

- Provide leadership and support to business units and team members within their Directorate.
- Coordinate the provision of resources required to support emergency response and recovery activities, including any additional personnel, contractors, equipment, vehicles, materials and services as required.
- Monitor resource availability and manage shortages or competing resource demands.
- Maintain oversight of communications, ICT and administrative support arrangements.
- Ensure relevant people have access to Council's shared emergency response inbox.
- Provide logistics status updates and advice to the IMT.
- Maintain records of resources, expenditure and support activities for recovery and review purposes.

Executive Office Manager

- Organise briefings for the Mayor.
- Ensure Council's customer service team members receive information required to provide customers with key, relevant updates in relation to the event and Council, in liaison with Marketing and Communications.
- Maintain the IMT's Emergency Response Log, detailing all key decisions made and actions taken through the IMT.
- Coordinate IMT meetings, and manage diaries of Directors and CEO.
- Monitor staff wellbeing and ensure any welfare concerns are reported and appropriately addressed.

Manager People and Culture

- Provide advice to the IMT on staff welfare.
- Ensure there is appropriate communication and support for team members related to their welfare during and after the emergency.

Manager ICT

- Ensure that Council's ICT systems remain as functional as possible during the emergency.
- Coordinate the bulk sending of time-critical emergency text messaging to team members, when required.
- Monitor staff wellbeing and ensure any welfare concerns are reported and appropriately addressed.

- Attend and contribute to IMT meetings as requested and required.

Manager Finance

- Ensure appropriate management of insurance claims.
- Support expedited emergency procurement processes as required, in compliance with the *Local Government Act 2019*.
- Ensure payment of team members still occurs during emergency events.
- Monitor staff wellbeing and ensure any welfare concerns are reported and appropriately addressed.

3.5 Business Continuity

Director Corporate Services

- Lead business continuity actions and processes in line with the Business Continuity Plan if activated.
- Attend and contribute to IMT meetings, when determined necessary, in capacity as business continuity lead to gain situational awareness, and provide updates on any business continuity activities.

Manager Governance

- Act as business continuity delegate on the IMT on behalf of the Director Corporate Services when required.

3.6 Media

Marketing and Communication Coordinator

- Attend and contribute to IMT meetings.
- Share relevant hazard warning information, road and causeway closures, any evacuation orders, and location of evacuation centres etc. to the public.
- Disseminate information regarding closure of Council sites to the public.
- Liaise with the NTG's Public Information Group, as required or directed by the IC.
- Develop talking points for the Mayor, CEO, or other Council spokespersons, as required.
- Coordinate response to requests from interviews from the media.
- Assist the IMT in the development of internal communication.

- Attend and operate from the Local Coordination Centre (LCC) or Emergency Operations Centre (EOC), when required.
- Provide key information to Council's customer service teams so they can provide accurate and relevant communication and/or referrals for people seeking information about the emergency.
- Monitor staff wellbeing and ensure any welfare concerns are reported and appropriately addressed.

3.7 Lessons Management

WHS and Governance Units

- Attend IMT meetings, hot debriefs, and post-event debriefs to collect observations.
- Coordinate formal post-event debriefs when required by this plan.
- Develop the After-Action Review Report.
- Ensure that insights are captured and updated in relevant plans for use in other operations (Governance).
- Ensure incident reports are appropriately logged and manage process for any Worksafe NT notifiable events (WHS).
- Coordinate Council's emergency preparedness exercises and training.

An aerial photograph of a disaster-stricken area, likely a flood zone. The image shows extensive debris, including what appears to be a collapsed building, scattered across a muddy, brown landscape. A dirt road or path winds through the scene, and some green vegetation is visible in the lower right. The entire image is overlaid with a semi-transparent purple rectangle on the left side, which contains the text.

4. Emergency response administration and support

- 4.1 Emergency response log
- 4.2 Emergency communication with team members
- 4.3 Evacuations
- 4.4 Emergency equipment and first aid
- 4.5 Council's emergency coordination centre
- 4.6 Workforce surge support for response activities
- 4.7 Financial, procurement and insurance processes
- 4.8 Damage assessment and evidence collection
- 4.9 Supporting operational resources and templates

4.1 Emergency response log

An Emergency Response Log is an important way to keep track of the incident, and acts as evidence to justify decisions made during an emergency, and it:

- provides an immediate, contemporaneous accurate record.
- enables easy access to decisions made.
- enables effective handover to colleagues with immediate access to decisions made.
- provides an accurate record of the event for any subsequent proceedings whether criminal or a public inquiry.

Council will maintain an Emergency Response Log through the IMT, when it is convened, to ensure all key decisions made and actions taken by the IMT are logged. This will be managed by the Executive Support Office, with back-up from any other staff as required.

Site Response Teams and site managers will keep a separate log for any level three emergencies.

Council has a shared inbox to be used during emergencies and track and receive information.

4.2 Emergency communications with team members

The IC is responsible for approving key messaging communicated to Council team members before, during and after an emergency.

Communicating in emergencies is vital for saving lives, preventing injuries, containing the situation, and reducing panic by ensuring team members are informed, know what to do, and feel reassured. Emergency communications need to use plain language, so they are understood by people with English as a second language.

Council has software and templates to send bulk text messages to team members, and maintains an emergency contact list reviewed quarterly. During sudden and significant disasters, phone calls may be more appropriate, and or can be used to supplement text messages.

4.3 Escalation and notification protocols

The flow of information internally during an emergency is vital to ensure a quick, effective response. The below provides a summary of key escalation and notification processes for team members to follow to ensure the Executive and relevant team members are quickly and appropriately notified of

emergency events, activation of this plan, changes to an existing situation, and changes to incident levels.

Downward notification

As detailed in 4.2 of this plan, the IC is responsible for distributing communications and instructions down through team members to ensure safety and service continuity. Depending on the incident level and need, the IC will generally coordinate IMT meetings and disseminate situational reports at least twice a day. Also depending on the incident level, the messaging will normally entail the below types of information, and can occur through phone calls, emails or SMS:

- **Alert:** Information only. No change to duties i.e. *Be aware of heavy rain forecast for the afternoon*
- **Directive:** Immediate action required i.e. *Evacuate the Civic Centre immediately*
- **Organisation information:** Key organisational information or changes to BAU important for staff to be aware of i.e. *The Depot is closed.*

Upward escalation

All team members have the authority and responsibility to escalate an emergency event immediately to the IC through their reporting channel, or if this role is not yet stood up to their relevant Director, if any of the following conditions are met:

- it is out-of-hours and only on-call staff are available
- there is a risk to people's safety and/or lives
- the emergency event can't be resolved using the resources currently available on-site
- the emergency event will disrupt a critical Council service or require closure of a Council facility, site or asset
- Council has been requested by an external organisation to provide support
- the event is likely to quickly attract significant media attention.

Delayed escalation is identified as a primary risk to Council's resilience; when in doubt, team members should notify up. If the team member's line manager is not available, that team member has standing authority to bypass the hierarchy and notify the next available member of the Executive Team.

4.4 High-Level Phone Tree

A phone tree is a prearranged system that can help an organisation quickly spread a brief message to many people. It shows how people will be contacted in case of an emergency or unusual incident, as well as who will contact them. Below is the path that should be completed when alerting staff to a significant incident that requires whole of staff awareness and/or response.

Note: this is separate to IMT arrangements, as use of a phone tree will likely occur before an IMT has even been stood up.

1. Chief Executive Officer (CEO)

- Receives or confirms emergency alert (from emergency services or Incident Controller)
- Determines key messaging to go to staff
- Initiates call to Directors

2. Directors

- Director Infrastructure Services
- Director Community Development
- Director Corporate Services
- Contact respective Managers

3. Managers

- Each Manager contacts their Supervisors/Team Leaders

4. Supervisors / Team Leaders

- Each Supervisor/Team Leader then calls their direct team members (including casuals/contractors/volunteers currently rostered)

At times, Council may ask team members to acknowledge receipt of calls or messages back up the chain.

4.5 Evacuations

Council has site specific evacuation diagrams, which include routes and assembly areas. These are available in the site-specific emergency management plans and displayed in key positions around each site. Evacuation of Council sites is managed by site-specific Wardens and response teams, who are trained to lead a controlled evacuation during an emergency by raising alarms, guiding people to safety, searching buildings for anyone left behind, and reporting to the Chief Warden.

Evacuations of Council sites are supported by site managers, and the IMT if it has been stood up.

4.6 Emergency equipment and first aid locations

The location of emergency equipment and first aid kits is available in each site-specific Emergency Management Plans, as well on evacuation diagrams on display around the sites.

4.7 Council's emergency coordination centre

Council's emergency coordination centre is located at its Depot. A fit-for-purpose centre is currently being built due for completion in 2027, which will provide a specific space for key staff to coordinate Council's response and recovery activities, including a central meeting and coordination space, especially if Council's main administrative building is impacted. Council plans to also open the space to support other relevant organisations to coinhabit as required to support coordination and collaboration.

4.8 Workforce surge support for response activities

Before or during an emergency, Council may send out an EOI (Expression of Interest) to mobilise available team members to meet a surge in workload to respond to an emergency.

Key aspects of workforce surge support:

- There are no changes to position, salary or employment conditions during a surge, and team members will return back to their substantive role once the surge is completed.
- Team members need approval from their line manager to participate.
- If circumstances change, and a staff member can't continue with their deployment, they need to request a withdrawal.
- Surge support is open to full time, part time, contract and casual employees.
- Any surge support or temporary mobilisation should be done in consultation with the relevant Director.
- *Note: For deployments outside of normal BAU or in relation to recovery activities, this is managed under the Business Continuity Plan.*

Workforce surge support is coordinated by People & Culture, and approved by the CEO.

4.9 Temporarily standing down team members

During and after an emergency, Council may temporarily stand down non-essential team members. Refer to the Business Continuity Plan for details on this.

4.10 Financial, procurement and insurance processes

Recovery work during or immediately after an emergency event, where Council believes on reasonable grounds that it is necessary to obtain the supply from a particular supplier, can be exempt from established procurement processes, as per 38(1)(g) Local Government (General) Regulations 2021.

In such circumstances, the CEO has delegation to authorise an exemption from procurement policy requirements in circumstances where, in the CEO's view, an exemption is required to ensure the best outcome is achieved for Council. Financial decisions above this delegation will be escalated to Council through special meetings. Council maintains comprehensive insurance coverage to support recovery and restoration following an emergency event. This includes property, public liability, and business continuity insurance. In the event of damage or loss, Council will liaise with its insurer to ensure timely assessment, claims management, and reinstatement of essential assets and services.

4.11 Damage assessment and evidence collection

If an emergency response is underway or any Council site is impacted:

- Staff must notify Finance Team as soon as possible so potential claims can be assessed early, and where relevant, for Finance to create a GL code for the emergency
- Staff must record damage by taking time and dated stamped photos, retaining damaged items, where safe, and noting dates, times, and circumstances of the incident (see list below)
- No cleanup or disposal of damaged assets should occur until the insurance contact confirms it is documented, unless required to protect staff or public safety.
- Keep receipts for any urgent works or temporary measures taken to make an area safe. This information supports faster assessment and avoids issues with future claims.

For insurance purposes, or when relevant to access Disaster Recovery Funding Arrangements (DRFA) funding, Council team members must collect and/or retain:

- time and date stamped photographs and videos of damage
- asset inspection records and condition assessments

- contractor quotations, work orders and invoices
- staff timesheets involved in response and recovery activities
- plant and equipment usage records
- procurement records
- maps and GIS data and location records where relevant.
- Records of emergency works undertaken, including the purpose, location and dates of the works
- Copies of approvals and authorisations relating to emergency response and recovery activities.

Responsibility for coordinating evidence collection rests with relevant Managers and team members.

Management of insurance claims is done through the Finance Team.

Overtime records

Only overtime directly attributable to eligible emergency response or disaster recovery activities may be claimable under DRFA arrangements, and sufficient records must be maintained to demonstrate the connection between the overtime worked and the eligible activity. Where overtime is worked in connection with an emergency event, the following information must be recorded and retained:

- employee name and position
- date and hours worked
- ordinary hours and overtime hours worked separately
- description of the tasks undertaken
- location of the work
- reference to the relevant incident, event or recovery activity
- supervisor approval of the overtime
- payroll records demonstrating the overtime paid (must be noted through Council's payroll system)

4.12 Supporting operational resources and templates

Council has developed and maintains a range of operational templates and supporting documents to assist in implementing this Plan. These documents are controlled separately from this Plan, and will be updated as required to ensure they remain current. Team members will use the relevant templates and resources during emergency management activities as needed. These resources include but are not limited to:

- SMS emergency message templates for bushfire, heatwave, hazardous waste, flooding, civil disruption and bomb threat/terrorism events
- Role cards for each key role, including key responsibilities, expectations and key questions to ask in this role
- Emergency evacuation plans
- Site-specific emergency response plans
- Business Continuity Plan
- Emergency response log
- After Action Review template
- Workforce surge support EOI
- Emergency call tree
- IMT agenda

The background image shows a concrete bridge spanning a wide, brownish river. Several people are standing on the bridge, looking down at the water. Tall, thin light poles are visible along the bridge. The left side of the image is covered by a semi-transparent purple shape that contains the text.

5. Lessons management

- 5.1 Lessons management overview
- 5.2 After Action Reviews
- 5.3 Collecting observations
- 5.4 Post-operation report
- 5.5 Training
- 5.6 Emergency exercising

5.1 Lessons management overview

Lessons management is an overarching term that refers to collecting, analysing, disseminating and applying learning experiences from emergency events. The Australian Institute for Disaster Resilience has a Lessons Management Handbook with detailed information on this best-practice model.

5.2 After action reviews (AARs)

Review of operational activities undertaken during an emergency is a key component of developing capacity and improving disaster management arrangements. Post-disaster assessments are held to:

- Assess operations including actions, decisions or processes
- Document processes that worked well and identify a course of action to ensure that they are captured and updated in relevant plans for use in other operations
- Assess capability and consider where additional planning, training and/or exercises may enhance capability.

Incident Management Team

- For level 3 incidents, a formal debrief for the IMT will be conducted. It will be conducted by the CEO, or if necessary, delegate.
- For level 1 or 2 incidents, hot debriefs for the IMT are to be conducted by the IC. Post-event debriefs are to be conducted by the CEO if determined necessary.

Site Response Teams

- For level 3 incidents, a formal debrief for any stood up Site Response Teams will be conducted by the site manager, or delegate.
- For level 1 or 2 incidents, any hot debriefs are to be conducted by the site manager, or delegate.

Hot debriefs

Hot debriefs are undertaken throughout an emergency or at minimum within 48 hours of the end of the event, giving participants the opportunity to share learning points while the experience is still very fresh in their minds. Multiple hot debriefs during protracted operations may be appropriate to

identify significant issues and provide prompt solutions for immediate implementation. A hot debrief will discuss:

- What did we do?
- What worked well?
- What could we do better?
- Safety issues, and
- Immediate remedial actions required to rectify issues
- Recommendations for improvements.

Feedback from hot debriefs will be noted, and will be used to inform change to processes currently happen, and also will be reflected in the After-Action Review Report.

Formal debriefs

Formal debriefs are undertaken no more than two weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation. An After-Action Review Report is to be completed to provide an overview of the lessons identified following an event and, importantly, recommendations for improving disaster management. 'Post-event debriefs' include:

- Assessment of decisions made, actions taken, and processes conducted
- Assessment of plans against conduct of operations
- Assessment of capability and capacity and where further planning, training, or exercising is required
- Any critical safety issues
- Resolutions for improvements.

5.3 Collecting observations

During any event, general observations can also be provided by team members at any point through their Manager, Director, or the IMT, which will also be noted, and will help inform the Post-Operational Report. The WHS and Governance Units will also attend IMT meetings and other associated activities to collect observations as required.

5.4 Post-operation report

For any level 3 incidents, or any level 2 incidents that require AARs, a Post-Operational Report will be developed through the Emergency Planning Committee, and provided to the Risk Management and Audit Committee. This report identifies the findings and recommendations to address any identified issues. If lessons have been identified, an action plan will be included in the report and the progress of the lessons identified to become lessons learned. This plan will be monitored by the Emergency Planning Committee.

5.5 Training

The overarching goal of Council's preparedness and response training program is to develop a well-drilled, adaptive, and coordinated response capability. Key objectives for training include:

- Ensuring all team members understand their roles and responsibilities during emergencies.
- Developing competency in the use of emergency communications technologies and protocols.
- Fostering effective teamwork across Business Units and with external agencies.
- Building decision-making skills under pressure and in uncertain scenarios.
- Promoting the well-being and resilience of team members.

Council has a structured training calendar, combining mandatory induction for new staff with ongoing refresher courses. This includes internal and external courses as well as skills workshops provided as needed :

First aid

- Mandatory first aid training for key staff and key volunteers.
- Scenario-based exercises for mass casualty and triage situations.
- Mental health first aid

Radio communication procedure

- Use of radio and digital communication tools.
- Internal reporting lines and situation reports (SITREPs).

Hazard-Specific Response Training

- Dealing with hazardous materials, spills, and decontamination procedures
- Safe zones and asset protection.

Evacuation Procedures

- Evacuation planning, triggers, and decision-making.

5.6 Emergency exercising

Exercising is an essential component of emergency preparedness and should be used to enhance the capability of an organisation contributing to continuous improvement. Whenever possible, Council will participate in any relevant exercises held by emergency services and partner organisations.

Through its EPC, Council conducts at least one internal desktop exercises to test its Emergency Plan against its various hazards, the results of which are reported back to the Emergency Planning Committee, as well as the Risk Management and Audit Committee.

Council also conducts regular evacuation drills regarding at its various sites.

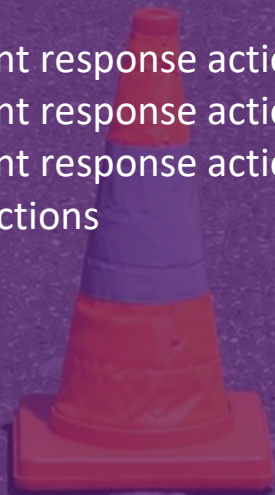
Tabletop Exercises: Facilitated discussion of hypothetical scenarios to test plans and coordination.

Functional Exercises: Simulated emergencies requiring the activation of command centres, evacuations, or first response actions.



6. Incident response

- 6.1 Level 1 incident response actions
- 6.2 Level 2 incident response actions
- 6.3 Level 3 incident response actions
- 6.4 Stand down actions



6.1 Level 1 incident response actions

Key actions to be taken for this incident level is detailed in the table below.

Level 1 Incident Response Actions		
Function	Key actions	Related docs
Event response		
Local Emergency Committee (LEC) <i>If stood up</i>	- IC, or delegate, to: - Attend LEC meetings, if stood up. - Receive and disburse updates from the LEC to relevant Council staff. - Provide situation reports to the LEC, and/or Regional or Local Controller, as required. - Respond to direction/requests/taskings and relay to relevant staff members.	Alice Springs (Mparntwe) Local Emergency Management Plan (NTG)
CEO	- Receive any key updates from the IC to ensure situational awareness. - Liaise with the Mayor to keep them updated, as required.	N/A
Incident Controller	- Determine Council's incident level in response to the event, including any level changes, in line with this plan's incident level classifications. - Receive updates from relevant staff responding to the event. - Communicate key information to relevant Council staff. - Provide situation reports to the CEO.	EMP
IMT	Not stood up.	N/A
Site Response Teams and site managers <i>Impacted sites</i>	- Relevant site response team/s stood up and relevant site-specific emergency management plan/s activated by chief warden for affected sites. - Site managers to engage closely with site response teams to support emergency response.	Site specific emergency management plans

ALICE SPRINGS TOWN COUNCIL

Emergency Plan



Operations		
Depot If required, depending on nature of the event	- Conduct a visual assessment of damage and/or Council sites to determine Depot's priorities in its response activities. - Allocate teams to clean any blocked drains, clear away fallen trees, temporarily close causeways and roads, reopen causeways and roads and provide traffic control, as required. - Manage requests from the community for assistance. - Manage requests from the Local Controller through the IC. - Request traffic management support from the Rangers, if required. - Actively monitor the event to be aware of any potential escalations to the incident that may lead to it starting to impact the Animal Shelter.	Delegations Register (temporary closure of roads and causeways)
Rangers If required, depending on nature of the event	- Provide animal and livestock management, and support animal welfare, if relevant. - Provide traffic control support, as directed by the Depot, or Director Infrastructure Services. - Actively monitor the event to be aware of any potential escalations to the incident that may lead to it starting to impact the Animal Shelter.	N/A
Other sites / business units Sites not currently impacted	- Continue business as usual. - Actively monitor the event to be aware of any potential escalations to the incident that may lead to it starting to impact their business unit or site.	N/A
Logistics		
Customer service	Provide accurate information and/or referrals for people who contact Council seeking information on the event, or who are seeking Council assistance.	N/A
Business continuity	- Business Continuity Incident Management Team not stood up. - Refer to Business Continuity Plan for applicable activities.	Business Continuity Plan
Communications		
Marketing and comms	- Disseminate any relevant emergency warnings or response information and any road/rail/causeway closures to the public, as appropriate. - Provide key information to the customer service teams and relevant sites so they can provide accurate and relevant communication and/or referral for people seeking information. - Coordinate interview requests from the media.	Media Policy and Social Media Policy

6.2 Level 2 incident response actions

Key actions to be taken for this incident level is detailed in the table below.

Level 2 Incident Response Actions		
Function	Actions	Related docs
Event response		
Local Emergency Committee (LEC) <i>If stood up</i>	- IC, or delegate, to: - Attend LEC meetings, if stood up. - Receive and disburse updates from the LEC to relevant Council staff. - Provide situation reports to the LEC, and/or Regional or Local Controller, as required. - Respond to direction/requests/taskings and relay to relevant staff members.	Alice Springs (Mparntwe) Local Emergency Management Plan (NTG)
CEO	- Approve standing up of IMT as required - Provide updates to the Mayor and Councillors. - Approve any key external communication. - Email out any critical 'all staff' information. - Attend IMT meetings as required. - Provide media interviews. - Provide approval of any non-BAU staff or resource surge requirements. - Authorise procurement exemptions, if required by Council's delegations. - Approve any relevant financial authorisation.	N/A
Incident Controller	- Determine Council's incident level in response to the event, including any level changes, in line with this plan's incident level classifications. - Communicate essential information to relevant Council staff. - Receive updates from relevant staff responding to the event. - Maintain regular communication with key Council response staff. - Stand up and chair IMT, if required, to determine and delegate actions and resources to support Council's emergency response, and identify key risks and challenges.	SMS emergency messaging templates

ALICE SPRINGS TOWN COUNCIL

Emergency Plan



	• Coordinate any non-BAU staff or resource surge requirements. • Approve any SMS emergency texting.	
IMT If stood up	• Identify key issues and how to and who will deal with them. • Maintain a log of communication and decisions made by the IMT. • Oversee Council's response resourcing, messaging, and priority actions to effectively respond to the emergency. • Relevant IMT members to communicate and organise associated directions with their teams. • Prepare for a Workforce Surge Support EOI to support potential deployments of staff outside of BAU. • Document and monitor the status of Council's response actions. • Organise any SMS emergency texting. • Hold hot debriefs and/or support operational teams to do so, and encourage collection of observations to inform lessons management. • Assist in preparing for potential evacuation of Council buildings and sites, including assisting Wardens and relevant site managers. • Business Continuity Incident Management Team to attend IMT meetings, as required.	• Emergency Management Plan section 2.3 • IMT agenda template • Emergency response log template • Evacuation diagrams • SMS emergency messaging templates • Workforce Surge Support EOI template • Business Continuity Plan
Site Response Teams and facility managers Impacted sites	• Relevant site response team/s stood up and relevant site-specific emergency management plan/s activated by chief warden for affected sites. • Site managers to engage closely with site response teams to support emergency response.	Site specific emergency management plans
Operations		
Depot Including if depot-run sites are impacted or threatened	• Conduct a visual assessment of damage and/or Council sites to determine Depot's priorities in its response activities. • Allocate teams to clean any blocked drains, clear away fallen trees, temporarily close causeways and roads, reopen causeways and roads, and provide traffic control, as required. • Manage requests from the community for assistance. • Manage requests from the Local Controller through the IC. • Request traffic management support from the Rangers, if required. • If relevant, start to prepare for a potential evacuation and secure the Depot/Cemetery, and ensure management of key assets and resources. • Help prepare other Council sites for emergency impacts (i.e. flooding) through provision of equipment and resources.	• Emergency diagrams • Depot and Cemetery Emergency Plan • Delegations Register (temporary closure of roads and causeways)

ALICE SPRINGS TOWN COUNCIL

Emergency Plan



Rangers & Animal Shelter Including if animal shelter is impacted or threatened	• Provide animal and livestock management, and support animal welfare, as required. • Provide traffic control support, as directed by the Depot, or Director Infrastructure Services. • If relevant, start to prepare for a potential evacuation and securing of the site, and ensuring management of key assets and resources. • Start preparing an Emergency Animal Foster EOI if relevant.	• Animal Shelter Emergency Plan • Emergency Animal Foster EOI template
RWMF Including if RWMF is impacted or threatened	• Continue business as usual. • If relevant, start to prepare for a potential evacuation and securing of the site, and ensuring management of key assets and resources, and preparing for potential increase in waste disposal from the community and Council.	• Evacuation diagrams • RWMF emergency plan
Other sites / business units Sites not currently impacted	• Actively monitor the event to be aware of any potential escalations to the incident that may lead to it starting to impact their business unit or site. • If likely to be impacted, start to prepare for a potential evacuation and securing of the site, and ensuring management of key assets and resources.	Site specific emergency plans
Logistics		
ICT	• Test software to send SMS emergency text messages to have it on stand-by in case there is a need to use this function. • Test and protect key ICT equipment to ensure key response communications and activities can occur.	SMS emergency messaging templates
Customer service	• Provide accurate information and/or referrals for people who contact Council seeking information on the event, or who are reporting downed trees etc.	N/A
Finance	• Monitor and manage all financial aspects of the response. • Support processing of emergency procurement, maintain financial records for reimbursement or insurance claims.	• Local Government Act
Executive Support Office	• If IMT is activated: • Provide administrative support to the IMT. • Maintain action logs • Coordinate meetings • Support accurate information management throughout the incident.	• IMT agenda template • Log template
People and Culture	• Advise the IMT, if stood up, on staff welfare issues or concerns. • Provide communication, support and referrals to staff regarding their welfare before and during the emergency. • Prepare an EOI for workforce surge support to enact this process if needed.	• Employee Assistance Program • Enterprise Agreement • Workforce Surge Support EOI template

ALICE SPRINGS TOWN COUNCIL

Emergency Plan



		• P&C policies
All Managers	• Report any staff health or welfare concerns to P&C. • Monitor NT Emergency Services warnings. • Avoid sending team members into hazard zones. • Prepare for alternate duties or stand-downs for staff, if relevant. • Support vulnerable and/or medically sensitive staff. • Confirm who can or can't safely attend work. • Support potential site evacuations.	• Employee Assistance Program • Enterprise Agreement • Council policies
Business continuity	• Business Continuity Incident Management Team may be stood up. • Advise the IMT, if IMT and Business Continuity Incident Management Team are stood up, on any business continuity activities. • Refer to Business Continuity Plan for applicable activities.	Business Continuity Plan
Communications		
Marketing and Comms	• Disseminate any relevant emergency warnings or response information and any road/rail/causeway closures to the public, as appropriate. • Provide key information to the customer service teams and relevant sites so they can provide accurate and relevant communication and/or referral for people seeking information. • Coordinate interview requests from the media.	Media Policy and Social Media Policy

6.3 Level 3 incident response actions

Key actions to be taken for this incident level is detailed in the table below.

Level 3 Incident Response Actions		
Function	Actions	Related docs
Event Response		
Southern Regional Emergency Committee (SREC) – NTG* <i>* SREC would override the LEC at this level of event.</i>	- IC, or delegate, to: - Attend Southern Regional Emergency Committee (SREC) meetings. - Receive and disburse updates from SREC to relevant staff. - Provide situation reports to the SREC, and/or Regional or Local Controller. - Respond to direction/requests/taskings and relay to IMT and/or relevant staff members.	Southern Regional Emergency Plan
CEO	- Approve standing up of IMT as required - Provide updates to the Mayor and Councillors. - Approve any key external communication. - Email out any critical ‘all staff’ information. - Attend IMT meetings as required. - Provide approval of any non-BAU staff or resource surge requirements. - Authorise procurement exemptions, if required by Council’s delegations. - Approve any relevant financial authorisation. - Provide media interviews. - Delegate any key CEO BAU activities or responsibilities to a suitable Director, if required.	- Delegations Register - LGA2019 procurement exemptions
Incident Controller	- Attend the SREC, or delegate a representative to attend. - Determine and communicate Council’s incident level in relation to the event, including any level changes. - Liaise with the CEO to keep them updated on all aspects of the emergency.	Roles and Responsibilities (Section 3 of this plan)

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	- Nominate an appropriate delegate to attend and operate from the Local Coordination Centre (LCC) or Emergency Operations Centre (EOC), as required. - Approve emergency directive communications to Council staff, including any SMS emergency texting. - Hold at least twice a day IMT meetings, and send out situational reports after each IMT meeting to relevant staff, the Mayor and Councillors. - Stand up and chair the IMT to determine and delegate actions and resources to support Council's emergency response, and identify key risks and challenges.	
IMT	- Identify key issues and how to and who will deal with them. - Maintain a log of communication and decisions made by the IMT during meetings. - Manage Council's emergency response resourcing, messaging, and priority actions. - Relevant IMT members to communicate and organise associated directions with their teams. - Organise workforce surge support EOI, as required. - Document and monitor the status of Council's response actions. - Assist, prepare and support the evacuation of relevant Council buildings and sites, including assisting wardens and relevant site managers. - Operate from Council's emergency coordination centre, if required. - Organise any SMS emergency texting. - Hold hot debriefs and/or support operational teams to do so, and encourage collection of observations to inform lessons management. - Participate or delegate participation in Functional Groups as required or requested by NTG. - Business Continuity Incident Management Team to attend IMT meetings, as required.	- Emergency Management Plan section 2.3 - IMT agenda template - Emergency response log template - Evacuation diagrams - SMS emergency messaging templates - Workforce Surge Support EOI template - Site specific emergency management plans - Business Continuity Plan
Site Response Teams and site managers <i>Impacted sites (including depot and RWMF)</i>	- Relevant site response team/s stood up and relevant site-specific emergency management plan/s activated by chief warden for affected sites, and all relevant steps in the plan followed. - Site managers to engage closely with site response teams to support emergency response. - Participate in / liaise with the IMT as required. - In certain circumstances, sheltering in place may be deemed safer than evacuation. Personnel should strictly adhere to the instructions provided by the IMT or Warden in such situations.	Site specific emergency management plans
Operations		
Depot <i>Including if depot-run</i>	Be responsible for Operations and Planning function of the IMT.	Emergency diagrams

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sites impacted or threatened	• Conduct a visual assessment of damage and/or Council sites to determine Depot's priorities in its response activities. • Allocate teams to clean any blocked drains, clear away fallen trees, temporarily close causeways and roads, reopen causeways and roads, and provide traffic control, as required. • Manage requests from the community for assistance. • Manage requests through the IC from the Local Controller. • Request traffic management support from the Rangers, if required. • Help prepare other Council sites for emergency impacts (i.e. flooding) through provision of equipment and resources. • If the depot site is impacted or likely to be, refer to actions under 'Site Response Teams and site managers' function above.	• Depot Emergency Management Plan • Cemetery Emergency Management Plan • ASALC Emergency Plan • Library Emergency Plan • Civic Centre Emergency Plan • Regional Waste Management Emergency Plan • Delegations Register (temporary closure of roads and causeways)
RWMF Including if RWMF is impacted or threatened	• Prepare for potential increase in waste disposal from the community and Council. • Plan additional resources for waste management (i.e. collection and disposal of waste from impacted properties). • Participate in NTG Functional Groups if required. • If the RWMF site is impacted or likely to be, refer to actions under 'Site Response Teams and site managers' function above.	
Rangers & Animal Shelter Including if Animal Shelter is impacted or threatened	• Provide animal and livestock management, and support animal welfare. • Provide traffic control surge support, as directed by the IMT, Depot, or Director Infrastructure Services. • Follow all steps in the animal shelter's emergency management plan and ASTC's business continuity plan to evacuate and secure the site, and ensure management of key assets and resources. • Liaise with Marketing and Comms to conduct a Shelter Emergency Foster EOI to ensure safe evacuation of animals from the shelter, if required. • In certain circumstances, sheltering in place may be deemed safer than evacuation. Personnel should strictly adhere to the instructions provided by the IMT/WHM Manager in such situations. • Participate in the NTG's Animal Welfare Function Group, as requested or required.	• Animal Shelter Emergency Management Plan • Business Continuity Plan • Evacuation Diagrams • Animal Management By-Laws
ICT	• Ensure that ASTC's ICT systems remain as functional as possible during an emergency. • Provide advice and updates to the IMT and staff related to ICT systems. • Use software to send ASTC SMS emergency text messages as requested by the IC and IMT.	• Business Continuity Plan • ICT policies and procedures

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Logistics		
Customer service	• Provide accurate information and/or referrals for people who contact Council seeking information on the event, or who are reporting downed trees etc.	
Executive Support	• Provide administrative support to the IMT. • Maintain action logs • Coordinate meetings • Support accurate information management throughout the incident.	• IMT agenda template • Log template
Finance	• Monitor and manage all financial aspects of the response. • Support processing of emergency procurement, maintain financial records for reimbursement or insurance claims.	• Local Government Act
People and Culture	• Advise the IMT regarding staff welfare issues or concerns. • Provide communication, support and referrals to staff regarding their welfare during and after the emergency. • Manage workforce surge support EOI.	• Employee Assistance Program • Enterprise Agreement • Workforce Surge Support EOI template • P&C policies
Managers	• Communicate any relevant threat proximities to Council sites and/or staff. • Account for all staff location and safety. • Identify staff who may be stranded. • Provide mental health support follow-up to staff. • Report any health concerns or missing staff to the ICM. • Monitor NT Emergency Services warnings. • Avoid sending staff into hazard zones. • Prepare for alternate duties or stand-downs for staff. • Support vulnerable or medically sensitive staff. • Confirm who can/can't safely attend work.	• Employee Assistance Program • Enterprise Agreement • Council policies
Business continuity	• Business Continuity Incident Management Team may be stood up. • Advise the IMT, if IMT and Business Continuity Incident Management Team are stood up, on any business continuity activities. • Refer to Business Continuity Plan for applicable activities.	• Business Continuity Plan

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Communications		
Marketing and Comms	• Liaise with the Mayor to keep them updated on all aspects of the emergency. • Disseminate emergency warning or response information and any road/rail/causeway closures to the public, in conjunction with NTG. • Disseminate closure of Council sites, and any evacuation orders. • Liaise/participate with the NTG's Public Information Group as required. • Develop talking points for the Mayor, or other Council spokespersons, if required. • Coordinate response to requests from interviews from the media. • Provide key information to ASTC customer service teams so they can provide accurate and relevant communication and/or referral to information for people seeking information about the emergency.	• Media Policy • Social Media Policy

6.4 Stand down actions

Key actions to be taken for this incident level is detailed in the table below

Stand Down			
Function	Action	Responsibility	Related docs
Lessons Management			
After Action Reviews	- Conduct <u>hot debriefs</u> with the IMT throughout or at a minimum within 48 hours after stand down (levels 1-3) - Conduct <u>hot debriefs</u> with Site Response Teams throughout or at a minimum within 48 hours after stand down (levels 1-3) - Conduct a <u>formal post-event debrief</u> for the IMT within two weeks after stand down (level 3) - Conduct a <u>formal post-event debrief</u> for any active Site Response Teams within two weeks after stand down (level 3) - Develop a post-operation report with observations, and provide to the Emergency Planning Committee, and also the Risk Management and Audit Committee - Conduct a review of ASTC's Emergency Plan to determine relevance and effectiveness.	CEO or delegate Site Manager or delegate CEO or delegate Site Manager or delegate Manager Governance WHS Manager	After Action Review Report template
Staff Wellbeing			
People and Culture	- Provide messaging around counselling, time off and job rotation for affected team members. - Recognise those who worked through the event or assisted in the response. - Report back to team members through the post-operation report.	Manager P&C WHS Manager CEO	- Employee Assistance Program - Enterprise Agreement - Council policies
Business continuity and recovery			
Business Continuity	- Business Continuity Incident Management Team may be stood up. - Refer to Business Continuity Plan for applicable activities.	Director Corporate Services	Business Continuity Plan

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Incident Management Team			
Recovery (wider community)	- The Department of the Chief Minister and Cabinet undertake the role of Recovery Coordinator under the EM Act - Council to provide resources to support recovery as required.	NTG CEO	Alice Springs (Mparntwe) Local Emergency Management Plan (NTG)

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