Keeping South Australians Safe: extreme weather events

Government of South Australia

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Contents

Foreword

Extreme weather events are increasing in their severity and frequency and we must be well prepared to respond and recover when they strike. Complex and state-wide events require considered planning and a swift and coordinated response.

A series of extreme weather events struck South Australia from late autumn of 2016 through to early 2017. Prior to the events that took place in late September and early October, the State Emergency Service had already experienced their busiest period in well over twenty years.

As one event rolled into the next, the dedicated and professional members of our emergency services, and local councils and community groups which supported them, continued to perform in difficult conditions. Their personal commitment and service is vital in times of emergency. Our sincere thanks go to all emergency services personnel and volunteers for their swift and effective efforts to ensure community safety and wellbeing during and after emergencies.

As a government, we will continue to both support our emergency services and provide leadership for the sector and the wider community.

We will work tirelessly to improve our resilience and our ability to adapt and respond. Our emergency management prevention, preparedness, response and recovery arrangements are strong and robust and will continue to be enhanced as we learn from each event.

The events of September and October were unprecedented – storms, tornadoes, floods, and as a result of the damage to 23 electricity towers, a black system event (state-wide power outage).

Given the severity of this event and its impact on South Australians, the Government commissioned former South Australia Police Commissioner, Mr Gary Burns to undertake an Independent Review. We welcome the Review findings as an important opportunity to further strengthen our arrangements.

The Review did not examine the cause of the black system event. Several inquiries are being undertaken into the power outage by a range of bodies including the Australian Energy Market Operator, the Senate and a South Australian Legislative Council Select Committee.

The government views energy security as a key priority and is aggressively addressing this in other forums.

As a government, we will continue to both support our emergency services and provide leadership for the sector and the wider community.

More information on the government's efforts to ensure energy security can be found at http://ourenergyplan.sa.gov.au/ and in these electricity fact sheets[1]. The Government of South Australia is committed to keeping all South Australians safe and continuing to improve our ability to minimise the impact of emergencies and aid recovery of our communities from emergency events.

Jay Weatherill MP

Premier of South Australia

Peter Malinauskas MLC

Minister for Emergency Services

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[1] "South Australia's power security and reliability" and "Energy in South Australia – What happened on 28 September 2016" fact sheets.

Our commitment to community safety

The Government of South Australia has established strong and robust emergency management arrangements. We are committed to continuous improvement to ensure the safety and wellbeing of our community. We engage closely with local councils, community groups and not for profit organisations to further strengthen the system and extend its reach across the state.

The extent and severity of the weather events that took place in South Australia from 28 September 2016 to 5 October 2016 were unprecedented and identified new challenges for state and local governments, businesses, and individuals.

The 28 September 2016 extreme weather event brought thunderstorms, destructive winds, large hailstones and heavy rain. Tornadoes which moved across the state damaged 23 transmission towers and triggered a black system event (a state-wide power outage).

Power was restored to Adelaide and its environs within several hours, however large areas of the state remained without power for several days as repairs were undertaken to restore the damage to the transmission network supporting the north and west of the state.

Significant losses to businesses and the community were consequences of the damage inflicted by wind, rain, hail, flooding and storm surge, as well as the loss of power. The government provided support to the community through the Loss of Power Grants which provided up to $700 to property owners who lost power for more than 20 hours. Relief grants of up to $10,000 were also provided to flood affected primary producers in the Gawler River Floodplain region to assist recovery.

On 4 October 2016 the South Australian Government commissioned an Independent Review led by former South Australia Police Commissioner Mr Gary Burns to examine our level of disaster preparedness and strength of response to the weather event so that we can be better prepared for events of this nature in the future.

Mr Burns provided his review to the government in late January 2017. The Review

(Burns et al, 2017, p. xiv) concluded that this

"*…State-wide, complex event was in general, well-managed, with coordinated, effective response and recovery operations put in place*".

Nevertheless, there is always room for improvement, and the Review's 62 recommendations propose ways in which the state's emergency management arrangements can be strengthened so that we are better placed to prevent (or minimise) the impacts, prepare for, respond to and recover from extreme weather events.

These include the following: increased coordination across the government and other sectors of the community; enhanced planning; investment in infrastructure, equipment and systems; and training, exercising and development of personnel.

The severity and complexity of the event also highlighted the need to foster community resilience and outlined the leadership role the government can play to help communities and households to be well prepared to manage during difficult times. The Review found that the state's emergency management framework and operations need strengthening in relation to black system events and flooding. Communications, including internet and mobile networks which are provided by private companies, and their vulnerability during power outages needs particular attention.

It is reassuring that the Review found that the South Australian Government Radio Network, one of the largest safety radio networks in the world, functioned extremely well despite very difficult conditions, and proved a reliable means of contact across the majority of the state.

The government has considered the Review in considerable detail and is committed to

further strengthening our emergency management arrangements. We acknowledge that this requires close engagement with local councils and community groups and we will work even more closely with them in the future as we progress the implementation of the Review recommendations.

We have accepted and commenced implementation of 46 out of 62 of the recommendations. Recommendation 33 – resilience, has been accepted in principle with funding allocated for the development of an all hazards disaster resilience strategy.

Fifteen recommendations need further consideration, including through budgetary processes where appropriate, before the government is in a position to respond. Costly proposals for new buildings to house emergency services agencies, new information technology systems or other investments in infrastructure or equipment, must be weighed up against other priorities of the community, for example health and education.

A detailed response to all recommendations is attached in Appendix 1.

Black system event

On 28 September 2016 South Australia experienced an extreme weather event which led to a state-wide extended power outage, or black system event. Large areas of the state remained without power for several days due to significant damage to the transmission network.

The wide-spread and extended power loss posed significant challenges for state and local governments, businesses, and individuals and particularly our emergency services personnel and volunteers.

The community was not fully prepared to deal with the consequences of such a power outage, which impacted on the ability to access food, medications, fuel, credit cards payments, cash, telecommunications, essential home appliances, and water. While we have well developed and tested plans for energy shortfalls and other hazards such as bushfire and earthquake, work needs to be undertaken to develop plans for a black system event.

Power outage made emergency response more difficult, particularly through the impact on availability of public transport, traffic management (as some traffic lights lost power), fuel and communications.

The experience reinforced the need for the community to be much more prepared for a black system event, including a need to review and update business continuity plans and make appropriate contingency arrangements. It also highlighted the important role local councils play in emergency response and the need for greater integration with state government services.

While overall both metropolitan and country hospitals generally stood up well during the event, the functionality of some hospitals was impacted by the power outage despite back-up generation and testing regimes being in place. The loss of power at Flinders Medical Centre resulted in the tragic loss of 17 embryos at the Flinders Private Fertility Clinic. This could have been avoided if the back-up generator had operated. The Port Augusta Hospital generator was switched on, but overheated and broke down leaving the hospital without power for approximately five and a half hours. This was very regrettable and avoidable.

The government has undertaken separate investigations into the causes of these failures and has already taken remedial action at these sites with new back-up generator procedures and measures put in place at the Flinders Medical Centre, and a new generator being installed at the Port Augusta Hospital before the end of June 2017.

The government is committed to improving its preparedness for a black system event and has commenced implementing key recommendations from the Review including:

- the development of a state plan for managing the consequences of a black system event or other power outage, including provisions for the supply of fuel and other essentials, as well as public information standards and procedures

- the review and improvement of current emergency management arrangements to support vulnerable members of our community during blackouts

- the development of an evacuation plan for the Central Business District (CBD)

- the review and update of business continuity plans by all government agencies providing essential services to the community including emergency services, public transport and health, giving consideration to factors such as identification of business critical needs, contingencies for black system events, back-up system testing regimes, and contingencies for communications when mobile, landlines, and/or radios are down

- strengthening our relationships and planning arrangements with telecommunications providers.

The government has committed to the development of an education campaign to encourage and support businesses in South Australia to develop business continuity plans which, among other potential hazards, also take into account the potential impact of an extended power outage.

The Local Government Association will work with councils to update their business continuity plans in line with the Review recommendations.

Flood risk

South Australia is subject to a very high degree of climate variability, ranging between droughts and flooding rains. The unpredictable nature of our climate and its extremes presents a significant challenge for how water resources are managed to provide secure and affordable water supplies, while also seeking to manage flows to safeguard the community and property from flood. Addressing this challenge requires cooperation between state government, local councils and private land owners.

In South Australia, floods can occur at any time of the year and can be caused by rivers, storm water or coastal inundation.

Floods can pose a serious threat to life, with people sometimes swept away after entering floodwaters on foot or in vehicles. Floods can result in significant property and agricultural production damage and major social disruption.

Despite historical impacts, many places and communities are not as resilient to floods as they could be. This is largely due to infrequency of flooding, the complexity and significant cost of guarding against it, and the responsibility for the management of water resources being shared across local councils,

state and Commonwealth governments, and private land owners.

As our climate changes, South Australia's risk profile for flooding is also changing and requires the development of a more comprehensive, cohesive and coordinated approach to prevent, prepare, respond and recover from floods.

A significant level of cooperation between the state and local governments has been achieved through the establishment of the Stormwater Management Authority in 2007. The Authority builds a more robust and integrated water management regime, building stormwater systems that provide flood protection, improve the ecological status of our urban watercourses and coastal environment, and provide opportunities for economic re-use of storm water.

The Review identified further scope to develop a more comprehensive and cohesive approach to water management and flood prevention. It recommended:

- the development of policy options and a way forward to address dam safety in South Australia

- the development of policy and governance for levees

- more effective collection of flood related information to strengthen our ability to prevent, prepare for, and respond to flooding.

As many dams and levees are privately owned and currently not subject to comprehensive

regulation or governance, these recommendations require further assessment and consideration of available options, as well as engagement with landholders before an appropriate government response can be developed.

The Review also called for a more cohesive, effective and better administered approach to assisting communities to recover from floods. In addition to relief grants of up to $10,000 for flood affected primary producers in the Gawler River Floodplain region following the September/October 2016 extreme weather events, a Business Reinvestment Industry Taskforce was established to work on the longer term economic recovery to help affected businesses across the state develop future investment opportunities. The focus of the taskforce is on using re-investment opportunities to re-establish and grow the primary production businesses affected by the storms and floods.

The Flood Reform Task Force chaired by the Department of Water,

Environment and Natural Resources, is leading the response to these recommendations and will work with land holders, local government, flood authorities and affected communities. Initial actions to be undertaken within existing resources in response to recommendations 18, 19, 20 and 22 of the Review are listed below:

- procedures for managing small dams in danger of failing will be developed by the end of 2017

- revision of spill management plans and protocols for South Australian reservoirs will be undertaken and completed by the end of 2017

- a state government policy position on dam safety regulation will be developed and presented to the Government for consideration by the end of 2017

- a state government policy position on levee management will be developed and presented to the government for consideration by the end of 2017.

Emergency services

The Review confirms that our emergency services agencies performed well through what was an unprecedented weather event.

The dedication and commitment of those who were involved in responding to the event in all weather is commendable and their experience will help to improve our State's approach to future events.

Operational response to emergencies in South Australia is provided by many South Australian government agencies and local councils and community groups.
In the case of a severe event, support is also provided by many not for profit organisations such as the Australian Red Cross, Australian Defence Force and interstate police and emergency organisations.

The ability to respond to a complex and severe weather event in a coordinated and seamless fashion is challenging. The Review found it was generally well managed,

however it has identified some opportunities for improvements. The Review proposed that the government consider developing and implementing enhanced training and exercising of emergency personnel, sourcing more effective and coordinated incident management tools and enhanced facilities, installing vehicle tracking devices, improvements to 000 and 132 500 emergency lines, and more effective approaches to provision of public information.

The Review also proposed improved arrangements for the administration of government relief and recovery funds and development of formalised arrangements to identify, consider and implement learnings gained from the emergency response to each event.

The government has commenced some of the proposed improvements, while others will be further assessed with appropriate implementation plans developed. Some require further analysis including consideration of resourcing impacts.

Emergency plans

As reflected in the Emergency Management Act 2004, South Australia's emergency management arrangements are underpinned by four types of activities that help reduce or eliminate hazards and reduce susceptibility, or increase resilience to hazards of a community or environment: prevention, preparedness, response and recovery.

The State Emergency Management Plan is the primary plan to coordinate the management of emergencies and is supported by a range of other plans and operating manuals at state and agency level.

The State Emergency Management Plan also confirms the role of local government in our emergency management arrangements.

The Review proposes the review and update of the State Emergency Management Plan and other supporting plans, policies and guidelines to strengthen and streamline the arrangements, structures and operations to improve coordination, reduce duplication, and increase effectiveness and efficiencies and the state's prevention, preparedness, response and recovery from an event.

It also proposes continued development of an assurance framework and a new structural model to provide a point of focus for emergency management.

The government has recently concluded a major review of the State Emergency Management Plan and has commenced a further review.
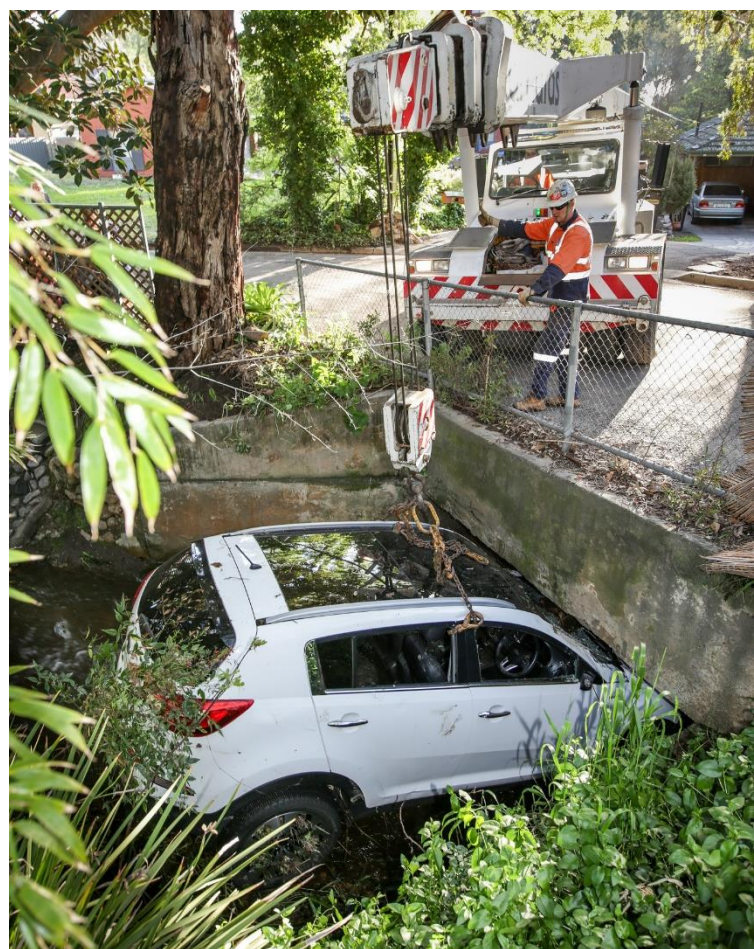
Building community resilience

The government takes its emergency management responsibilities very seriously and will do all that is possible to secure the safety and well-being of the community.

While government has a leadership role in emergency management, all segments of our community can take steps to prepare better to withstand and recover more quickly from disasters. Building community resilience was identified by the Review as essential, particularly as extreme weather events become more severe and frequent. The Country Fire Service's bushfire awareness initiatives (including *Prepare. Act. Survive*) are a good example of how the community can be assisted to better prepare to withstand emergency events.

We need to work together, within South Australia and at national level, towards the development of a more resilient community where:

- we understand the risks that may affect us and take steps to anticipate disasters to protect ourselves across all segments of our community (government, businesses and individuals)
- strong partnerships and volunteer sectors exist to prepare for and deal with disasters
- land use planning systems and building control arrangements reduce community exposure to unreasonable risks from known hazards, and suitable arrangements are implemented to protect life and property.

The Commonwealth, South Australian and local governments are committed to building safer, more sustainable and resilient communities across South Australia. Together with non-government and volunteer organisations they will contribute in excess of $8 million between now and 2018/19 for projects that build disaster resilience and provide sustainable community benefits.

Local councils already work actively with their communities to raise awareness of various hazards and risks, and support the community's preparedness to withstand them. The government is committed to supporting these efforts to strengthen our community's resilience.

The government is also committed to the National Strategy for Disaster Resilience and a South Australian implementation committee for the strategy has been proactively working to enhance our resilience.

Funds have been allocated for the development of an all-hazards disaster resilience strategy.

Approach to implementation

The government is committed to the implementation of improvements to the state's emergency management arrangements proposed by the Review.

We have commenced implementation of 46 out of 62 recommendations, have accepted in principle one recommendation and are giving consideration, including through budgetary processes, to a further 15 recommendations.

The State Emergency Management Committee, with the support of the Department of the Premier and Cabinet will oversee implementation and ensure Cabinet is regularly updated on progress, with the first update to be provided by 30 July 2017.

Appendix 1 outlines the government's position in response to each of the 62 Review recommendations.

Appendix 1: Schedule of recommendations from the *Independent Review of the Extreme Weather Event*

#	Recommendation	Government position
1	That relevant agencies, such as the Department of State Development (DSD) and SA Police and emergency services, collaborate to establish an education campaign to encourage businesses in South Australia to develop Business continuity plans which, among other potential hazards such as flood and fire, also take into account the potential impact of an extended power outage.	Accepted
		Underway
	STATUS Department of State Development (DSD) has tools and guidelines available to assist businesses to develop business continuity plans. These can be found on the DSD website. Further promotional materials to encourage and support businesses to develop and maintain business continuity plans will be considered and developed. Communication to the business sector about available support tools and encouragement to use them will then occur.	

#	Recommendation	Government position
2	That SA Health develop an emergency plan to manage an extended power outage or black system event which, in addition to the requirements outlined in recommendation 15: a) includes a process for identification and registration of vulnerable persons in the community to ensure an effective support is provided; b) enables access to pharmaceutical medicines for at risk persons; c) provides for the support of individuals with equipment in their homes to support their own health e.g. oxygen equipment.	Accepted
		Underway

STATUS

SA Health has commenced work on the plan in collaboration with key stakeholders and partners on a multi-agency and community project.

The registration of vulnerable people is noted as a matter of significant importance. SA Health is developing a strategy to educate and enable vulnerable community members who rely on medical devices, home oxygen and essential medications in their homes. The project is bringing together multiple stakeholders from within SA Health to work with partners across SA government, the Health Consumers Alliance, SA Primary Health Networks, SA Power Networks and interested non-government organisations. The project will provide information and guidance to help vulnerable community members establish a personal action plan which includes:

- understanding their dependencies in terms of equipment, services or supplies
- how to prepare and what to do before an emergency
- steps to take during an emergency and disruption or delay in essential services or supplies
- who to include in their plan and how to communicate with them

#	Recommendation	Government position
3	That SA Health undertake a review of their emergency management arrangements. Health State Controllers should be consulted during this review and arrangements should be consistent throughout the department and across the state and compatible with state emergency management arrangements and information systems.	Accepted
		Underway

STATUS

The terms of reference of the external review have been agreed and a panel of external experts will be convened to undertake the review. SA Health has engaged subject matter experts from WA Health, Emergency Management Australia and the private sector, incorporating significant expertise and experience in health system management and coordination, health disaster management and the contemporary comprehensive approach to emergency management in the Australian context. The review will include:

- governance and accountability
- command structures and incident management
- gaps in and/or opportunities to strengthen standardisation and consistency in governance/process/arrangements
- compatibility with state emergency management arrangements and information systems
- opportunities to strengthen synergies between emergency management and business continuity management and for achieving organisational resilience

#	Recommendation	Government position
4	That the Department of Planning, Transport and Infrastructure (DPTI) review their business continuity plan to: a) minimise the loss of public transport services; b) ensure ongoing fuel supply; c) improve public information e.g. electronic signage on buses, about alternative transport arrangements when there is a significant disruption to operations.	Accepted
		Underway

STATUS

Work is underway to review and update targeted Department of Planning, Transport and Infrastructure (DPTI) business continuity plans, including Train Control Centre and Traffic Management Centre and public transport plans. This includes identifying updated fuel supply requirements for diesel trains and buses, and updating provision of alternative transport arrangements including for trams and electric trains when required.

DPTI will prioritise identified key infrastructure/equipment expenditures from existing allocations over the next two to three years.

#	Recommendation	Government position
5	That SA Police develop an evacuation plan for the Adelaide Central Business District (CBD) which includes: a) a Traffic Management Plan to assist in the movement of persons and vehicles away from the CBD. b) protocols for the early placement of a SA Police (SAPOL) liaison officer within the Traffic Management Centre.	Accepted
		Underway

STATUS

An Adelaide CBD evacuation plan is being developed by SA Police (SAPOL) in collaboration with other key agencies and the Adelaide City Council.

A SAPOL Traffic Management General Order enabling placement of a liaison officer into the Traffic Management Centre is in place.

This recommendation is linked to recommendation 6.

#	Recommendation	Government position
6	Install Uninterrupted Power Supply (UPS) on traffic lights on main Central Business District (CBD) and arterial roads to allow an effective movement of traffic during a loss of power.	Further consideration required

STATUS

Department of Planning, Transport and Infrastructure (DPTI) will consider efficient and effective options to allow an effective movement of traffic during a loss of power in collaboration with SA Police and Adelaide City Council (ACC).

There are approximately 40 current signalised intersection locations with UPS in the metropolitan area and only one location in the CBD. When new signals on motorways and specific major intersections are installed, UPS is included. UPS can provide up to 10 hours operation under ideal conditions provided LED lanterns are installed.

DPTI are currently considering this recommendation and determining key UPS locations in collaboration with the ACC and other affected councils.

This recommendation is linked to recommendation 5.

#	Recommendation	Government position
7	That a state plan be developed for managing the consequences of a black system event or other major power outage. The plan should include: a) public information strategies including providing advice on: the extent of the outage; anticipated and worst-case time frames for power restoration; services impacted by the outage; and, information about contingencies and actions by local and state government to provide support; b) identification of key providers that will supply fuel to emergency services and other critical services (vehicles and generators); c) priorities for provision of fuel and restoration of power; d) arrangements for purchase of essentials, for government agencies and the public, when electronic payment systems fail; e) arrangements for obtaining and distributing food.	Accepted
		Underway

STATUS

SA Police will lead the development of a state plan in collaboration with other agencies.

A risk and impact assessment will initially need to be undertaken. A recommendation will follow to have a black system event designated as a state hazard and for a hazard leader (agency) to be appointed. This will then guide the development of a state plan.

The implementation of this recommendation is linked to recommendation 34.

#	Recommendation	Government position
8	In order to increase resilience and public safety during emergencies, the State Emergency Management Committee should request the Australia and New Zealand Emergency Management Committee to place on the agenda, and consider establishing a national position, on redundancies for mobile communications (including phone tower back-up power) and the National Broadband Network.	Accepted
		Complete

STATUS

The implementation of this recommendation is complete.

The Chief Executive of the South Australia Fire and Emergency Services Commission in his role as co-chair of the Australian and New Zealand Emergency Management Committee, has placed consideration of redundancies for mobile communications and the National Broadband Network on the Committee's agenda.

This recommendation is linked to recommendation 9.

#	Recommendation	Government position
9	That the Office of Digital Government, in close partnership with telecommunications companies (e.g. Telstra, Optus, Vodaphone), develop a Control Agency Plan for Information and Communication Technology including mobile communications. The plan should consider: a) provision of back-up power to priority infrastructure; b) back-up equipment requirements e.g. satellite phones for government ministers (including training and other support); c) potential impact on the National Broadband Network on emergency services when there is an extended power outage / black system event; d) arrangements with commercial mobile network carriers to ensure emergency and support services have priority access to available mobile networks; e) contingencies to ensure ongoing functionality of the Broadcast Australia network.	Accepted
		Underway

STATUS

This recommendation is linked to recommendation 8.

To support the acquisition and use of emergency telecommunications equipment for government Ministers, a guide is being developed in consultation with agencies.

Further industry collaboration initiatives (including exercising of scenarios) have commenced to strengthen and formalise existing arrangements with priority communications organisations. This will enable greater assurance of the timely provision by agencies of mobile communications equipment for use during emergency events when normal communications facilities are unavailable. A progress update will be provided to the State Emergency Management Committee.

The Local Government Association is willing to work with the relevant telecommunications owners (including Telstra) to alleviate impacts to regional South Australian council areas.

#	Recommendation	Government position
10	Consider bringing other agencies onto the SA Government Radio Network, in particular, Department of Education and Child Development and local government, to support more effective coordination and provide a reliable communications contingency during emergencies.	Accepted
		Underway

STATUS

The government accepts the need to consider bringing other relevant agencies onto the SA Government Radio Network (SAGRN).

The extension of agency coverage of SAGRN will require significant resourcing, which needs to be considered in view of the risks and expected benefits.

A needs and options analysis will be submitted to the State Emergency Management Committee.

#	Recommendation	Government position
11	Deliver consistent and regular training in the use of the SA Government Radio Network to all users to maximise the efficiency and effectiveness of the network in times of emergency e.g. reduce the issues associated with network busy signals.	Accepted
		Underway

STATUS

The South Australian Fire and Emergency Services Commission (SAFECOM) is leading this work in consultation with the Pinery Fire Actions Working Group.

SA Police (SAPOL) and each of the emergency services provided SA Government Radio Network (SAGRN) refresher training to personnel, prior to the commencement of the 2016/17 fire danger season.

A whole of government awareness package relating to the SAGRN operation during periods of high demand has been developed by SAPOL. SAPOL will contact SAGRN user agency training coordinators to enable them to utilise this awareness package in line with any agency specific SAGRN training requirements.

Updated training will be provided initially to SAGRN users in SAPOL, SA Ambulance Service and emergency services organisations, with other agency users to be trained later.

#	Recommendation	Government position
12	Identify, document and communicate contingency arrangements and procedures for emergency services in the event SA Government Radio Network paging is turned off to conserve power, or other loss of paging capacity.	Accepted
		Underway

STATUS

South Australian Fire and Emergency Services Commission and other key agencies are currently reviewing and updating contingency arrangements.

The Country Fire Service SA (CFS) has established a redundant capability if SA Government Radio Network paging is unavailable: "Alerts Teleconference System". Under this system, each brigade across the state has a specific number loaded into South Australian Computer Aided Dispatch (SACAD) which can be called and will go to around 8 - 10 landline or mobile phones within the brigade. These are answered by the brigade members and a response actioned.

Further communicating and testing contingency arrangements with the CFS, Metropolitan Fire Service (MFS) and State Emergency Service (SES) will be undertaken.

#	Recommendation	Government position
13	That the Attorney General's Department consult with local government regarding potential for them to provide logistical support associated with backup power supply to SA Government Radio Network towers in the event of an emergency.	Accepted
		Underway

STATUS

The Attorney-General's Department (AGD) GRN team has met with the Local Government Association (LGA) and additionally will hold discussions with identified councils.

The LGA is currently considering how councils can potentially support the implementation of this recommendation. AGD will concurrently identify which councils are in areas of potential vulnerability and may be able to provide additional logistical support if required.

#	Recommendation	Government position
14	That the glossary of terms in the State Emergency Management Plan be reviewed to ensure all relevant language is included. All agencies need to ensure the use of clear communication and accurate use of terminology, including in describing the status of critical services e.g. Triple Zero (000), SA Government Radio Network, electrical and water supplies and infrastructure.	Accepted
		Underway
	STATUS This review has commenced. The glossary of terms updated as required.	

#	Recommendation	Government position
15	That Attorney General's Department explore options to overcome fatigue and welfare issues of SA Government Radio Network (SAGRN) staff associated with emergency events of extended duration.	Accepted
		Underway
	STATUS The need to more effectively manage fatigue to ensure staff welfare is accepted. A needs and options analysis is currently being developed. During periods of peak/high demand or during emergencies, additional trained personnel may be sought from multi-agency (key SA Government Radio Network) users. Updated arrangements with existing service providers will also be explored. The analysis will be presented for further consideration by the GRN Board and the State Emergency Management Committee.	

#	Recommendation	Government position
16	That SA Police, emergency services, health facilities, utility providers and other key service providers, review their Business Continuity Plans giving consideration to factors such as: a) identification of: business critical needs; essential services power requirements; back-up power requirements for all facilities including state, regional and local facilities such as Police, SES, MFS and CFS stations; the need for any arrangements for back-up power to be included in contracts for design and or lease of Government premises; b) contingencies for black system events and extended power outages; c) regular back-up generator testing regime protocols, including testing under load and for long durations; d) contingencies for communications when mobile, landline and/or radios are not operational e.g. satellite phones; e) alternative State Control Centre facilities that are pre-identified, equipped and have procedures for moving to the alternative facility.	Accepted
		Underway

STATUS

SA Police, emergency services agencies and SA Health have commenced reviewing their business continuity plans giving consideration to factors identified in the Review.

The government has also written to utility providers encouraging them to update their plans.

The Local Government Association will instigate a program that will assist councils to review and test their business continuity plans.

Chief Executives of agencies will be required to provide assurance that they have implemented this recommendation to the State Emergency Management Committee.

#	Recommendation	Government position
17	Continue development of the Damage Assessment Support Plan to: a) integrate data produced from Control Agency Stage One Assessment into the Stage Two Assessment; b) develop a capability to undertake Stage Four Assessments which includes assessment of impacts to infrastructure, agriculture, businesses and the economy; c) consult with the Local Government Association regarding how/if their Emergency Assessment Reporting System (EARS) data can be utilised in the damage assessment process.	Accepted
		Underway

STATUS

SA Police (SAPOL) is leading this work in collaboration with other agencies and the Local Government Association. Scoping of the requirements will be completed by the SAPOL Damage Assessment Working Group and Urban Search and Rescue representatives.

#	Recommendation	Government position
18	That the Flood Reform Task Group, as proposed by the Department of Environment, Water and Natural Resources, develop a Business Case for Cabinet, based on the dam safety discussion paper (Pisaniello & Tingey-Holyoak, 2016) which identifies options and a way forward to address dam safety in SA.	Further consideration required

STATUS

A policy discussion paper on regulatory models for dam safety has been prepared for consideration by the Flood Reform Taskforce. As many dams in South Australia are on private property, this recommendation requires careful consideration and consultation.

Thereafter, a proposed policy position on dam safety regulation will be developed and presented to the government for consideration.

The Local Government Association is liaising with the Department of Environment, Water and Natural Resources in relation to the response to this recommendation.

This recommendation is linked to recommendation 19.

#	Recommendation	Government position
19	That, giving consideration to the previous recommendation, the Flood Reform Response Working Group identify and consider appropriate agency involvement and protocols for response to and management of dams which are in danger of losing their structural integrity or spilling.	Accepted
		Underway

STATUS

Protocols for managing small dams in danger of failing will be developed. These protocols will also take into consideration the outcomes of work arising from recommendation 18.

The Local Government Association is liaising with the Department of Environment, Water and Natural Resources in relation to the response to this recommendation.

#	Recommendation	Government position
20	That the Flood Reform Task Group identify an appropriate mechanism for stakeholder agencies (including the State Emergency Service, Department of Environment and Natural Resources, Bureau of Meteorology and SA Water, as a minimum) to share data and information and develop plans and strategies for management of water levels in reservoirs and spill management during floods in South Australian water catchments.	Accepted
		Underway

STATUS

It is accepted that water management and flood prevention can be made more effective through sharing of information amongst relevant agencies. A review across stakeholder agencies of data sharing, flood response planning and spill management plans and protocols for SA reservoirs will be undertaken.

The Local Government Association is liaising with the Department of Environment, Water and Natural Resources in relation to the response to this recommendation.

#	Recommendation	Government position
21	That consideration and resources be given to support the implementation of recommendations in the report prepared on behalf of Department of Environment, Water and Natural Resources (Australian Water Environments, 2016), for flood warning classification of stream gauges and other locations.	Further consideration required

STATUS

Further consideration, including an assessment of costs and benefits will be completed.

#	Recommendation	Government position
22	That resources be provided to support the implementation of recommendations in the South Australian Levee Bank Management Issues Paper (DEWNR, 2015) including: a) development of relevant policy; and b) identification of responsibilities in relation to levee management and flood mitigation.	Further consideration required

STATUS

A policy discussion paper on levee bank management has been prepared for consideration by the Flood Reform Taskforce.

A proposed state government policy position on levee management will be developed and presented to the government for consideration.

The Local Government Association is liaising with the Department of Environment, Water and Natural Resources in relation to the response to this recommendation.

#	Recommendation	Government position
23	That the SES in collaboration with MFS Communications Centre (Comcen) investigate and implement options to reduce the number of calls coming into the Comcen, (particularly on 132 500). Options could include better utilisation of the available options on the Interactive Voice Recording and community education to increase community resilience.	Further consideration required

STATUS

Metropolitan Fire Service and State Emergency Service are considering options to reduce the number of general enquiries coming into the Communications Centre (particularly on 132 500) so that emergency calls can be responded to more effectively. Options will include technology solutions and an education campaign.

The implementation of this recommendation is linked to the outcomes of recommendation 24 and consideration of recommendation 25.

#	Recommendation	Government position
24	Engage an independent business analyst to review the current call, receipt and dispatch process for emergency services i.e. the Metropolitan Fire Service, Country Fire Service and State Emergency Service, from the initial call for assistance through to response of emergency service resources, including the allocation and coordination of multiple taskings.	Further consideration required

STATUS

The outcomes of this recommendation will impact on the approach to 132 500 and 000 phone lines (recommendation 23) and allocation of tasks (recommendation 25).

This recommendation is linked to recommendations 23 and 25.

#	Recommendation	Government position
25	That the State Emergency Service, in consultation with key stakeholders, identify and implement a robust system and procedures for prioritising, allocating and coordinating multiple tasks.	Further consideration required
	STATUS	
	Options will be developed and considered.	
	This recommendation is linked to the outcomes of recommendations 23 and 24.	

#	Recommendation	Government position
26	That systems for automatic vehicle location and personnel resource tracking be implemented within the emergency services sector.	Further consideration required
	STATUS	
	An emergency services sector-wide business case for a phased approach to this recommendation is being scoped and stakeholder engagement is underway. Preliminary costings are being undertaken.	
	Options will be identified for the government's consideration.	

#	Recommendation	Government position
27	That the State Emergency Service explores options for providing suitable personal protective clothing to personnel from supporting emergency services during major flooding events and sand bagging operations.	Accepted
		Underway
	STATUS	
	Consultation with key stakeholders is underway and options will be identified for the government's consideration.	
	A major incident cache of consumable equipment (which is transportable and can be utilised in these events) was established in December 2016. Negotiations have also commenced with suppliers to establish ready access to additional personal protective clothing and equipment.	

#	Recommendation	Government position
28	Establish a 'Deployment Support Plan' for incoming interstate resources. The plan should outline responsibilities and arrangements for this function. Consider including this plan into State emergency management arrangements.	Accepted
		Underway

STATUS

South Australian Fire and Emergency Services Commission is leading work to review existing deployment support arrangements. A determination will then be made to either update existing plans as appropriate or develop a (new) multi-agency deployment support plan.

#	Recommendation	Government position
29	That the State Emergency Service together with the Local Government Association and Country Fire Service establish a plan for coordinated provision of sandbags to the public, including options for what is provided, where and when, and the process for effective communication of availability to the public.	Accepted
		Underway

STATUS

The State Emergency Service has commenced work to establish a plan of pre-determined locations for the provision of sand bags and suitable support materials. Further work is to be undertaken with local government and the Country Fire Service to facilitate and coordinate the provision of sandbags to the public.

#	Recommendation	Government position
30	That the State Emergency Service be provided with resources to enable them to deliver swift water awareness training to all first responders including emergency services, SA Police and council crews.	Accepted
		Underway

STATUS

A swift water rescue capability plan is currently being developed by the multi-agency Technical Rescue Working Group.

This will inform a training needs analysis for rescue agencies and local governments.

Content for an online course will be finalised imminently and training commenced.

The implementation of this recommendation is linked to recommendation 31.

#	Recommendation	Government position
31	That SA Police, as the control agency for search and rescue, and State Emergency Service who have the responsibility for providing search and rescue services under the State Emergency Management Plan, develop a swift water rescue capability plan that describes key swift water risk locations, roles and responsibilities of emergency services, state swift water resources and dispatch arrangements.	Accepted
		Underway

STATUS

A Technical Rescue Working Group has been established and a swift water rescue capability plan is being developed.

Delivery of emergency services communication is being undertaken in conjunction with SA Computer Aided Dispatch (SACAD) specialists

The implementation of this recommendation is linked to recommendation 30.

#	Recommendation	Government position
32	That the annexure to the State Emergency Management Plan, 'Traffic management during emergencies', be updated to include: responsibilities and processes for road closures; and, Department of Planning, Transport and Infrastructure requirements in regards to provision of road closure information, notification of changes in road closure status and publishing of that information.	Accepted
		Underway

STATUS

The implementation of this recommendation is being led by SA Police (SAPOL) in collaboration with other key agencies. The State Emergency Management Plan will be updated.

SAPOL has already developed a road closure sharing process with Department of Planning, Transport and Infrastructure (DPTI). This enables road closures to be shared in real time to the DPTI Traffic Management Centre and the Traffic.sa.gov.au and AlertSA web sites. Further work to share information with other agencies for their internal use is finalised. SAPOL has also completed the initial training of staff for this process.

SAPOL will engage with the Local Government Association to ensure a coordinated approach across the two levels of government is developed.

#	Recommendation	Government position
33	Develop practical policy outcomes to support resilience (e.g. the 72-hour model) and promote this broadly to community through media, awareness campaigns, policies etc. Research should be undertaken to gain insight into the types of messaging and activities that have the most impact on sustained behaviour change within the community before committing to a particular model.	Accepted in principle

STATUS

The government allocated funding to develop an all hazards disaster resilience strategy for South Australia that will include a defined policy position for government and provide evidence-based recommendations on a potential public information component.

This recommendation is linked to recommendation 23.

#	Recommendation	Government position
34	That, as with earthquake, SA Police be designated the Control Agency under the State Emergency Management Plan for black system events or other major power outage.	Accepted
		Underway

STATUS

A hazard plan is currently being developed and any consequential amendments to existing control agency arrangements will be addressed as part of this process. The State Emergency Management Plan will be updated and training provided.

The implementation of this recommendation is linked to recommendation 7 and will be led by the outcomes of the risk assessment being undertaken as part of that recommendation.

#	Recommendation	Government position
35	That the Department of the Premier and Cabinet revise the ministerial documents relating to emergency management.	Accepted
		Underway

STATUS

A review of Ministerial documentation has commenced.

#	Recommendation	Government position
36	That members of Emergency Management Council ensure they are prepared to undertake their roles and responsibilities during emergency events, including establishing: a) contingencies for communication e.g. satellite phone; b) access to relevant documents such as the State Emergency Management Plan, supporting plans, ministerial guidelines, agency plans and contacts in hard copy and/or portable device; c) formalised arrangements for briefings (up and down); d) arrangements for suitable representation e.g. relevant Chief Executive(s) or their deputy, at all Emergency Management Council meetings.	Accepted
		Underway

STATUS

The implementation of this recommendation has commenced.

A guide on communication contingencies during a prolonged event is being prepared for Ministerial offices. Assessment of the most economical way to provide emergency back-up satellite phone communications to Cabinet members is underway.

The Emergency Management Council has committed to annual emergency management exercises to ensure members are prepared to undertake their roles and responsibilities during an emergency. Members have also recently participated in a crisis leadership communications briefing for Ministers and senior officers. An updated Minister's guide to emergencies will be prepared as a result of this session.

#	Recommendation	Government position
37	That additional guidance be provided in the State Emergency Management Plan regarding the activation, structure and operation of Zone Emergency Support Teams. This should include: a) the reporting relationship between Zone Emergency Support Teams, the State Emergency Centre and the State Coordinator; b) briefing requirements between the State Coordinator (or their representative) and Zone Emergency Support Teams when the State Emergency Centre is activated; c) responsibilities for provision of local public information; d) the appointment of public information officers in Zone Emergency Support Teams (ZEST) (where there is no incident management team established) to provide information to local communities.	Accepted
		Underway

STATUS

Initial work is nearing completion with updated Zone Emergency Support Teams (ZEST) call out processes and infrastructure in place. Rollout is complete at four country ZEST locations. The development of the ZEST operations manual is underway as an outcome of the last State Emergency Management Plan review.

Local government roles are a key change in the ZEST. The Local Government Association has undertaken extensive work in the development of their support with further workshops undertaken across the state during March.

#	Recommendation	Government position
38	That the State Emergency Management Plan (SEMP) be reviewed and updated including: a) a better description of the responsibilities of Hazard Leaders; b) establish a mechanism for a hazard leader to identify systemic failures in coordination of their hazard, with a clear process to raise those issues with SEMC and seek a remedy; c) establish resilience as a key heading in the plan, with clearly documented strategies and responsibilities; and d) consideration of the Schar/Mulroney submission and taking a 'fresh eyes' approach.	Accepted
		Underway

STATUS

The State Emergency Management Plan has recently undergone a comprehensive review and the recommendations relating to it will be considered as part of a continuous improvement approach.

#	Recommendation	Government position
39	That the Department of Education and Child Development (DECD) be included as a member of State Emergency Management Council and represented in the State Emergency Centre.	Accepted
		Underway
		DECD representation in the SEC requires further consideration

STATUS

The Department of Education and Child Development has been included as a member of the State Emergency Management Committee (subject to formal ratification).

Representation in the State Emergency Centre requires further consideration.

#	Recommendation	Government position
40	That regular training and exercising is conducted for all State Emergency Centre (SEC) participants including Liaison Officers.	Accepted
		Underway

STATUS

A State Emergency Centre (SEC) exercise is conducted annually under *Exercise Team Spirit.*

SA Police is the lead agency on SEC exercising and has committed to increase the number of the exercises.

An initial virtual exercise was conducted in the SEC during February 2017. Agency liaison officers practiced the submission of their information via the SEC information systems. Department of the Premier and Cabinet State Crisis Centre (SCC) liaison officers have been undertaking further training in order to complete their SCC briefing papers.

Two further virtual exercises have been planned for 2017 in a similar format and in addition to the annual *Exercise Team Spirit*. An update to the SEC operations manual has also been completed.

#	Recommendation	Government position
41	That an Emergency Management Assurance Framework be established as soon as possible to support the emergency management arrangements and the State Emergency Management Plan. Consider establishing an Inspector General Emergency Management department or position.	Accepted
		Underway

STATUS

Department of the Premier and Cabinet is leading work to establish an emergency management assurance framework, to ensure that emergency service organisations who are assigned roles under the State Emergency Management Plan are able to fulfil those roles.

Emergency service organisations are being consulted about the scope of the assurance framework, prior to consideration by the State Emergency Management Committee.

Consideration will be given to establishing an Inspector General role and a recommendation for government will be developed.

This recommendation is linked to recommendations 42, 54, 61 and 62.

#	Recommendation	Government position
42	That a review of the role and effectiveness of the State Emergency Management Committee (SEMC) including: the legislative functions; membership including the chair; roles and responsibilities; and, SEMC Advisory Groups be undertaken.	Accepted
		Underway

STATUS

The review is being led by Department of the Premier and Cabinet.

This recommendation is linked to recommendations 41, 50, 54 and 62.

#	Recommendation	Government position
43	That the position of Deputy Director, Office for Digital Government is dedicated to the Office for Digital Government; and that people throughout DPC are identified and trained to perform appropriate roles within the State Crisis Centre.	Accepted
		Underway

STATUS

The implementation of this recommendation is being led by Department of the Premier and Cabinet (DPC).

DPC currently has a pool of trained people who can perform roles in the State Crisis Centre (SCC). A the decision has already been made that when the SCC and/or the Control Agency for ICT Failure are activated, the Deputy Director of the Office for ICT and Digital Transformation (formerly Office of Digital Government as referenced in the Review) will work in the SCC.

Staff responsibilities have been clarified and amended as necessary to ensure both the ICT Failure Control agency and the SCC have appropriate leadership in an emergency or crisis situation.

Location of the position of the deputy director will be considered as part of the work under recommendation 62.

#	Recommendation	Government position
44	Review representation in the State Emergency Centre including: a) determining if there is a more suitable functional support group e.g. the Procurement Functional Support Group, to replace the Logistics Functional Support Group, and if so, Chief Procurement Officer, DPC, has responsibility for the management of this role within the State Emergency Centre; and b) That when the State Crisis Centre is not operating from a physical location, a State Crisis Centre liaison officer is attached to the State Emergency Centre.	Accepted
		Underway

STATUS

The implementation of this recommendation is being led by SA Police.

The required agency staff have been identified and key stakeholders met in March 2017. Further development of the ongoing plan is underway.

#	Recommendation	Government position
45	That the recommendation made following the Pinery bushfire, 'to review control facilities at state, region and incident level', be expanded to include all emergency services facilities that will be utilised for major incidents other than bushfire e.g. flood and earthquake and to also be extended into metropolitan areas, and implemented.	Further consideration required

STATUS

A proposal to develop end user requirements for state and regional facilities has been developed and will be evaluated against other priorities.

This recommendation is linked to recommendation 53.

#	Recommendation	Government position
46	That a single emergency service multi-agency control centre be established with sufficient capacity and capability to deal with all types of emergency incidents in SA. Also consider Police and State Emergency Centre.	Further consideration required

STATUS

A consultancy will report on Country Fire Service and State Emergency Service requirements.

The outcomes of this consultancy will feed into an existing proposal to conduct a feasibility study. This will be evaluated against other priorities.

The recommendation is linked to recommendation 53.

#	Recommendation	Government position
47	Review existing electronic information systems used by emergency services organisations and other government agencies, and: a) establish a single incident information system across the Emergency Services Sector (MFS, CFS and SES); and b) identify opportunities to consolidate incident information systems of other agencies.	Further consideration required

STATUS

This work is being led by SA Fire and Emergency Services Commission. Further analysis is required on this recommendation, including consideration of resourcing against other priorities.

This recommendation is linked to recommendations 49 and 53.

#	Recommendation	Government position
48	Through the Emergency Management Workforce Project, identify and provide training and development for SA's emergency management sector personnel (government agencies, and non-government agencies including volunteers). State Emergency Management Committee should consider supporting recommendations from stage two of the project when the project report is tabled.	Further consideration required

STATUS

The first stage of the project identified opportunities for improvement in emergency management (EM) training in SA and core competencies required. An analysis of emergency management training available in South Australia and nationally was completed in February 2017. Comprehensive research into training capabilities in other states is underway.

A proposal will be submitted to the State Emergency Management Committee for consideration.

The implementation of this recommendation is linked to recommendations 51, 52, 53 and 54.

#	Recommendation	Government position
49	Consider opportunities to identify synergies between the incident management systems used in SA, being the Australasian Inter-service Incident Management System (AIIMS) and ICCS Plus. This might include joint training and exercising in roles that are common across both systems.	Accepted
		Underway

STATUS

SA Police is leading the response to this recommendation. It is agreed that the two incident management systems will be regularly exercised. This project is currently being scoped.

This recommendation is linked to recommendation 47, 51, 52 and 53.

#	Recommendation	Government position
50	Review and update the role, function, workload and focus of the groups/committees that contribute to incident management and emergency management capabilities including the State Emergency Management Training Committee, Interagency Incident Management Sub-Committee and the Central Exercise Writing Team.	Accepted
		Will commence from 1 January 2018.

STATUS

This work is dependent on the outcomes of recommendation 42.

#	Recommendation	Government position
51	Establish a State incident management and emergency management training capability which provides for: a) consistent training across the State; b) personal development and endorsement process for roles; c) identification, recruitment and development of personnel from other government agencies; d) incident management and State emergency centre functional role training and development across all sectors; e) skills maintenance including upskills, refresher training and exercises; f) incident and strategic leadership training; and g) consistent training for inter-agency liaison officers at all levels.	Further consideration required following outcomes from work on recommendation 48.

STATUS

It is accepted that incident management training capability could be strengthened. Implementation options require further consideration. Further consideration of this recommendation will be undertaken once the outcome of recommendation 48 is known.

This recommendation is linked to recommendations 49, 50, 52 and 53.

#	Recommendation	Government position
52	Review and reinstate the State Emergency Management Training Officer and State Emergency Management Planning Officer (capability development) positions to operate with a broad, strategic and leadership focus.	Further consideration required following outcomes from work on recommendation 48.

STATUS

The work on this recommendation is linked to the determination of training and capability-building needs, and the most effective ways for meeting them.

Further consideration of this recommendation will be undertaken in conjunction with recommendation 51.

#	Recommendation	Government position
53	Establish a State-wide resourcing capability to support incident management teams, regional coordination centres, zone emergency centres, relief centres, recovery centres and State control centres. Some of the features of such a capability should include: a) multi-agency, cross-government state-wide pool of incident management and emergency management personnel building on the state incident management team concept currently facilitated by the Country Fire Service, and expanded to include all hazards, multi-agency teams with a roster that provides year-round coverage; b) a system that enables staff and volunteers from any agency to identify their availability for upcoming shifts; c) a rostering system that enables one or more incident management teams, staging areas, regional coordination centres, state control centres and relief centres to develop, maintain and distribute rosters and structure charts in a more coordinated manner; d) identifying areas of expertise for key incident and emergency management functions (e.g. public information, alerts and warning, media liaison, logistics and resource management) that would benefit from a coordinated and resource pooling approach and take steps to implement (consider the Mapping Functional Support Group model as a potential service delivery model).	Further consideration required.

STATUS

This is a significant task and will have resourcing implications. Proposed measures require careful consideration in terms of operational benefits and costs and alternative solutions that may be considered.

Further consideration of this recommendation will be undertaken in conjunction with recommendations 3, 45, 46, 47, 48, 49, and 51.

#	Recommendation	Government position
54	Establish a lessons management capability across the SA emergency management sector to collect, analyse and track lessons identified during debriefs and reviews following events and other sources such as interstate and oversees reviews and inquiries.	Accepted
		Further consideration will commence from 1 January 2018.

STATUS

The existing capability and proposed changes to arrangements will be reviewed once the outcomes of recommendations 14, 41, 42, 48 and 62 are known.

#	Recommendation	Government position
55	Update the State Emergency Management Plan (SEMP) Part 3, Annex F 'Debriefs' to provide more guidance regarding the types of debriefs, when they are required to be undertaken and at what level and guidance for undertaking and recording debriefs, and implementing lessons identified.	Accepted
		Underway

STATUS

The work on updating State Emergency Management Plan (SEMP) Part 3 is underway with an update on progress to be provided to the State Emergency Management Committee.

A new version of the SEMP was publicly released in December 2016. This version introduced a large number of improvements to the state's emergency management arrangements. The SEMP is subject to a continuous improvement cycle that is overseen by the State Emergency Management Committee. The Committee is using the Review to inform future updates to the plan.

The SEMP Review Working Group is meeting regularly to progress the implementation of this recommendation.

#	Recommendation	Government position
56	Review and update Part 3, Annex C, of the SEMP 'Public Information and Warnings' to: a) clarify the role and responsibilities of the Public Information Functional Support Group and control agencies in relation to public information; b) define requirements and processes for liaising with the community, including holding community meetings.	Accepted
		Underway

STATUS

A new version of the State Emergency Management Plan (SEMP) was publicly released in December 2016. This version introduced a large number of improvements to the state's emergency management arrangements. The SEMP is subject to a continuous improvement cycle that is overseen by the State Emergency Management Committee. The Committee is using the Review to inform future updates to the plan.

The SA Police State Manager Public Information Functional Support Group is currently addressing this recommendation in consultation with the State Public Information and Warnings Advisory Group.

An update on progress will be provided to the State Emergency Management Committee.

This recommendation is linked to recommendation 58.

#	Recommendation	Government position
57	Update the Public Information Functional Support Group Plan to include: a) standards, outputs, systems and processes required to be used by control agencies and the Public Information Functional Support Group during emergencies; b) guidance on the public information cycle through the prevention, preparedness, response and recovery phases which includes the responsibilities and information requirements during different phases, and effective transition between phases; c) establishing a public information intelligence cell within the Public Information Functional Service Group; d) identifying tools or resources to monitor social media.	Accepted
		Underway

STATUS

The SA Police State Manager Public Information Functional Support Group is currently addressing this recommendation in consultation with the State Public Information and Warnings Advisory Group.

This recommendation is linked to recommendation 58.

#	Recommendation	Government position
58	Task South Australian Fire and Emergency Services Commission with further developing the Emergency Alerts capability across government agencies including to: a) Establish and maintain a centralised training program for emergency alert initial and refresher training; b) Establish a pool of endorsed Emergency Alert personnel from across government agencies to enable control agencies to assist each other with the emergency alert function during emergencies; c) Develop supporting processes to ensure that the capability supports: emergencies involving any hazard; consistent issuing of alerts and warnings; consistent messages; and effective communication and notification of alerts issued to relevant internal and external stakeholders.	Accepted
		Underway

STATUS

The implementation of this recommendation is being led by SA Fire and Emergency Services Commission (SAFECOM) in collaboration with key agencies.

A revised emergency alert user competency standard was distributed by SAFECOM in February 2017, for validation by the Chief Officers of the State Emergency Service, Country Fire Service and Metropolitan Fire Service, and the Police Commissioner. This will inform the development of a training and assessment strategy and training products.

This recommendations is linked to recommendations 56 and 57.

#	Recommendation	Government position
59	Develop a Disaster Waste Management Plan to form part of the State Emergency Management Plan which describe participating agencies and responsibilities for various aspects of waste management during and after emergencies.	Accepted
		Underway

STATUS

Work on a disaster waste management plan is underway.

Existing State/Commonwealth government natural disaster resilience program grant funds have been applied to support this activity. A proportion of the required work will be undertaken by a third party consultancy working closely with relevant state and local government agencies.

The Local Government Association is also contributing to the development of this plan to help ensure better waste management outcomes after an emergency event.

#	Recommendation	Government position
60	Develop a State Relief and Recovery Plan as a distinct part of the State Emergency Management Plan which should include: a) potential locations for suitable facilities for relief and recovery centres which: are in locations safe from hazards such as flooding and bushfire; and, have appropriate access and suitable ablutions; b) formalisation of roles and capabilities of non-government organisations such as Red Cross.	Accepted
		Underway

STATUS

The implementation of this recommendation is led by the Department of Communities and Social Inclusion in collaboration with multiple key agencies and external stakeholders.

The approach taken is to have two interlinked plans; one for relief and the other for recovery.

Project plans to review the Emergency Relief Functional Support Group Plan and the agreements with non-government organisations were completed in March 2017.

The Emergency Relief Functional Support Group Plan will be updated for consultation and assurance.

The project plan for the developing the State Recovery Plan has been approved. Consultation with key stakeholders and drafting of the plan has commenced.

#	Recommendation	Government position
61	Conduct a review into South Australia's arrangements for relief and recovery grant, Local Government Disaster Recovery Assistance Arrangements and Natural Disaster Relief and Recovery Arrangement claims, the review should include governance coordination and criteria for provision and processing of relief/recovery grants.	Accepted
		Underway

STATUS

The intent of this recommendation to maximise access to natural relief and recovery arrangement funds for South Australian agencies and organisations is accepted. Arrangements will be reviewed to identify improvements to achieve this.

Department of the Premier and Cabinet is leading the implementation of this recommendation in collaboration with relevant agencies and the Local Government Association.

A review of governance arrangements is underway.

This recommendation is linked to recommendations 41 and 62.

#	Recommendation	Government position
62	Explore alternative emergency management models including the alternative model proposed above to establish a South Australian Emergency Management Office and State Relief and Recovery Office within the South Australian Fire and Emergency Services Commission, to ensure that all the objects and guiding principles of the Emergency Management Act 2004, and State Emergency Management Plan are addressed efficiently and effectively.	Accepted
		Underway

STATUS

Department of the Premier and Cabinet will lead consideration of the proposed emergency management model, taking into account costs and benefits and alternative solutions.

The outcomes of this review may have funding implications, which will also be considered by the government.

This recommendation is linked to recommendations 41, 42, 54, and 61.