STATE EMERGENCY MANAGEMENT PLAN

Part 2 - Arrangements

Government of South Australia

SEMP STRUCTURE

The State Emergency Management Plan (SEMP) is a four-part plan containing a range of documents that further detail strategies for dealing with emergencies in South Australia. The parts are described in more detail below.

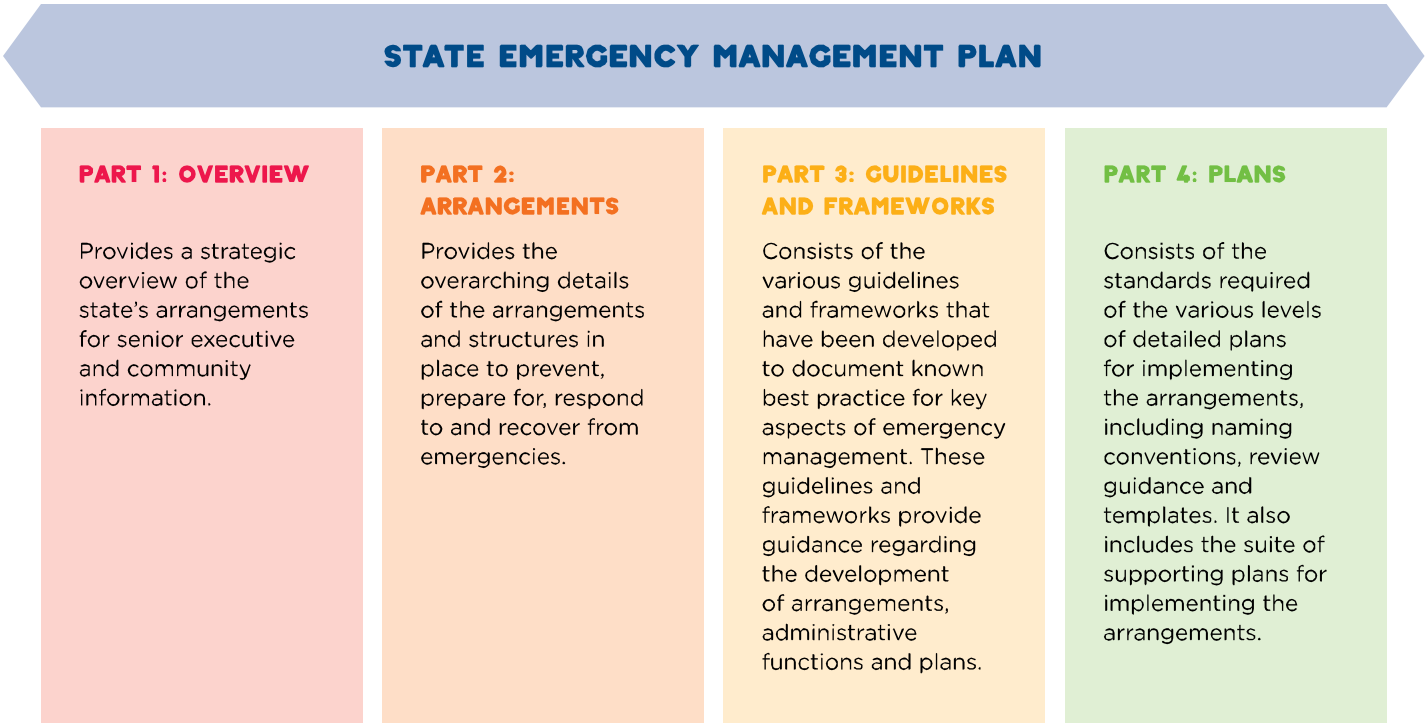

Figure 1: The South Australian State Emergency Management Plan is a series of documents split over 4 Parts with accompanying annexes.

SEMP REVIEW

The SEMC shall ensure that the SEMP is subject to a full review every five years. Ongoing updates and continual improvement will occur in the interim period. Updates will be considered as below.

SEMP UPDATES

Proposals to amend, review or update the SEMP are managed by the State Emergency Management Committee Secretariat within the Department of Premier and Cabinet.

Inquiries should be directed to:

State Emergency Management Committee Secretariat

Department of the Premier and Cabinet
GPO Box 2434
ADELAIDE SA 5001

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1. LEGAL AND ADMINISTRATIVE FRAMEWORK

The Australian Constitution states that each of the states and territories is responsible for the protection of its citizens. The Australian Government has a role to assist where a state or territory is unable to meet a need or seeks assistance, but the primary role lies with the respective states/territories.

Emergency management arrangements in South Australia are governed by the *Emergency Management Act 2004* (the Act). The Act establishes the State Emergency Management Committee (SEMC) and lists its functions and powers.

The State Emergency Management Plan (SEMP) is prepared under section 9(1)(b) of the Act. It is a function of the SEMC to prepare and keep this plan under review, and to ensure arrangements reflect the best possible outcome for South Australian communities.

2. EMERGENCY MANAGEMENT RESPONSIBILITIES

2.1. INDIVIDUALS

Individuals can assist in the emergency management process by understanding their risks and being prepared, developing personal and family resilience, and by contributing to response and recovery efforts.

2.2. BUSINESS SECTOR AND NON-GOVERNMENT ORGANISATIONS

Businesses play a fundamental role in emergency management. They provide resources and services upon which the community depends. Business continuity planning ensures businesses can continue providing services during or soon after an emergency.

Non-government and community organisations contribute to preparedness and building resilience, provide advice and support during an emergency, as well as assistance during the recovery process.

2.3. LOCAL GOVERNMENT

Local governments play a fundamental enabling role in emergency management because of their strong relationship with their local community networks and knowledge of locally available resources. Local governments have responsibilities, in partnership with state government, to contribute to the safety and wellbeing of their communities by participating in local emergency management. The principal roles and responsibilities of local governments may include:

- build and promote disaster resilience
- undertake cost-effective measures to mitigate the effects of emergencies on local communities, including routinely conducting emergency risk assessments
- systematically taking proper account of risk assessments in land-use planning to reduce hazard risk
- represent community interests in emergency management to other spheres of government and contribute to decision-making processes
- ensure all requisite local emergency planning and preparedness measures are undertaken
- ensure an adequate local council emergency response capability is in place, including resources for the local volunteers

- undertake public education and awareness to support community-preparedness measures
- participate in recovery operations as per *SEMP – Part 2 – Arrangements – Local Government Role in Recovery*
- ensure appropriate local resources and arrangements are in place to provide and support emergency relief and recovery services to communities
- participate in post-emergency assessment and analysis.

In line with the provisions of Section 8 of the *Local Government Act 1999*, local government must give due weight to the SEMP, and align their plans and activities to the objectives and strategies described herein.

2.4. STATE GOVERNMENT

The South Australian Government has primary responsibility for addressing emergency management in the state. This is achieved by a framework of legislation including the Act and other legislation covering police, fire and emergency services, public health, local government and planning. Various policy and plans support this legislation, as do a range of agencies as part of their normal business. The Department of the Premier and Cabinet provides support to the Premier who is the Minister responsible for the Act, and the South Australian Fire and Emergency Services Commission provide state-wide emergency management policy advice and support.

2.5. AUSTRALIAN GOVERNMENT

The Australian Government is committed to assisting states and territories to develop their emergency management capabilities to protect all Australian citizens and their property. The Australian Government provides support to state-based emergency management by:

- committing to developing national emergency management capabilities
- assisting in developing state emergency management capabilities
- supporting the response to disaster and emergency incidents in the jurisdictions

The Australian Government Crisis Coordination Centre (CCC) is a dedicated all hazards monitoring facility. The Centre provides whole of Australian Government situational awareness to inform national decision making during an emergency.

Emergency Management Australia (EMA) is responsible for the day-to-day management of the national coordination function. The organisation promotes a national approach to emergency management in Australia through comprehensive measures, which embrace prevention, preparedness, response and recovery activities. EMA works closely with a wide range of Australian authorities, state and territory agencies, local government and industry bodies. It also maintains close links with similar agencies throughout the world. EMA also coordinates Australian Government physical assistance to states and territories during major emergencies upon request.

2.5.1. Australia-New Zealand Emergency Management Committee

The Australia-New Zealand Emergency Management Committee (ANZEMC) is the senior officials group supporting the Council of Australian Governments (COAG) Ministerial Council for Police and Emergency Management (MCPEM) on national emergency management planning, policy and initiatives.

2.5.2. Australia-New Zealand Counter Terrorism Committee

The Australia and New Zealand Counter-Terrorism Committee (ANZCTC) is the senior officials group which reports to the COAG on counter terrorism planning, policy and initiatives.

2.5.3. Australian Government Assistance

South Australia may seek the assistance of the Australian Government, including the Defence Force, under the arrangements of the Australian Government Disaster Response Plan (COMDISPLAN).

Australian Government assistance under COMDISPLAN is coordinated by Emergency Management Australia.

The Australian Government administers the Disaster Recovery Funding Arrangements (DRFA). These arrangements allow for certain expenses to be reimbursed to the State when defined emergency events occur. Further detail is contained in the *SEMP – Part 3 – Guidelines and Frameworks – Annex B – Disaster Recovery Funding Arrangements*.

3. STRATEGIC GOVERNANCE

3.1. GOVERNANCE

3.1.1. Emergency Management Council

The Emergency Management Council, chaired by the Premier, provides strategic oversight of South Australia's security and emergency management arrangements and executive leadership during a significant security event or natural disaster.

3.1.2. State Emergency Management Committee

The State Emergency Management Committee (SEMC) is a high-level, strategic planning committee established by section 6 of the Act, which provides leadership and maintains oversight of emergency management planning for South Australia.

SEMC takes an 'all hazards' approach, whereby policies, processes and systems are applied consistently across all hazards, both man-made and natural (e.g. earthquake, terrorism, flood, human disease, animal disease, etc.). SEMC is responsible for maintaining the State Emergency Management Plan (SEMP).

Strategic activities and initiatives of SEMC are primarily directed by the SEMC Strategic Framework and Plan 2017-2022. Advisory groups report to the SEMC on implementation of the Strategic Plan and other strategic initiatives. Advisory group terms of reference are published within the *SEMP Part 2 – Arrangements – Annex B – Committee Terms of Reference*.

SEMC will also address new or emerging matters or direction from the Premier as per its functions and may establish taskforces or other bodies to address issues that require a specialist activity be undertaken, for example, addressing a major inquiry.

SEMC will consider and engage with national emergency management directions informed by COAG, MCPEM, ANZEMC and ANZCTC.

3.1.3. Emergency Management Zones & Zone Emergency Management Committees

The State is divided into emergency management zones. Other than the Adelaide Hills and Fleurieu/Kangaroo Island Zone, these zones are based on the Government Reform Commission's uniform regional boundaries. The Adelaide Hills, Fleurieu and Kangaroo Island regions have been merged to form one zone for the purposes of emergency management in SA. The zones are as follows:

- Adelaide Hills, Fleurieu and Kangaroo Island
- Barossa
- Eastern Adelaide
- Eyre and Western
- Far North
- Limestone Coast
- Murray and Mallee
- Northern Adelaide
- Southern Adelaide
- Western Adelaide
- Yorke and Mid North

Each Zone has a Zone Emergency Management Committee (ZEMC) responsible for risk management, planning and implementation of Zone-level actions to build resilience and support State emergency management arrangements. The ZEMC ensures National Emergency Risk Assessment Guideline (NERAG) consistent emergency risk assessments are conducted for prioritised risks; contributes to the development of risk treatment options; monitors implementation of risk treatments via Hazard Leader and other relevant risk treatment plans; and develops a Zone Emergency Management Plan and other plans. Each ZEMC includes a zone recovery planner who assists with recovery preparedness, including development of a zone recovery operations plan.

The ZEMC is chaired by a senior member of local government. Operating guidelines for zone emergency management committees are described in *SEMP – Part 3 – Guidelines and Frameworks – Annex D – Zone Emergency Management Committee Guidelines.*

4. FACILITIES

4.1.1. State Crisis Centre

The State Crisis centre (SCC) is the central liaison point for the Premier and Executive Government and provides a focal point for dealing with State Government policy matters. The SCC may activate in response to any issue, threat, hazard or event including when the CCC and/or State Emergency Centre are activated for international, national or local events. The role of the SCC is to support the Premier (and Emergency Management Council) with State level policy advice and guidance and to help coordinate public and media messaging for Executive Government. The SCC contributes to the coordination of government agencies and facilitates engagement with the Australian Government and other state/territory jurisdictions on matters requiring national policy consideration or cooperation.

4.1.2. State Emergency Centre

The State Emergency Centre (SEC) provides a central point of coordination of support to the Control Agency by the State Coordinator, Support Agencies and Functional Support Groups.

When activated the SEC contains representatives of all Control Agencies, Functional Support Groups, the State Recovery Office, a SCC Liaison Officer and a small number of dedicated staff positions.

The functions carried out at the SEC are:

- provision of information to the State Coordinator
- exercise of the powers and functions of the State Coordinator in a declared emergency
- coordinated information sharing between Control Agency/s, Support Agencies, Functional Support Groups and executive government
- address strategic issues in support of response and recovery operations
- engaging with a liaison officer from Emergency Management Australia.

The operation of the SEC is described in the *SEC Operations Manual*. The SEC Operations Manual forms part of the *SEMP – Part 4 - Plans* and is a restricted issue document.

4.1.3. State Control/Command Centre

The State Control/Command Centre is the generic term for the nominated location used by Control/Support Agencies or Functional Support Groups to control the incident and/or command their staff. Details of these centres are contained in *SEMP – Part 2 – Arrangements – Annex A – Contact List* and is a restricted issue document.

4.1.4. State Recovery Centre

The State Recovery Centre is the generic term for the nominated location used by the State Recovery Coordinator or the Assistant State Coordinator–Recovery to coordinate recovery operations where a high degree of interagency co-ordination is required. It provides a place where Functional Support Groups and support agencies are coordinated to provide integrated recovery services to community.

5. SUPPORTING STRUCTURES

5.1. HAZARD LEADERS

SEMC identifies Hazards, or potential sources of risk for emergencies in South Australia. For each identified hazard, SEMC may assign an agency, known as a 'Hazard Leader', to exercise the roles and responsibilities described below. Assigning the role of Hazard Leader to an agency is done under section 5A(3)(b) of the Act. SEMC assigns the role where it believes an agency performing the roles and functions of the Hazard Leader described in section 5.1.2 below are likely to reduce the risks to the State from that hazard.

SEMC determines the need to assign or remove Hazards based on an assessment of State risks and will assign and remove agencies as Hazard Leader as appropriate. Generally, the Hazard Leader agency has the knowledge, expertise and resources to provide leadership for emergency management planning for an appointed hazard. It is not necessarily the case that the Hazard Leader is the Control Agency – SEMC may split these roles based on the respective agency resources and expertise.

SEMC may choose not to assign an agency to the role of Hazard Leader, or remove an agency from the role, where current arrangements are sufficient for the identified Hazard, and/or where the risks from the hazard are adequately controlled.

Hazard Leaders assigned to a Hazard by SEMC are listed in section 5.1.1. Hazard Leaders main role is to ensure that all aspects of the State's approach to a hazard, are coordinated.

The Hazard Leader facilitates and oversees the comprehensive planning process (prevention, preparedness, response and recovery) relating to its assigned Hazard. Hazard Leaders have the authority of the SEMC to bring together any required Commonwealth, State, local or non-government entities to undertake this planning and coordination role. This includes working with the advisory groups, Control Agencies, Functional Support Groups, and other roles and functions within the emergency management arrangements.

The Hazard Leader may form subcommittees or working groups to undertake detailed planning into aspects of the hazard. Actions of the Hazard Leader may include, but are not limited to:

- risk assessments for the State relative from their assigned hazard
- advice and/or preparation of land use planning policies and/or codes of practice
- advice and/or implementation of engineered preventative actions
- participating or leading coordinated projects to address the risks from their assigned Hazard
- specific training for response agencies
- advice to control agencies on public information
- specific recovery needs relating to their assigned hazard .

Where:

- any agency planning conflicts with the Hazard Leader agency; and
- is believed by the Hazard Leader agency that this conflict has a material effect on the risk to the State from their assigned Hazard,

then as members of SEMC, the Chief Officer or Chief Executive of the Hazard Leader can raise that matter directly for SEMC consideration.

5.1.1. Hazard Leader allocation

The following table is a list of Hazard Leaders.

Hazard	Hazard Leader
Animal and plant disease	Primary Industries and Regions SA
Black system event	South Australia Police
Earthquake	Department for Planning Transport and Infrastructure
Extreme weather	SA State Emergency Service
Flood	Department of Environment and Water
Hazardous materials	Safe Work SA
Human disease	SA Health
Rural fire	SA Country Fire Service
Terrorism	SA Police
Urban fire	SA Metropolitan Fire Service

5.1.2. Roles of a Hazard Leader

The role of Hazard Leader includes the responsibility to:

1. Undertake a leadership role for the planning of emergency management activities pertaining to its appointed hazard.
2. Prepare, review and maintain a Hazard Plan for its assigned Hazard according to Part 4 of the SEMP.
3. Review other plans prepared under the SEMP to ensure that all aspects of their assigned hazard have been addressed.
4. Identify issues where:
    a. the approach to mitigating the risks from the assigned hazard is not coordinated;
    b. work with agencies to ensure appropriate coordination occurs; and
5. Report its activities to the SEMC via the SMAG.
6. Undertake a review as part of the regular update of its Hazard Plan of the continuing need for the hazard to remain listed within the SEMP and provide advice to SEMC on any proposals to amend or remove the listing (as per requirements below).

5.1.3. Addition of a Hazard

A hazard can be determined by SEMC for specific planning at any time. This is achieved by application to SEMC based on an identified risk (either from the State Risk Analysis or an emerging hazard identified by any stakeholder) with a rationale provided as to why a Hazard Leader is required. The application will contain the following:

- a full description of the hazard
- detail of the impact upon the State of that hazard and potential consequences
- detail of the risk assessment process undertaken to confirm the hazard
- the outcomes sought by the appointment of a Hazard Leader
- a proposed agency that has the required knowledge and skills to undertake the role of Hazard Leader
- the proposed duration of the listing as a State-level hazard
- confirmation of support from the State Mitigation Advisory Group
- any other information as may be requested by SEMC.

5.1.4. Removal of a Hazard

A Hazard Leader can apply to SEMC for removal of a State-level hazard at any time. This is achieved by application to SEMC based on the risk with a reason for the removal of a Hazard Leader. The application will contain the following:

- a full description of the hazard
- detail of the impact upon the State of that hazard
- detail of the risk assessment process undertaken to confirm the hazard removal
- detail of activities, mitigations, or other factors that reduce the risk
- the outcomes sought by the removal of a Hazard Leader
- confirmation of support from the State Mitigation Advisory Group
- any other information as may be requested by SEMC.

5.2. STATE COORDINATOR

The State Coordinator is the Commissioner of Police or person for the time being holding or acting in the position of Commissioner of Police (see section 14 of the Act), and is responsible to:

- manage and coordinate response and recovery operations in accordance with the Act and the SEMP
- declare an identified major incident or a major emergency in accordance with the Act and the SEMP if required
- ensure, if a declaration is made under the Act, the EMC and the SEMC are provided with adequate information to fulfil their roles and functions.

Prior to a declaration being made, the Commissioner of Police, as the head of the Coordinating Agency (SAPOL), ensures that SAPOL will provide a coordination role at all emergencies and that support is provided to the Control Agency.

The State Coordinator does not need to make a declaration for response and recovery operations consistent with the SEMP to occur.

The role of the State Coordinator does not displace the authority or command structure of a control or Support Agency, except to the extent required for the State Coordinator to exercise the function of management and coordination and specific powers under section 25(2)(n) of the Act.

The role of the State Coordinator is to manage and coordinate response and recovery operations carried out in conjunction with the conferral of powers. These powers are only conferred when a declaration is made. The process of making a declaration does not however transfer all responsibility to the State Coordinator. The State Coordinator only has the authority to direct the Control Agency when a major emergency or disaster is declared.

It does not automatically follow that agencies (or agency heads) enjoy a lesser accountability for an emergency because of the State Coordinator's role. The responsibilities of the Control Agency as described in the SEMP continue always.

The State Coordinator has, after a declaration, the power to direct persons to undertake specified actions to effect recovery operations in accordance with the SEMP. This power does not require that the declaration is still in force, but has been made relative to that emergency, and is permissive (not a duty as per the duties on the State Coordinator under section 25(1) of the Act).

The role of the State Coordinator does not interfere with the lines of authority and command within a Control or Support Agency nor would it necessarily mean a diversion of emergency resources, although that may be the case in a particularly catastrophic event.

In the absence of the State Coordinator, the SEC coordinator operates in the SEC (refer to Section 4.3 of the SEC Operating Manual).

5.2.1. Assistant State Coordinator

The State Coordinator may appoint an assistant State Coordinators (see section 16 of the Act) for exercising powers and functions in relation to:

- specific parts of the State, or
- specific types of hazards, or
- specific events.

All appointments of an assistant State Coordinator will be in writing.

5.2.2. Assistant State Coordinator – Recovery

The Act requires that the State Coordinator must appoint an assistant State Coordinator – recovery, as soon as practicable after any declaration is made pursuant to the Act. This position is responsible for the implementation of recovery operations and will continue for the duration of the recovery process (see section 16(2) of the Act).

The Assistant State Coordinator – Recovery will advise the EMC and SEMC of strategic issues arising from the recovery operation.

5.3. STATE RECOVERY COORDINATOR

The State Recovery Coordinator is formally appointed on an ongoing basis by SEMC (see section 12 of the Act) to undertake the following:

- chairing the State Recovery Committee
- undertaking leadership in the planning for recovery operations prior to any emergency
- preparing and reviewing the recovery aspects of the SEMP

- undertaking leadership in preparation for recovery operations, by leading exercises and other preparedness activities prior to an emergency
- managing the normal recovery operations of government and other non-government recovery organisations when it is determined that a recovery response is required to an emergency (prior to any declaration)
- managing the government recovery response to an emergency during a declared emergency and undertaking the role of assistant State Coordinator – recovery (unless the situation requires the appointment of an alternative assistant State Coordinator – recovery)
- liaising with any duty minister appointed for a declared or non-declared emergency regarding relief and recovery issues
- providing on-going briefings to SEMC, EMC and other areas of government during any recovery operations
- leading the debriefing of any recovery operations (declared or non-declared).

5.4. CONTROL AGENCY

The Control Agency for emergencies in SA will be determined by legislation and/or as identified in the SEMP (see section 20(1)(a) of the Act).

If an emergency arises in which two agencies are assigned the function of exercising control; or it is unclear which agency is assigned that function in relation to such an emergency; or no agency is assigned that function, then the Control Agency will be determined by the Coordinating Agency (see section 20(1)(b) of the Act).

If two agencies are jointly responding to an incident through agency based mutual aid arrangements, the State Coordinator can consult with either or both agencies in seeking information upon which to base decisions.

During an emergency that involves mutual aid/joint response arrangements by the Country Fire Service (CFS), Metropolitan Fire Service (MFS) and/or State Emergency Service (SES), the State Coordinator may utilise the authority given in section 20(1)(b) of the Act to determine the Control Agency for the purposes of seeking advice, prior to making a declaration.

Where multiple agencies are attending an emergency, the use of incident management sectorisation will enable those agencies with the appropriate skills to take charge of operations within their area of expertise. These areas include inland water oil spills and the rescue of persons trapped within accident scenes whereby the Control Agency will maintain overall control, but the specialist Support Agency will ensure the appropriate response within their area of expertise.

5.4.1. State Controller

The leader of a Control Agency shall be known as a State Controller. The State Controller of the Control Agency for an emergency will provide overall control to the operations at the emergency.

5.4.2. Control Agency allocation

The following table is a list of emergency types and assigned Control Agencies.

Type of emergency incident	Control Agency
Aircraft accident	SA Police (SAPOL)
Animal, plant & marine disease	Primary Industries and Regions SA
Black system event	SAPOL
Bomb threat	SAPOL
Cyber Crisis	Department of the Premier and Cabinet
Earthquake	SAPOL
Extreme weather	SA State Emergency Service (SES)
Rural Fire	SA Country Fire Service (CFS)
Urban Fire	SA Metropolitan Fire Service (MFS)
Flood	SES
Food/drinking water contamination	SA Health
Fuel, gas and electricity shortages	Department of State Development
Hazardous materials emergencies	CFS or MFS
Human epidemic	SA Health
Marine transport accidents	SAPOL
Marine Pollution (coastal)	Department of Planning, Transport and Infrastructure
Rail accident	SAPOL
Riverbank collapse	SAPOL
Road / transport accident	SAPOL
Search and rescue – land and sea	SAPOL
Search and rescue – structure (USAR)	MFS or SES
Siege/Hostage	SAPOL
Telecommunications Crisis	Department of the Premier and Cabinet
Terrorist incident	SAPOL

5.4.3. The Responsibilities of a Control Agency

The responsibilities of the Control Agency in resolving an emergency are, so far as is reasonably practicable:

1. take control of the response to the emergency (including the appointment of an incident controller and incident management structure)
2. ensure a safe working environment and safe systems of work
3. ensure effective liaison, communication and cooperation with all involved
4. continually assess the situation, identify risks and share information with all involved

5. develop and share plans and strategies that meet the requirements of all agencies responding to the emergency (an incident action plan)
6. implement and monitor the incident action plan
7. ensure the effective allocation and use of available resources
8. ensure the public is adequately informed and warned so as to enhance community safety
9. facilitate the investigation of the emergency and review of response activities
10. ensure transition from response to recovery, including the coordinated handover to the State recovery arrangements.

The Control Agency role in recovery is described in the section – Transition from Response to Recovery.

5.5. SUPPORT AGENCY

Where a Control Agency is not the Control Agency for a specific emergency, they will be referred to as a Support Agency. A Support Agency will support the nominated Control Agency and is subject to direction by the nominated Control Agency.

When an agency is supporting the Control Agency, its leader shall be known as the agency State/Local Commander.

The Support Agency is responsible for:

- supporting the Control Agency
- following reasonable direction of the Control Agency
- commanding their own resources unless otherwise agreed
- regularly reporting to the Control Agency
- planning for and implementing procedures within their agency to be able to deliver the required support in times of an emergency response or recovery
- ensuring it can provide staff and resources within its scope of operations to support the Control Agency and recovery operations
- ensuring that any participating agencies that work with the Support Agency can provide their services in support of the Control Agency and recovery operations
- ensuring that the role of any participating agencies is clearly defined and supported by appropriate plans and procedures (either within the Support Agency plans or as part of separate plans or memoranda of understanding with the Support Agency and participating agency)
- preparing, training and maintaining the required on-call members to be able to staff the State Emergency Centre, a State Command Centre (if required) and a Zone Emergency Support Team (if required) for a 24-hour per day operation over an extended period upon activation of the State Emergency Centre
- maintaining partnerships with participating agencies or organisations in the supply of its scope of support as appropriate
- clearly describing the roles undertaken by participating agencies or organisations in the supply of the scope of support
- undertaking the additional roles as described in 5.6.1.

5.6. AGENCY CHIEF EXECUTIVES

Chief Executives of agencies are responsible for their own portfolio contributions to preparedness, prevention, response and recovery under the broad umbrella of this plan.

5.6.1. Supplemental roles of Support Agencies

In addition to their role as Control Agencies, the agencies listed below also undertake the following roles and functions when not operating as a Control Agency:

Agency	Responsibilities	Participating agencies
Department of the Premier and Cabinet	• To coordinate significant disruptions to major telecommunications infrastructure resulting in the loss of telecommunications services to a widespread area.	• NBN Co • SingTel Optus Pty Ltd • Telstra Corporation • Vodafone Hutchison Australia Pty Ltd • Vocus Group • TPG Telecom • Attorney-General's Department – Trusted Insider Network; Communications Group

	• ICT Support to assist or supplement agencies ICT, this includes;
	  ○ Investigations (I.e. Forensic)
	  ○ Cyber Security Analysis & Risk Assessments
	• Whole of Government ICT Change Freeze
		• SA Government Agencies
		  ○ ICT Services
		  ○ Cyber Security
		• Major ICT Suppliers
		• Australian Cyber Security Centre

Primary Industries and Regions SA (PIRSA)	• To provide immediate animal relief services and rehabilitation assistance to primary producers	• PIRSA (Lead) • Animal Welfare League • Australian Veterinary Association • Bureau of Meteorology • Department of Environment and Water • Environment Protection Authority • Primary Producers SA • RSPCA • South Australian Veterinary Emergency Management
Country Fire Service (CFS)	• Dealing with outbreaks of fire, both urban and rural, and the rescue of persons in fire endangered areas. • Taking such measures as may be practicable to prevent the outbreak of fires. • Dealing with the escape of hazardous materials or a situation which involves the imminent danger of such an escape. • Assisting in any other response or recovery operations for which the Fire Services' training and equipment are suitable e.g. the provision of emergency water supplies and the rescue of people	• CFS (Lead) • Department for Environment and Water • PIRSA • Forestry • Bureau of Meteorology

	trapped in collapsed buildings. • In those areas of the State where the responsible emergency service is not located, to undertake the role and responsibility of that service until relieved.	
Metropolitan Fire Service (MFS)	• Dealing with outbreaks of fire, both urban and rural, and the rescue of persons in fire endangered areas. • Taking such measures as may be practicable to prevent the outbreak of fires. • Dealing with the escape of hazardous materials or a situation which involves the imminent danger of such an escape. • Assisting in any other response or recovery operations for which the Fire Services' training and equipment are suitable e.g. the provision of emergency water supplies and the rescue of people trapped in collapsed buildings. • In those areas of the State where the responsible emergency service is not located, to undertake the role and responsibility of that service until relieved.	• MFS (Lead) • EPA • Safework SA • Department of Planning, Transport and Infrastructure • Environment Protection Authority • SA Power Networks • Safework SA • Technical Advice Coordinators • Flinders Ports • Radiation Protection Branch • Department of Environment and Water • Forestry SA
SA Health	To provide, maintain and coordinate health services with an emphasis on early intervention and quality care. Specific tasks would include provision of: • Hospital, specialist health and medical services required for the treatment and care of many casualties, including Mental Health care. • Public Health directives to prevent and control infectious diseases in the community by minimising potential environmental health risk factors arising from air, water, soil and hazardous substances. • Environmental Health directives concerned with the health, wellbeing and safety of people and the environment in which they live, work or visit.	• SA Health(Lead) • Australian Medical Association (SA) • Australian Red Cross Blood Service • Department for Health and Ageing • Public Hospitals • Private Hospitals Association • Royal District Nursing Service • General Practitioners through relevant Primary Health Networks • Specialist Medical Colleges
Police (SAPOL)	To maintain law and order and to protect life and property. Specific tasks include: • Traffic and crowd control including the control of evacuation operations if required. • Identifying the dead and injured and notifying next of kin. • Establishing temporary mortuaries. • Maintaining the security of property. • Statutory investigative requirements. • Assess the need for the registration of disaster victims and subsequent advice to the Emergency Relief	• SAPOL (Lead) • Coroner's Office • Forensic Science Centre • Funeral Directors Association • Red Cross (Casualty Information Centre)
State Emergency Service (SES)	To provide rescue, search and reconnaissance services for any disaster/emergency in South Australia. Specific tasks include: • Taking such measures as may be practicable to prevent death and injury from extreme heat, storms and floods.	• SES (Lead) • Volunteer Marine Rescue SA • Bureau of Meteorology

	• Taking such measures as may be practicable to mitigate property damage from extreme heat, storms and floods. • Providing search and rescue teams to rescue those lost, trapped and/or injured and to render immediate first aid. • Initiating reconnaissance to establish the nature and extent of the emergency/disaster. • Working in conjunction with the Bureau of Meteorology, to issue extreme heat, storm and flood warnings to alert the community to the potential for death, injury and property damage from these hazards. • Assisting in any other response and recovery operations for which the State Emergency Service training and equipment are suitable and will assist the operations. • In areas of the State where the responsible emergency service is not located, dealing with any emergency until any other body or person that has lawful authority assumes control.	
Department of Planning, Transport and Infrastructure (DPTI)	The provision of transport support as required by other Functional Support Groups, whilst maintaining as far as practicable, the normal operations/activities of public and commercial transport services. Specific tasks include provision of: • Movement of emergency equipment and personnel. • Movement of emergency supplies and goods including water, fuel and food. • Evacuation of people. • Assistance for medical transport. • Movement of earth-fill and debris. • Public transportation infrastructure, i.e. roads and bridges.	• DPTI (Lead) • Adelaide Metro contract Bus service providers (Southlink, Torrens Transit) • Australian Air Express • Australian Maritime Safety Authority (AMSA) • Australian Rail Track Corporation (ARTC) • Australian Transport Safety Bureau (ATSB) • Bus and Coach Association of SA • Department of Infrastructure, Regional Development and Cities (Commonwealth) • Genesee & Wyoming Australia • Great Southern Rail • SA Motor Traders Association (MTA) • Owner Driver Association of SA • Pacific National • Qantas • SA Freight Council • SA Road Transport Association (SARTA) • SeaLink • Taxi Council South Australia • Virgin Australia

5.7. COORDINATING AGENCY

SAPOL is the Coordinating Agency for all emergencies unless otherwise stated in the SEMP (see section 19(1)(2) of the Act).

Coordination is undertaken by SAPOL as the Coordinating Agency irrespective of any declaration that may be made by the State Coordinator or Governor.

The Coordinating Agency has the following functions by virtue of the Act and SEMC Direction:

- Consulting with the Control Agency and taking action to facilitate the Control Agency exercising its functions or powers
- Ensuring that the threat is clearly understood and being actioned accordingly
- Advising the State Coordinator in accordance with any requirements of the State Coordinator (see sections 19 & 20(1)(b) of the Act)
- Making a determination when it is unclear as to which agency at an emergency should be in control
- Determining whether other agencies should be notified of the emergency or called to the scene of the emergency or otherwise asked to take action in relation to the emergency
- Ensuring that the ten responsibilities of a Control Agency are being carried out
- Ensuring agencies are working together with a collaborative approach
- Ensuring that warnings are being disseminated by the Control Agency and are appropriate
- Ensuring relief and/or recovery activities are being coordinated and are occurring simultaneously with response operations.

Coordinating Agency responsibilities apply at field and strategic management levels. The way the Coordinating Agency links with the leadership of the Control Agency and Support Agencies prior to and following the declaration of an identified major incident, major emergency or disaster is illustrated in figures 2a and 2b.

In recovery, the coordinating arrangements that link community with strategic management are shown in figure 2c.

5.7.1. Local Police Coordination

Local (zone) coordination is carried out by the local police commander or nominee. The local police commander, in exercising their coordination responsibilities, has the following roles and responsibilities:

- Determining the Control Agency utilising section 20(b) of the Act, if required
- Ensuring that an effective control structure has been established by the Control Agency in responding to an emergency
- Coordinating local resources requested by the Control Agency to support operations (i.e. support via a Zone Emergency Support Team)
- Ensuring that relief and/or recovery activities are being coordinated and are simultaneous with response activities
- Ensuring that information is gathered that is necessary to properly assess the situation
- Reviewing and dispatching situation reports to the State Coordinator
- Ensuring that consideration has been given to:
    - alerting the public to existing and potential dangers arising from the emergency
    - the need for evacuation (in consultation with the Control Agency)

- other public information

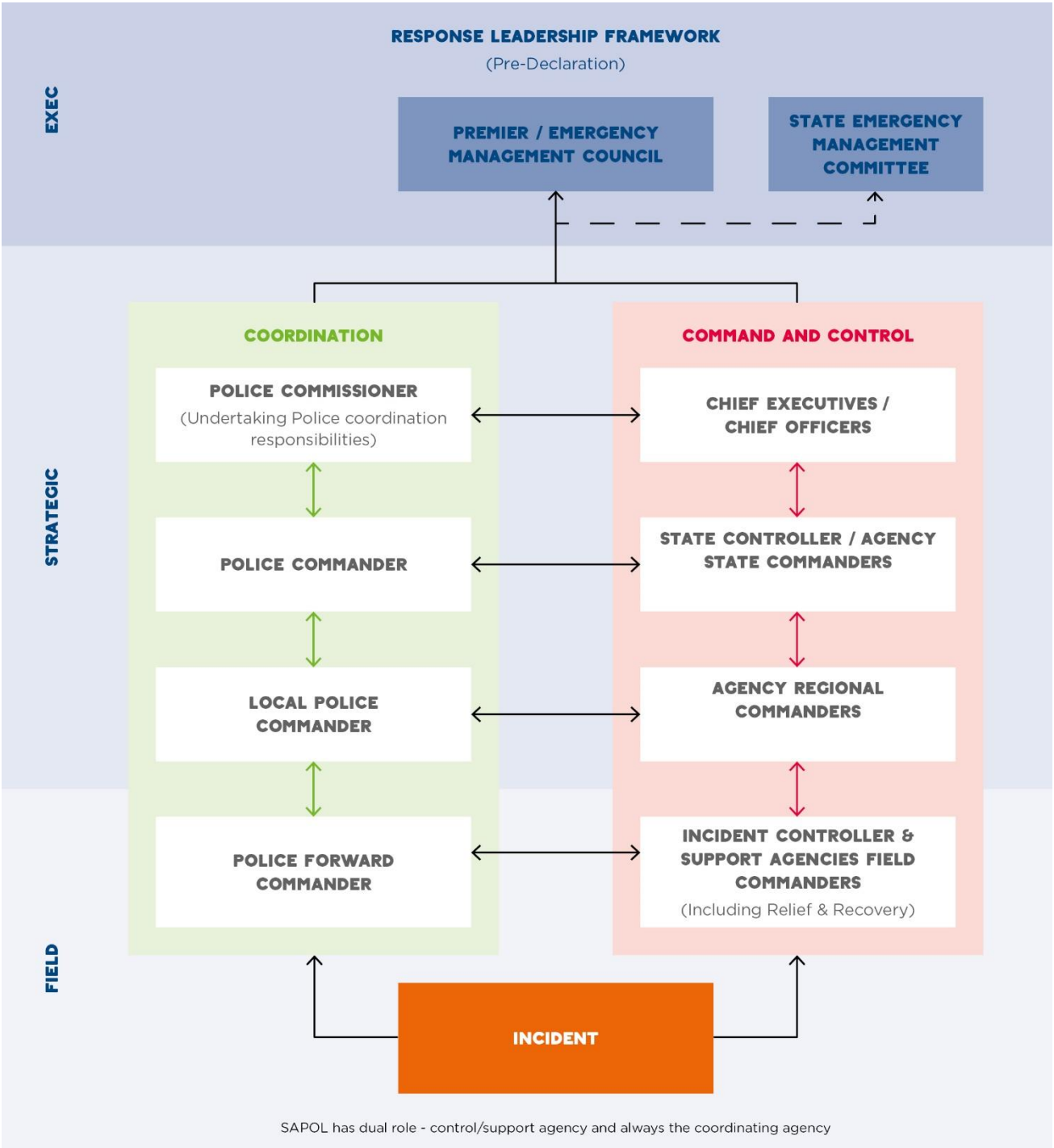

Figure 2a: Command and Coordination arrangements prior to a declaration

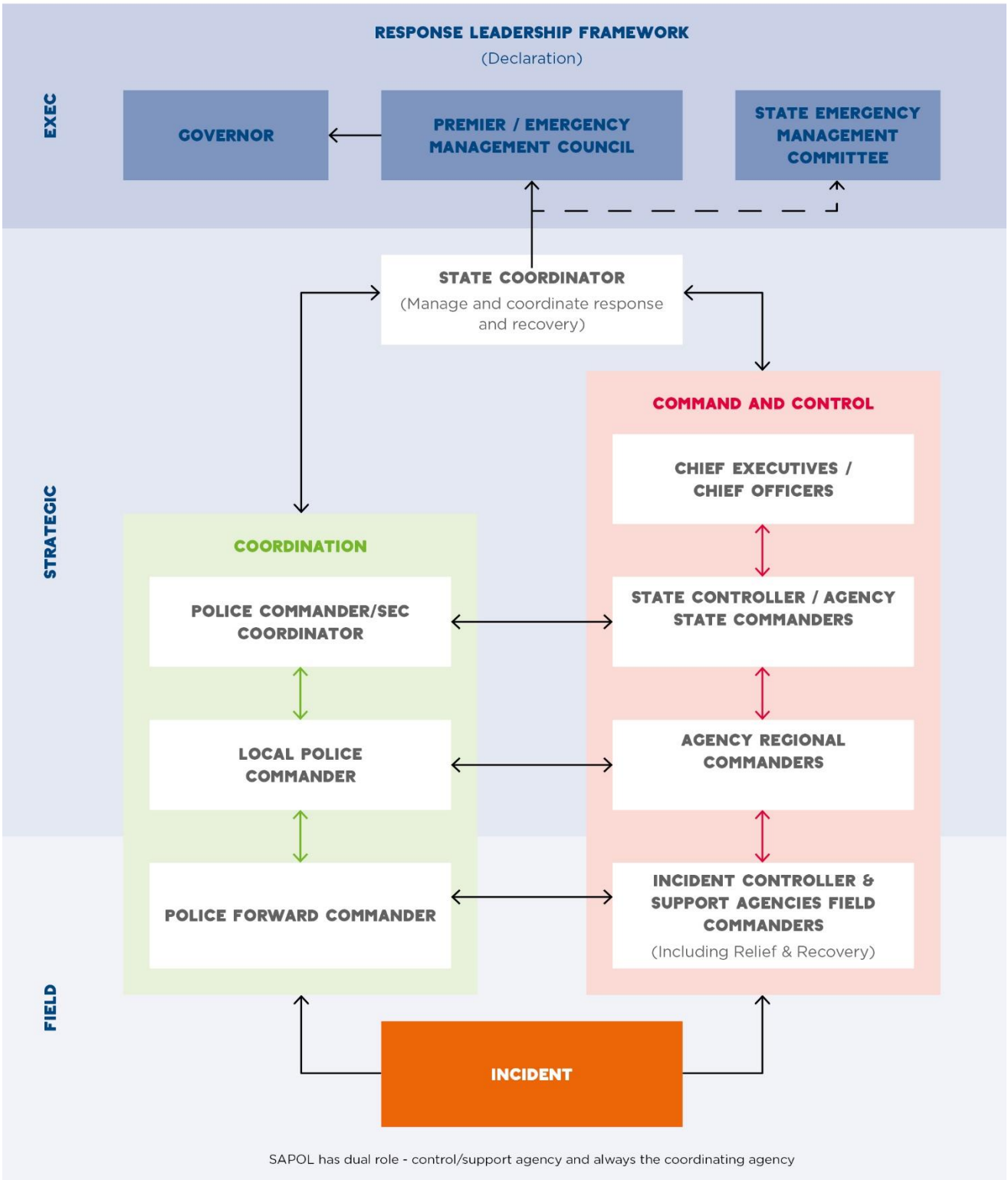

Figure 2b: Command and Coordination arrangements during a declaration

5.8. FUNCTIONAL SUPPORT GROUPS

Functional Support Groups are comprised of both government and non-government agencies to perform functional roles to support the Control Agency or Support Agencies. They are not Control Agencies or Support Agencies. Functional Support Groups operate within the State Emergency Centre and the State Recovery Committee. They may also be included as part of a ZEST if appropriate. The leader shall be known as the Functional Support Group manager (e.g., Defence Functional Support Group Manager). Contact details are listed in the *SEMP – Part 2 – Arrangements – Contact Details* which is a restricted issue document.

The Functional Support Groups are:

Group	Lead
Ambulance and First Aid	SA Ambulance
Defence	Defence SA
Emergency Relief	Housing SA
Engineering	SA Water
Government Radio Network	SA Police
Local Government	Local Government Association of South Australia
Logistics	SAFECOM
Mapping	Department for Environment and Water
Public Information	SA Police

5.8.1. Role of the Lead Agency within a Functional Support Group

The role of the lead agency within a Functional Support Group, supported by its participating agencies, is to:

- Review hazard, capability, control agency and recovery plans to determine needs of agencies that are within its scope of support
- Prepare a Functional Support Group plan that describes how it will achieve the identified needs and support that the group may need, or conditions that will apply to the provision of that support in line with *SEMP – Part 4 – Plans – Functional Support Group Template*
- Establish and maintain partnerships with participating agencies or organisations in the supply of its scope of support as appropriate
- Ensure that any participating agencies that work with the Functional Support Group are able to provide their services in support of the control agency and recovery operations
- Ensure that the role of participating agencies is clearly defined and supported by appropriate plans and procedures (either within the Functional Support Group plan or as part of separate plans or memoranda of understanding)
- Clearly describe the roles undertaken by participating agencies or organisations in the supply of the scope of support

- Plan for and implement procedures within the Functional Support Group agencies to be able to deliver the required support in times of an emergency
- Submit and review the Functional Support Group plan on an annual basis in line with the *SEMP – Part 4 – Plans,* including the plans of participating agencies or organisations
- Prepare, train and maintain the required on-call members to be able to staff the SEC, a State Command/Control Centre (if required) and a Zone Emergency Support Team (if appropriate) for a 24-hour per day operation over an extended period upon activation of the State Emergency Centre
- Review all plans within the SEMP submitted for assurance to ensure that the Functional Support Group plan is consistent, and any gaps are identified.

5.8.2. Adding a Functional Support Group

A Functional Support Group can be established by the SEMC at any time. This is achieved by application to the SEMC based on an identified capability gap with a rationale for why a Functional Support Group is required. The application will contain:

- a full description of the capability gap
- detail of the potential impact upon the State of that gap
- detail of the risk assessment process undertaken to confirm the gap
- the outcomes sought by the appointment of a Functional Support Group
- a proposed agency that has the required knowledge and skills to lead the Functional Support Group
- confirmation of support from the State Response Advisory Group and consultation with key stakeholders
- any other information as may be requested by the SEMC.

5.8.3. Removing a Functional Support Group

A Functional Support Group can apply to the SEMC for removal of a Functional Support Group at any time. This is achieved by application to the SEMC based on the risk with a reason for the removal of the Functional Support Group. The application will contain:

- a full description of the functions undertaken
- detail of the potential impact upon the State of removal of that function
- detail of the risk assessment process undertaken to confirm the function removal
- detail of activities, mitigation, or other factors that reduce any residual risk
- the outcomes sought by the removal of a Functional Support Group
- a review of functions undertaken by the Functional Support Group to ensure no drop in overall capability across response operations
- confirmation of support from the State Response Advisory Group and consultation with key stakeholders
- any other information as may be requested by the SEMC.

5.8.4. Changing the role statement of a Functional Support Group

A Functional Support Group leader can apply to SEMC to change their role statement at any time. This is achieved by application to the SEMC with a reason for the change. The application will contain:

- a full description of the changes required

- analysis of the impact upon the State of that change
- detail of the risk assessment process undertaken to confirm the change in role
- the outcomes sought by the change in role
- confirmation of support from the State Response Advisory Group and consultation with key stakeholders
- any other information as may be requested by the SEMC.

5.9. ZONE EMERGENCY SUPPORT TEAM (ZEST)

The role of a zone emergency support team (ZEST) is to support the resolution of an emergency by providing coordination of local resources in:

- performing assigned or delegated tasks from the Control Agency
- supporting the sharing of information between the agencies involved
- supporting community impact planning and assessment
- supporting the development of public information to affected communities
- supporting relief and recovery operations
- remaining activated until recovery operations are established.

The ZEST can be established in any suitable location to support the Control Agency.

Local police commanders will develop contact arrangements so that rapid deployment of the ZEST can occur. An alternative point of contact for the ZEST is via the SA Police Communications Centre which has direct contact with local police commanders.

The ZEST will be activated at the request of the Control Agency. There are no pre-defined requirements of the Control Agency in requesting support from a ZEST, and the request may be based on a request of a ZEST member agency to assist the member agency support to the Control Agency. The local police commander will provide leadership within the ZEST to ensure that it is meeting its role of support to the Control Agency and achieving its broader role as described above.

Functional Support Group Roles

Functional Support Group	Manager	Responsibilities	Participating organisations
Ambulance and First Aid	Chief Executive SA Ambulance	The AFAFSG will: 1. Provide emergency ambulance Triple Zero (000) call answering, appropriate operational response to emergencies, casualty triage and treatment at the scene and transport (including air transport) for the ill or injured to further care. 2. Dispatch and coordinate responding resources including but not limited to, ambulance resources and medical teams and their equipment to and from incident sites. 3. Provide appropriately trained and equipped personnel to perform the medical component in: • Urban search and rescue (USAR) task forces; • Police special or high risk tactical operations (including MART); and • Fire or hazardous materials (HAZMAT) incidents and chemical, biological, radiological and nuclear (CBRN) operations in the 'hot zone'. 4. Support the operational safety responsibilities of other responding agencies by providing medical monitoring and clinical advice to personnel operating in extreme working conditions. 5. Provide first aid to casualties in the field, at treatment centres, emergency relief centres and other community assembly areas. 6. Deploy commanders and other key position holders to manage the incident, support State EM arrangements in the SEC and ZESTs, and provide other specialist advisers/expertise as requested by the State Coordinator. 7. Maintain emergency ambulance and first aid services throughout the State.	• South Australian Ambulance Service (Lead) • St John Ambulance Australia (SA) Operations Branch • The Royal Flying Doctor Service • Surf Life Saving SA • State Rescue Helicopter Service

Functional Support Group	Manager	Responsibilities	Participating organisations
		8. Gather and provide incident information as required by other plans. 9. Work in conjunction with SA Health to determine suitable and appropriate casualty distribution for their ongoing care	
Defence	Manager Joint Operations Support Staff, Keswick Barracks	Support in accordance with the policy and procedures contained in Australian Defence Force instructions for assistance to the civil community.	Nil
Emergency Relief	Director, Northern Services, Housing SA (Department for Communities and Social Inclusion)	In collaboration with State Recovery Office and Local Recovery Coordinators, the ERFSG identifies and coordinates the provision of practical advice and psychosocial support services required by individuals, families and communities through relief, recovery centres and outreach. Responsibilities include: 1. In liaison with Police and/or the Control Agency, establishing emergency relief centres to provide short-term shelter, information and psychosocial support services such as food, temporary accommodation and basic first aid. 2. Activating Register.Find.Reunite, with linkages to police casualty information and disaster victim identification processes. 3. Establish relief and recovery centres as a one-stop centre for affected people to receive financial assistance, gather information and seek referral into the wide range of recovery services. 4. Ensure information on practical advice and psychosocial support is provided within the community through outreach.	• Housing SA (Lead) • Australian Red Cross • Department of Human Services (Centrelink) • Disaster and Recovery Ministries • Foodbank SA • Insurance Council of Australia • Interpreter and Translating Services • Lions Club of Australia • Rotary International • Save the Children • Uniting Communities
Engineering	Senior Manager, SA Water Corporation	1. Coordinating the protection and restoration of essential infrastructure including: • water supply and sewerage • public and private buildings, including structural assessment, demolition and shoring-up	• SA Water (Lead) • Australian Pipeline Association (APA) group • Civil Contractors Federation • Department of Planning, Transport and

Functional Support Group	Manager	Responsibilities	Participating organisations
		• telecommunications, gas and power infrastructure 2. Coordinating engineering support to other Control Agencies, Support Agencies and Functional Support Groups once own capabilities have been exhausted or as required.	Infrastructure (DPTI) • Department of Mines and Energy (DME) • Electranet SA • Engineers Australia (SA Division) • Environment Protection Authority (EPA • EPIC energy • Primary Industries and Regions SA (PIRSA) • SA Power Networks • SAFECOM • Santos • SEAGas • State Emergency Service SA (SES) •
Government Radio Network	Officer in Charge, SA Police Communications Group	Overseeing and managing the Government Radio Network resources and performance across government.	• SA Police (Lead) • Attorney-General's Department
Local Government	Chief Executive Officer Local Government Association	Coordinating response from local government during an emergency.	• Local Government Association (Lead) • Regional LGA's • 68 councils
Logistics	Manager Emergency Management Office, SA Fire and Emergency Services Commission (SAFECOM)	Coordinating non-specialist supply and catering support when existing capabilities have been exhausted during an emergency. Adequate lead time for any request to the Logistics Functional Support Group is required to source and procure supply and catering.	• SA Fire and Emergency Services Commission (Lead)
Mapping	Department of Environment and Water (DEW)	To provide timely, accurate and integrated spatial information and incident mapping products that supports the response and recovery phases of an emergency. This Plan articulates how that information is to be provided, and capability and capacity to provide that information is established and maintained.	• Department of Environment and Water (DEW) – (Lead)

Functional Support Group	Manager	Responsibilities	Participating organisations
Public Information	Officer in Charge, Security & Emergency Management Service Operations Coordination Branch SA Police	Providing strategic oversight of public information promulgated to the community by: 1. ensuring timely information to protect life is distributed by the Control Agency. 2. reviewing of the total public information supplied to the public for consistency and timeliness with a focus on public safety. 3. providing advice to the Control Agency and Support Agencies of any gaps in the overall public information distributed to ensure public safety.	• SAPOL (Lead) • Australian Broadcasting Corporation • Commercial TV Stations • Federation of Australian Radio Broadcasters • Print media • Agency Media affairs or equivalent

5.10. STATE RECOVERY OFFICE

The State Recovery Office works in partnership with Australian, state and local government agencies; non-government bodies; and communities to ensure the State's disaster recovery plans, arrangements and capacity are ready to operate in an emergency. The Office accomplishes this through: broad engagement, undertaking specific projects, participating in field exercises and regular review of activities and policies. The Office also contributes to disaster recovery planning arrangements at the national level.

The Office supports:

- the Office of the Chief Executive of the Department of Human Services in undertaking State emergency functions
- the State Recovery Coordinator
- volunteer involvement in recovery operations including planning and preparedness activity and activation of arrangements with Volunteering SA-NT, and other relevant partners, to manage spontaneous volunteers
- the State Recovery Committee (SRC)
- zone recovery planners.
- local recovery operations following a major incident.

5.10.1. State Recovery Committee

The State Recovery Committee (SRC) is a standing committee that meets every two months unless there is an event when more frequent, event-specific meetings occur.

The SRC includes representatives of a range of State government departments, local government and non-government organisations. *SEMP – Part 2 – Arrangements - Annex B – Committee Terms of Reference* lists the terms of reference, participating agencies and organisations.

Outside of an event, the SRC undertakes planning and preparedness for disaster recovery. The SRC may have sub-committees and working groups that address specific recovery issues.

This committee meets the information needs of the State Recovery Coordinator and facilitates liaison with other agencies. Member agencies of the SRC are responsible for planning and implementing recovery programs or support pertinent to the portfolio responsibilities of their relevant agency.

The planning and preparedness responsibilities of the SRC are:

- Coordinating the development and implementation of whole of government recovery policies, arrangements and plans in support of the State Recovery Plan
- Monitoring and reporting to the SEMC
- Developing and maintaining the State Recovery Plan
- Evaluating recovery policies, plans and arrangements
- Coordinating the South Australian government position on national and international recovery issues
- Contributing to disaster recovery planning arrangements at the national level.

The Funding Arrangements Sub-committee has been established to provide strategic financial advice to the SRC. The Housing Subcommittee has been established to develop strategies to address mass accommodation requirements in the medium to long term.

5.11. INCIDENT MANAGEMENT

The working relationship between Control Agency, Support Agencies and Functional Support Groups at emergencies is of the highest priority. When managing incidents, agencies are required to use an incident management system such as the Australasian Inter-service Incident Management System (AIIMS) (Figure 3a), or the Incident Command and Control System Plus (ICCS Plus) (Figure 3b). Incident management systems provide a common system for all responding agencies and personnel, enabling seamless integration of activities and resources for the effective and safe resolution of any emergency.

An incident management system adopted by agencies must incorporate the following elements:

- Functional management applied during emergencies at all levels – field and strategic (regional and state) management levels
- Functional management aligned with the 10 responsibilities of a Control Agency
- An incident management structure that represents how the 10 responsibilities of the Control Agency are to be addressed (example structures are below)
- A flexible and adaptable structure of functional management that can be built to resolve a specific incident and only requires staffing of those functional areas deemed necessary
- A structure to support a public information function relevant to the incident
- A structure that supports effective collaboration, with the commanders of Support Agencies or Functional Support Groups or their representatives, at all management levels
- Common terminology where possible
- The person leading the Control Agency at the incident site, an incident control point, or within an incident control centre, is to be known as the incident controller
- Agencies to introduce tabards or brassards that clearly differentiate between the personnel in the roles of an incident controller for the Control Agency and an agency commander for any Support Agency
- Recognition that SAPOL's responsibilities as the Coordinating Agency include ensuring the responsibilities of the Control Agency are being addressed
- When briefings to the coordinating agency or the State Coordinator are required, the Control Agency to report as to its progress in addressing the 10 responsibilities of the Control Agency.

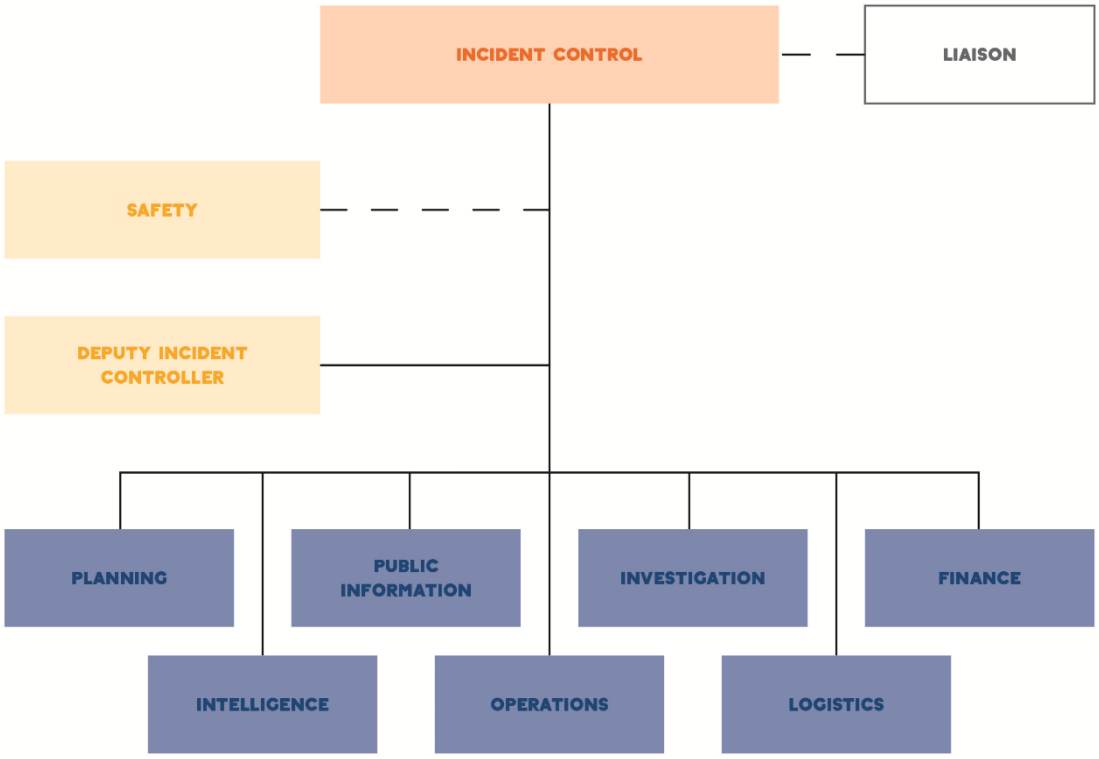

Figure 3a: AIIMS v4

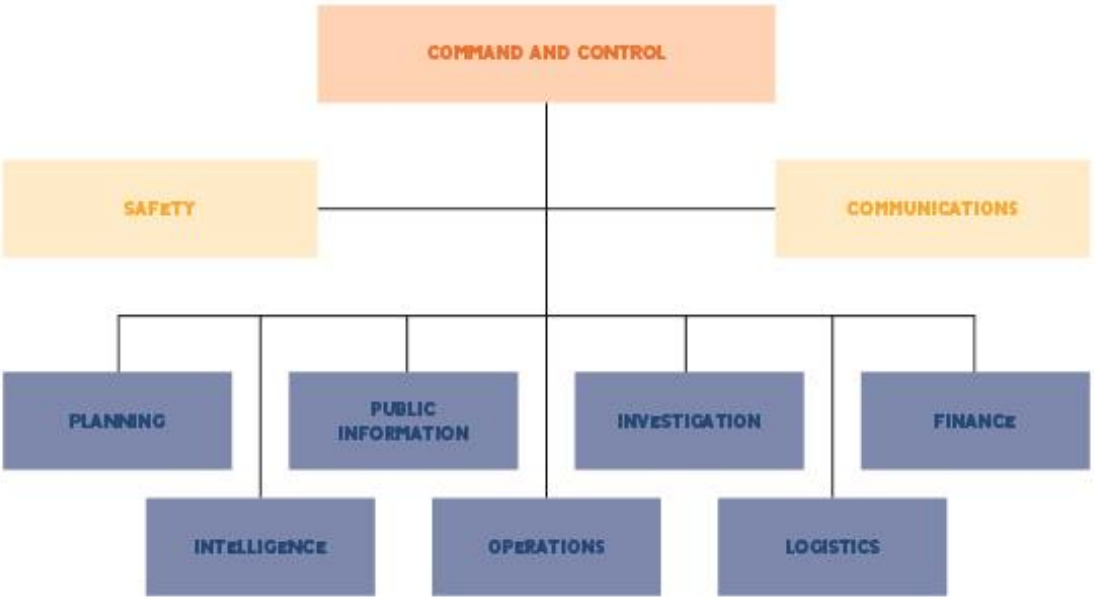

Figure 3b: ICCS Plus

5.12. INVESTIGATION

Any incident may be subject to a coronial, criminal or other investigation. The investigating agency will ensure that appropriate investigative procedures are followed. All agencies are to ensure that, where possible, physical evidence is not destroyed, and that records and notes are maintained to assist the investigative process.

5.13. AUTHORISED OFFICERS

5.13.1. APPOINTMENT

The State Coordinator may appoint, individually or by class, such persons to be authorised officers as the State Coordinator thinks fit (see section 17 of the Act). The State Controllers and Deputy State Controllers, and Functional Support Group managers and deputy Functional Support Group managers are currently authorised officers.

Authorised officers are issued with an identification card containing their photograph. Any person holding the position of authorised officer who subsequently relinquishes that position is required to return their identification to the State Coordinator.

By virtue of the Act, every police officer is also an authorised officer. Their police certificate of identity is considered their identification card for the purpose of utilising authorised officer powers (see section 17(3)(a) of the Act).

5.13.2. POWERS

An authorised officer has certain powers available to them upon the declaration of an identified major incident, major emergency or disaster (see section 25 of the Act). Any authorised officer who intends to exercise those powers must produce their identification card if requested by the person over whom they intend exercising those powers.

The powers assist Control or Support Agencies to achieve the outcomes required under the Control Agency's incident action plan (refer to the 10 responsibilities of the Control Agency), but are only available upon a declaration under the Act. The declaration guidelines may be used in considering the need to make a declaration in order to access these powers.

Training on the powers and their use is available to Control Agencies by contacting the Coordinating Agency.

6. COMPREHENSIVE EMERGENCY MANAGEMENT

Comprehensive emergency management relates to strategies for resilience, risk management, prevention, preparedness, response and recovery. It is not enough to wait for emergencies to occur and then react: risks to the community and the environment must be managed in a rational manner. Resilience can be developed to improve individual and community ability to withstand high levels of stress during and after events, and to recover more effectively.

6.1. RESILIENCE

6.1.1. The South Australian Disaster Resilience Strategy

Working together towards a safe and resilient South Australia.

The South Australian Disaster Resilience Strategy has been shaped through a collaborative process to provide a foundation upon which state and local government, non-government organisations, businesses, and communities can work together to make a more resilient South Australia (SA).

The Strategy aims to:

- enable a shared understanding of disaster resilience that can be adopted and applied across the emergency management sector
- identify priority areas of focus for disaster resilience effort and investment
- identify practical, evidence-based pilot projects and recommendations to guide action that will contribute to a safe and resilient South Australia.

6.1.2. Critical Infrastructure Protection & Resilience

At the national level, the term 'critical infrastructure protection' is used to describe actions or measures undertaken to mitigate against the specific threat of terrorism, whereas the term 'critical infrastructure resilience' encompasses the government's all-hazards approach, which includes terrorism. Critical infrastructure protection is overseen by the Australian and New Zealand Counter Terrorism Committee (ANZCTC). SAPOL is responsible for identifying and assessing critical infrastructure and sites of security concern in South Australia and for maintaining arrangements to work with owners and operators to ensure appropriate physical protection measures are in place.

The aim of critical infrastructure resilience is the continued operation of critical infrastructure in the face of all hazards. More resilient critical infrastructure will also help to support the continued provision of essential services to businesses, governments and the community, as well as to other critical infrastructure sectors.

Critical infrastructure often spans across state and territory borders (and in some cases, international borders), with some states and territories highly dependent on critical infrastructure located in other jurisdictions. In these cases, it is crucial that industry and governments work together to ensure that resilience-building efforts are targeted, coordinated and complement one another.

Private sector and government work together through the national Critical Infrastructure Advisory Council and Trusted Information Sharing Networks to build resilience and support planning and preparedness. Various South Australian operators and government agencies participate in these forums. During response to an event, the Engineering Functional Support Group provides a communication and information link

between critical infrastructure operators (such as power and water operators) while SAPOL provides advice on critical infrastructure sites that may be impacted by the event.

6.2. RISK MANAGEMENT

One of the key strategic functions of the SEMC is to undertake risk assessments relating to emergencies or potential emergencies where SEMC thinks fit or where requested by the Minister.

South Australia uses the National Emergency Risk Assessment Guidelines (NERAG) to conduct emergency risk management activities. The NERAG is the endorsed methodology to be used by Australian governments to assess risk for priority hazards. The purpose of the NERAG is to improve the consistency and rigour of emergency risk assessments, increase the quality and comparability of information on risk and improve the national evidence base on emergency risks in Australia. The NERAG provide a contextualised emergency risk assessment methodology consistent with the ISO 31000:2009 Risk Management standards.

Risk assessments and risk treatment processes conducted at State level use the State context, risk assessment criteria, NERAG consequence categories prepared by SMAG, and the evidence available for identifying, analysing and evaluating consequences.

Risk management processes conducted at emergency management zone level (in conjunction with the Hazard Leader) for those hazards prioritised by the ZEMC use the zone context, risk assessment criteria, NERAG consequence categories and the evidence available. The NERAG form part of the SEMP – Part 3 – Guidelines and Frameworks.

6.3. PREPAREDNESS

6.3.1. Agency Preparedness

All agencies and organisations with a responsibility listed within the SEMP are required to have plans, processes, structures and training in place to meet their responsibilities. Agencies and organisations are to ensure that those arrangements are reviewed on a regular basis to ensure currency. These arrangements will be contained within agency standard operating procedures and policy and are not included within the SEMP. Preparedness activities include the maintenance of the appropriate SEC electronic rostering system to ensure timely call out of staff in an emergency.

Recovery is a whole of government activity and might require participation and involvement of all government agencies depending on the nature and impact of the event. Chief executives are represented on the SEMC. Through their delegates on the SRC, they are responsible for their own portfolio contributions to recovery under the broad umbrella of the SEMP.

6.3.2. Emergency Management Plans

A suite of emergency management plans have been prepared to further support the South Australian emergency management arrangements. Those plans are maintained by subject matter experts and are subject to an annual review and assurance process to ensure that they reflect best practice. The plans are contained within *SEMP – Part 4 – Plans*.

6.3.3. Capability Development

Emergency management training and exercising is primarily the responsibility of those agencies with emergency management responsibilities. The Emergency Management Workforce Capability Framework, Central Exercise Writing Team and Interagency Incident Management Sub Committee may provide strategic emergency management or incident management capability advice and support to agencies across the sector. Further details can be found in *SEMP – Part 2 – Arrangements* and their terms of reference can be found in *SEMP – Part 2 – Arrangements – Annex B – Committee Terms of Reference*.

All government agencies and statutory bodies are to ensure they maintain the capacity and capability to participate in the recovery effort. Agencies working in recovery are expected to:

- Undertake planning and preparedness activities within their agency and with relevant stakeholders
- Ensure they can provide staff and resources within the scope of operations to support recovery operations
- Ensure that participating agencies working with the SRC member agency are able to provide their services in support of the recovery operations.

6.4. RESPONSE

6.4.1. Response Principles

Control Agency is primary to incident management	The Control Agency shall be the primary element of the response component in resolving an emergency. (All other persons and agencies involved in response operations in relation to an emergency are, in carrying out those operations in support of the Control Agency, subject to the control of the Control Agency except as otherwise provided by the Act – see section 20(3) of the Act.)
Incident Command and Control is the method of operation	Incident Command and Control is the method of incident management in South Australia. Control Agencies shall support this concept by adopting commonality in incident management. Functional management is applied at emergencies at all management levels – field and strategic (regional and State) management levels – and aligns with the 10 responsibilities of a Control Agency as described in the SEMP.
Coordination occurs at all times	Coordinating agency responsibilities are undertaken irrespective of any declaration that may be made by the State Coordinator or Governor and are in addition to any Control Agency or Support Agency responsibilities undertaken in relation to an emergency.
Public information is key to a prepared community	The provision by the Control Agency of timely and accurate public information and warnings must underpin all response activities. A prepared and informed community will greatly reduce the risk during an emergency.

6.4.2. Public Information and Warnings

Full details on the various public information and warnings systems including their application are contained within *SEMP – Part 3 – Guidelines and Frameworks – Annex C – Public Information and Warnings.*

6.4.3. Reporting

Any agency (control or supporting) becoming aware of an incident that may require multi-agency support by the activation of a ZEST or the SEC is to contact the coordinating agency.

6.4.4. Action

The State Coordinator will ensure that all control and supporting agencies and all Functional Support Groups as well as the State Recovery Office are notified of the incident as appropriate.

The SAPOL coordinating agency responsibilities will be undertaken as part of the normal response. The SAPOL role may include the activation of a ZEST. The State Coordinator on request of the Control Agency will determine the need to activate the SEC to provide both further support to the Control Agency and/or support to the State Coordinator.

Full details of the operation of the SEC are contained in the SEC Operations Manual with the *SEMP – Part 4 – Plans – State Emergency Centre Operations Manual*.

6.4.5. Build Up

Upon advice being received, Control Agencies, Support Agencies, Functional Support Groups and Recovery will implement their plans, including the activation of State Control/Command Centres, notification of staff and advice to participating agencies.

The SEC Coordinator will ensure that the SEC staffing needs are addressed.

6.4.6. Operation

Upon activation of the SEC or a ZEST, participants will be required to activate their plans and have staff attend the SEC or ZEST to perform duties as required.

Staffing and operation will be as per the SEC or ZEST Operations Manual(s).

Consideration will be given by the State Coordinator to the need to instigate any necessary declarations under the Act.

The requirements of the hazard plans are to be considered and if appropriate the relevant Hazard Leader consulted.

6.4.7. Zone Emergency Support Team

Activation of a Zone Emergency Support Team (ZEST) may be requested by the Control Agency and the ZEST will operate in accordance with its operations manual.

6.4.8. Declaration Guidelines

The State Coordinator, after considering the advice of the State Controller of the Control Agency or any other person the State Coordinator deems appropriate, may determine whether an emergency that has

occurred, is occurring or is about to occur, should be declared an identified major incident or major emergency.

Guidelines have been prepared to assist in determining the need to make a declaration under the Act (including a declaration of a disaster by the Governor). The declaration format and process are contained within the SEC Operations Manual.

There are three declarations available under the State Emergency Management arrangements. There are two available to the State Coordinator (Identified Major Incident and Major Emergency) and two available to the Governor (Major Emergency and Disaster). The primary differences and considerations in the two declarations that affect the decision of what declaration to make are listed below:

<table>
<tr><th colspan="2">Declaration types available to the State Coordinator</th></tr>
<tr><td>Identified Major Incident (IMI)
May be oral (but must subsequently be written)
Continues while RESPONSE OPERATIONS are occurring but not longer than 12 hours
Cannot be renewed or extended
May be revoked.</td><td>Major Emergency (ME)
Does not require previous declaration of Identified Major Incident
Must be written
Continues as per period in declaration but cannot exceed 14 days
May with approval of Governor be renewed or extended
May be revoked.</td></tr>
<tr><td colspan="2">Considerations
What is to be achieved by the declaration, e.g.
Full activation of the SEMP including SEC and ZESTs, Support Agencies and Functional Support Groups
Support to the Control Agency (Has a request been received from the Control Agency or the coordinating agency)
Supply of further resources
Coordinating public information
Section 25 Powers for use by agencies, including Support Agencies and Functional Support Groups
Support to recovery operations
To signify seriousness of the event (public confidence)
For determination as to the Control Agency required
To directly manage response and/or recovery operations.</td></tr>
<tr><td colspan="2">What limitations / scope are required?
What information is there available about the incident?
What is the nature and scope of the incident?
Is it for a specific area?
Is it required urgently (consider IMT initially)?
What timeframe is likely to be required?</td></tr>
</table>

The following further declarations may be made by the Governor if required. Due to the timeframe for implementation they will normally be made after a State Coordinator declaration.	
Major Emergency A renewal or extension of a previous declaration made by the State Coordinator: ○ Must be in writing ○ Remains in force for such further periods (which may be of any length) as approved by the Governor ○ May be revoked at any time by the State Coordinator.	**Disaster** ○ Does not require any previous declaration ○ Must be in writing ○ Remains in force for the period specified in the declaration which must not exceed 30 days ○ May be revoked at any time by the Governor. ○ May only be extended for such further periods (which may be of any length) on authority of both Houses of Parliament.
Consideration What is to be achieved by the declaration e.g.: • Will the emergency require sustained response operations • Will the emergency require extended recovery operations • Support to the Control Agency (Has a request been received from the Control Agency or the coordinating agency?) • Supply of further resources • Coordinating public information • Section 25 Powers required by any agencies, including Support Agencies and Functional Support Group • To signify seriousness of the event (public confidence) • To directly manage response and/or recovery operations	
What limitations / scope is required? • What information is there available about the incident? • What is the nature and scope of the incident? • Is it for a specific area? • Is it required urgently (consider Identified Major Incident initially)? • What timeframe is likely to be required?	

6.4.9. Cross-Border Resource Sharing

Agencies are responsible for having processes in place to receive or deploy resources interstate. Many agencies have existing plans that factor-in their specific agency requirements.

The following considerations are not a comprehensive checklist but are intended to compliment agencies' existing plans, or provide guidance for agencies that do not have plans.

<u>Considerations for sharing resources</u>

- All requests for assistance should be formalised through an exchange of documentation that includes a Situation Report, identifies the potential duration of the deployment, and specifies the required numbers of personnel, skill sets, qualifications, equipment, etc.
- When receiving or deploying resources, relevant approvals should be sought, including ministerial approvals, as required.
- The receiving state should appoint a Liaison Officer to provide relevant information to incoming resources.
- Briefings should be provided to personnel prior to commencing operations to ensure they can operate safely and effectively.
- Personnel deployed interstate must have appropriate medical, personal injury and death insurance. Processes to manage workers compensation, liability and workplace safety need to be agreed before deployment.
- In general, the provisions of the receiving State's workplace health and safety laws and systems will take precedence during a deployment.
- Processes should be in place to manage critical incidents, including required actions and communications.
- Prior to deployment the receiving state needs to make it clear that standards of accommodation will vary. Where possible accommodation should be provided at locations that will reduce travel time before and after shifts.
- Costs associated with the deployment need to be negotiated between the sending and receiving states prior to deployment, including incidental allowances, personal costs other than salaries and salaries, including overtime, where appropriate.

Further guidance including templates is available in the *Arrangements for Interstate Assistance (Fire and Emergency Services) (AIA), Cross Border Assistance Guidelines* 2014 and *Guidelines for (Relief) Interstate Assistance (Community Recovery)* which provide for the exchange of capability between Australian states and territories during significant incidents.

6.5. TRANSITION FROM RESPONSE TO RECOVERY

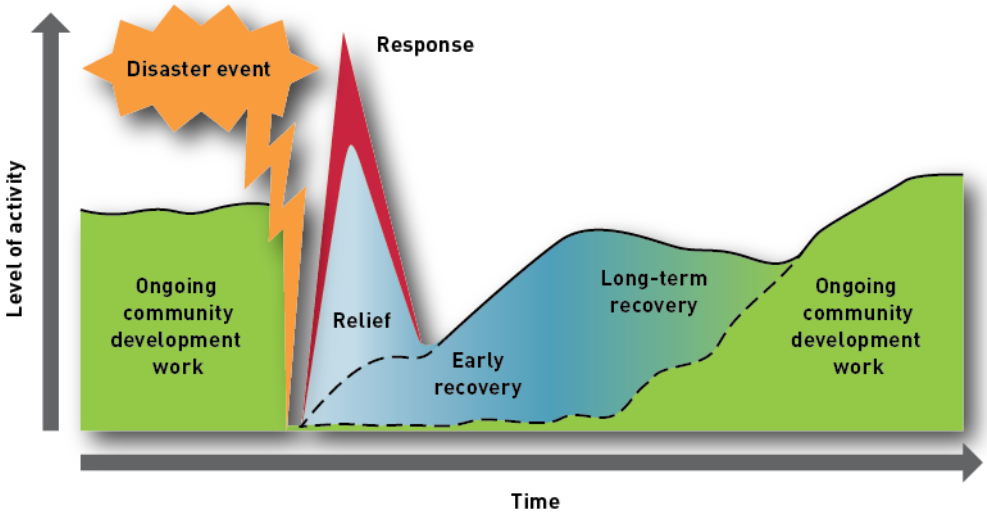

Figure 4 Response and recovery process over time

6.5.1. Rundown of SEC

When the SEC is active, the State Coordinator will determine and approve when response operations and the support of the SEC to the Control Agency can be scaled down and ended. Approval will be in consultation with the Control Agency and any other agency that is able to provide information.

The State Coordinator, after considering the advice of the State Controller of the Control Agency and the State Recovery Coordinator will nominate the transition time from response activities to on-going recovery. Those recovery actions may be based upon the normal business of government recovery or broader, dedicated recovery operations. The State Recovery Coordinator will be responsible for recovery activities and the State Coordinator will assume a monitoring role as a member of the SEMC.

Full details of the response, including equipment and personnel costs, are to be collected for the later debrief.

6.5.2. Transition Arrangements

The recovery process begins at impact. It operates in parallel to the response phase and continues after the response phase is complete (Figure 4). The Control Agency retains responsibility as the lead agency until transition.

Transition in this context is defined as the process that leads to the transfer of responsibility for recovery from the control agency to ongoing recovery management arrangements.

There are two types of recovery management arrangements, one for declared emergencies, and one for non-declared emergencies. In a declared emergency, an Assistant State Coordinator–Recovery is appointed, and in an undeclared emergency, the State Recovery Coordinator assumes responsibility. This section treats both the same.

As response winds down, the transition to recovery will occur. In events of medium severity and higher this process should be formally planned and conducted.

There may be occasions where it becomes apparent that no formal recovery is required and a transition to recovery is unnecessary. In this case the control agency will ensure that the affected community members are able to access any required support before leaving the scene. Alternatively, recovery support may be required in incidents for which State-level coordination has not been activated. In these cases, recovery may transition from the highest authority established to control that event (i.e. Incident Controller).

In events of medium and higher severity, transition should be formally planned and conducted. Relief activities may continue regardless of any management transfer between the Control Agency and the recovery management arrangements.

6.5.3. Criteria to begin Transition

Although response activities might still be underway, transition occurs when the following criteria have been met:

- the hazard is sufficiently controlled that ongoing threats to life and property are reduced, and

- State-level coordination is no longer required to manage response.

To effect transition, the State Coordinator, State Controller of the Control Agency and State Recovery Coordinator meet to:

- agree that the conditions for transition have been met, and
- identify a time for transition to occur.

When the State Coordinator announces transition to recovery, (either verbally or in writing) the Assistant Coordinator Recovery or the State Recovery Coordinator assumes responsibility for ongoing coordination.

6.5.4. Agency Responsibilities

The Control Agency has the responsibility to ensure a coordinated handover to the State recovery arrangements. Collaboration between the Control Agency and SRO staff during response will facilitate transition.

To support a smooth transition, the following occurs:

- Control Agency provides a report at the first meeting of the SRC detailing:
  - The sequence of events leading to the transition point
  - A summary of impacts
  - Ongoing response activities
  - ongoing areas of risk.
- Support agencies provide reports detailing:
  - Synopsis of activities leading to transition point
  - Impacts within their portfolio area
  - Ongoing plan for response / recovery activities
  - Highlight areas of risk
- Responsibility for ensuring the coordination of accurate, timely and relevant information is transferred from the Public Information Functional Support Group to DCSI. The State Recovery Coordinator will ensure that a coordinated public information strategy is implemented to assure the community that services are still available, despite the withdrawal of emergency response agencies.
- SRC assumes responsibility for ongoing development and reporting of impact data.
- The Control and supporting agencies must ensure they provide representation on State and local recovery committees for so long as those committees seek input on issues arising from the response.

6.5.5. Transition from Relief to Recovery Centres

The Emergency Relief Functional Support Group (ERFSG) is responsible for opening and managing emergency relief and recovery centres and coordinating outreach operations.

Emergency relief centres are established to provide a safe shelter, information, psychosocial support and, more generally, meet the immediate needs that communities, families and individuals may have directly following a large emergency event.

When the community requires longer term support to recover, recovery centres are established. These aim to provide psychosocial support and advice on useful services, as well as link affected people with existing community resources. If required, case management may also be provided.

The Emergency Relief Functional Support Group will manage the transition from a relief to recovery centre, noting that staff will support the community's recovery from the early activation phase of a relief centre.

If the Minister responsible for social recovery approves the provision of financial and accommodation assistance, emergency relief and recovery centres are used to provide this assistance.

6.5.6. Public Information

Public information strategies will be developed, as part of the recovery planning process. These public information strategies will support the effective management, coordination and release of key messages that are timely and accurate. Public messages about recovery issues might commence during the response phase.

ABC Radio Adelaide is a participating agency of the Public Information Functional Support Group and performs the role of the emergency broadcaster for public awareness and contribution to public messaging. They are also a member of the SRC and disseminate prevention, preparedness and recovery information.

The Public Information Functional Support Group must provide a handover to the Department for Communities and Social Inclusion's media unit and continue to support the SRC for as long as is required.

Individual agencies with a role in Recovery retain responsibility for developing and seeking approval for public communications in line with their internal procedures.

The SRC must ensure that key messages are aligned and that public communication provides accurate and credible information regarding the types of services available to assist recovery and the means of accessing those services.

Following an event, information and advice will be coordinated by the State Recovery Office and posted on the SA Government website (www.sa.gov.au/recovery), through social media and traditional media channels and through recovery centres and the recovery hotline.

6.5.7. Impact Assessment and Recovery

As outlined in the *SEMP–Part 2–6.7*, the impact assessment process is commenced during the response phase of the emergency.

The Damage Assessment Support Plan (see *SEMP–Part 4–Plans*) outlines responsibilities, authorities and mechanisms to gather information about the damage and community losses that occur because of an incident. The plan ensures that information is collected about those affected by an emergency and is used to inform those stakeholders that have a role in supporting recovery operations. Agencies are required to identify impacts within their individual portfolio areas of responsibility.

Responsibility for the collation and reporting of data collected during the assessment process is transferred at transition from response to recovery to the SRO to inform and prioritise efforts during the recovery process.

Impact data needs to be delivered to the SRO in a format consistent with the impact indicators contained within the *National Impact Assessment Model (NIAM)*.

The NIAM is a nationally consistent approach to assessing the nature and severity of disaster impacts and providing early indications of the types and levels of recovery assistance that may need to be considered by all levels of government in planning for recovery. It provides evidenced-based data to support the consistent application of state and federal relief and recovery payments. The NIAM is not a standalone assessment of disaster impacts, nor the only assessment to inform recovery planning.

The impact data will provide supporting evidence for applications for the Disaster Recovery Funding Arrangements (DRFA).

If damage assessment operations are to be ongoing after the completion of the response phase, the State Coordinator will ensure that a complete briefing, including the status and anticipated duration of the damage assessment activity, is provided to the State Recovery Coordinator.

Impact assessment does not cease at the end of the damage assessment process and will be an ongoing aspect of the recovery process.

6.5.8. Financial Arrangements

Expenditure of funds by agencies during recovery operations is met in the first instance by the relevant agency from within their normal operating budgets, or arrangements with the Department of Treasury and Finance. Cabinet might provide additional funding if the expenditure is of a magnitude that prevents the agencies, or functional areas, from continuing their normal operations for the remainder of the financial year.

The DRFA determination is an Australian Government instrument which provides a financial safety net to states and territories, enabling expenditure above certain financial thresholds to be reimbursed if relevant criteria are met.

The DRFA are articulated in *SEMP – Part 3 – Guidelines and Frameworks - Annex B.*

The DRFA include the roles and responsibilities of the members of the SRC Funding Arrangements Sub-Committee and the agencies responsible for administering emergency grants.

The *Local Government Disaster Recovery Assistance Guidelines* reflects the DRFA and includes state supporting arrangements administered directly through Department of Treasury and Finance.

The Australian Government Disaster Assist website provides information on financial and other assistance available to eligible disaster-declared areas through the:

- DRFA
- Australian Government Disaster Recovery Payment
- Disaster Income Recovery Subsidy.

The State government might establish a range of financial measures designed to address impacts on:

- Individuals and households
- Small businesses
- Primary producers
- Local government
- Community organisations.

6.5.8.1. Financial Assistance through SERF

The Emergency Management Act, Section 37 provides for the State Emergency Relief Fund (SERF), to receive monies collected by the State Government for *the relief of persons who suffer injury, loss or damage as a result of a declared emergency or proclaimed situation, or otherwise to assist communities adversely affected by the impact of a declared emergency or proclaimed situation (in response to a public appeal).*

An independent committee has been established by the Minister for Communities and Social Inclusion to administer the fund and ensure publicly donated money is distributed appropriately and fairly to people and communities affected by an emergency.

Following an event, additional members are appointed to the committee to ensure local representation and relevant expert knowledge.

6.5.8.2. Financial Assistance through NGOs

The State Recovery Office supports a range of non-government organisations which, at the time of an emergency, might provide financial assistance to people in need.

Information on financial assistance will be posted on sa.gov.au/recovery.

6.6. RECOVERY MANAGEMENT

6.6.1. Context

Recovery is more than the replacement of what has been destroyed and the rehabilitation of those affected. It is a complex social process that provides an opportunity to improve and enhance conditions in an affected community.

Recovery is a collective responsibility and recovery activities take place at multiple levels:

- Individual
- Community / interest group
- Business
- NGOs and volunteers
- Government
- Local
- State
- Australian Government

Coordination and communication both at and between the various levels of operation assist in ensuring the success of recovery activities for the affected community.

Recovery requires the active involvement of the affected community. All agencies involved in recovery operations should seek to engage with the affected community during the development of plans, and must involve the community in the development of recovery activities following an emergency.

Recovery needs to change and evolve. Recovery activities therefore need to be directed by ongoing needs assessments, monitoring and evaluation.

While recovery operations commence during the response phase of an emergency, recovery is a developmental progression that will last for weeks and possibly extend to months or years after an event.

6.6.2. Scope of Recovery

Recovery will occur across the broad spectrum of activities including:

- the normal recovery activities of an individual/family for small emergencies
- broader recovery operations able to be managed by local agencies (including local government) and non-government groups
- the coordinated response of government and non-government agencies led by the State Recovery Coordinator bringing together all agencies of government and non-government agencies
- broad recovery activities after a declaration is made that will provide high level governance and leadership to an integrated recovery response.

6.6.3. Options Available to Support Recovery

A Guide to Support Recovery decision-making to determine the appropriate governance arrangements and resource options is in Part 3 *Guidelines and Frameworks.*

6.6.4. National Principles for Disaster Recovery

The State's recovery activities are underpinned by the National Principles for Disaster Recovery, which are comprised of six key concepts:

- Understanding the context
- Recognising complexity
- Using community-led approaches
- Ensuring coordination of all activities
- Employing effective communication
- Acknowledging and building capacity.

6.6.5. Governance

The framework of roles, responsibilities and accountabilities established to manage the recovery process ensures the inclusion of community, the coordination of effort, the connection with appropriate authority and effective action.

Detailed structures are discussed in *SEMP – Part 3 – Guidelines and Frameworks – Annex G – Recovery Activities*, however key roles usually include the following:

- Duty Minister – directly represents the government within the affected community and facilitates government assistance to the affected area.
- State Recovery Coordinator – ongoing responsibility for managing and coordinating recovery processes, and for advising the government on recovery capability and activities. This person may also be appointed as an assistant State Coordinator – Recovery, for declared emergencies.
- State Recovery Office – provides ongoing assistance to the State Recovery Coordinator, including the overall coordination of recovery activities. In addition, it provides management and administrative support to the assigned recovery leaders and consultative bodies at Commonwealth, state and local levels.
- State Recovery Committee – meets the information needs of the State Recovery Coordinator and facilitates liaison with other agencies. Member agencies of the State Recovery Committee are

responsible for planning and implementing recovery programs or support pertinent to the portfolio responsibilities of their relevant agency.

- Local Recovery Coordinator – establishes local recovery structures including recovery coordination and a local recovery committee.

6.6.6. Enhanced Governance Statutory Powers

Additional statutory instruments that support long-term recovery initiatives will be considered by EMC and Cabinet where required. This may include the establishment of statutory recovery arrangements on an ongoing or time-limited basis. For further details, refer to *SEMP – Part 3 – Guidelines and Frameworks – Annex G – Recovery Activities*.

6.6.7. Components of Recovery

In assisting individuals and communities to manage their own recovery, recovery activities are delivered holistically and in an integrated manner across four environments (Figure 5):

- Social
- Infrastructure and built
- Economic
- Natural

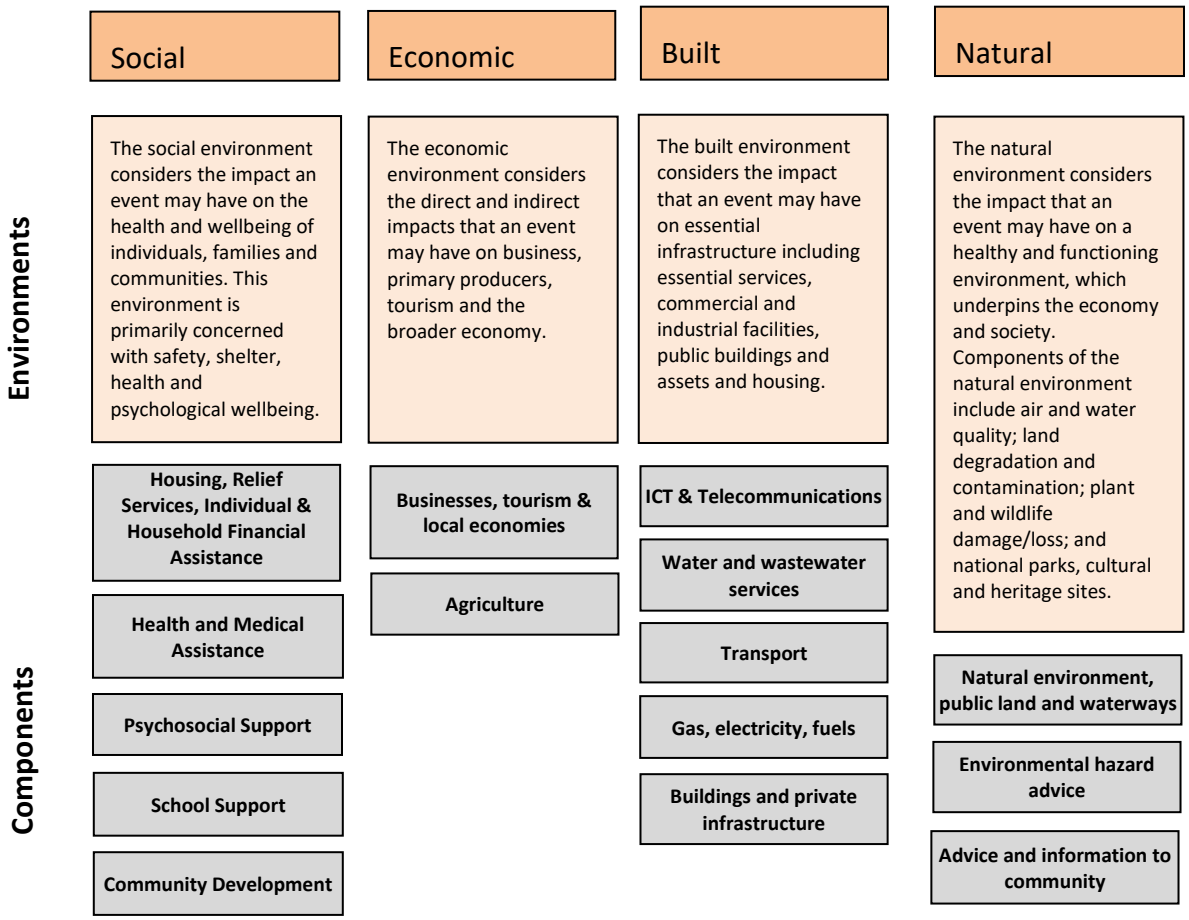

Figure 5 Components of Recovery

6.6.8. Role of Agencies in Recovery

6.6.8.1. Social Environment

The social environment considers the impact an event might have on the health and wellbeing of individuals, families and communities. This environment is primarily concerned with safety, security and shelter, health and psychosocial wellbeing. Recovery strategies must recognise that human beings do not function separately, but within a complex array of relationships and interdependencies. Activities must respond to the changing needs of individuals, families and communities affected by disaster.

Social recovery activities are coordinated by ERFSG, SRO, and the Department for Health as a Support Agency, in conjunction with their participating agencies and affected councils.

Social recovery activities might include, but are not limited to the following:

- Establishment of a recovery centre (and/or outreach service) to provide multi-agency services to the affected community such as:
    - Psychosocial support
    - Financial assistance
    - Information on recovery issues across the four components of recovery and social recovery services
- Health and medical services, including:
    - Psychological first aid and referrals to mental health care
    - Provision of relevant health related information
    - Vector and vermin control – including monitoring and surveillance, inspection of high risk areas, treatment and follow-up
    - Re-establishment of licensed premises relevant to environmental health – food premises, aged care facilities, child care centres etc
- School support
    - Supporting children, parents and school staff
- Coordination of community development programs
- Advice and support for the care of domestic and/or farm animals.

6.6.8.2. Economic Environment

The economic environment considers the impact an event might have on the economic position of the area and/or the broader region. A vibrant local economy is a vital part of a sustainable community, so economic recovery is critical to the whole of community recovery process.

Agencies supporting economic recovery include the DSD, PIRSA and the DPTI, in conjunction with their participating agencies and affected councils.

Economic recovery includes assistance to individuals and households, business and primary producers, to support:

- Community members being able to meet their material and service needs and to participate in the economy
- Business and industries being able to operate and trade in the local economy in line with broader economic trends

Recovery activities might include:

- Providing business advice, financial information and counselling
- Providing access to banking and financial services
- Managing and distributing donated monies and/or government grants
- Including business and/or industry representatives in economic recovery decision making
- Coordinating responses by insurance companies
- Promoting tourism marketing and viability
- Supporting local business networks to foster growth
- Coordinating supply and distribution of emergency fodder, water, fencing, agistment and other materials or services
- Providing advice on care and management of livestock, including feed, water, fencing, agistment and transport.

6.6.8.3. Built Environment

Infrastructure and built environment considers the impact on essential physical infrastructure – those human made assets that underpin the functioning of a community. With the relatively high dependence of modern-day communities on the built environment, large scale disruption to these assets causes broad ranging consequences for the community.

Infrastructure and built environment recovery activities are delivered by DPTI, affected councils, and the participating agencies of the Engineering Functional Support Group.

Essential community assets damaged or destroyed during an emergency, need to be re-established or replaced as soon as possible after the event. This needs to be balanced against the opportunities presented to plan and implement sustainable improvements for the future.

Recovery activities might include:

- Restoring public utilities such as electricity, gas, water, sewerage
- Restoring telecommunications and ICT infrastructure
- Restoring public buildings such as schools, hospitals, banks
- Facilitating the movement of people and goods
- Restoring transport infrastructure, facilities and assets, air, marine, road and rail networks
- Coordinating road traffic management systems
- Providing advice on vehicle permits, licences and regulatory services
- Coordinating demolition and site clearance
- Advising public on demolition or restoration of private dwellings, outbuildings, fences and business infrastructure.

6.6.8.4. Natural Environment

The natural environment considers the impact that an event might have on the natural and cultural aspects of the community.

Natural resource re-establishment programs need to be integrated with other recovery efforts, with the community agreeing on the priorities. Natural environment functions include:

- Air and water quality
- Land degradation and contamination
- Native plant and animal damage/loss, including the marine environment
- National parks, cultural and heritage sites.

Agencies delivering natural resources and environment recovery functions include DEWNR, EPA and local government.

Recovery activities might include:

- Assessment and minimisation/remediation of land degradation (soil erosion, weed establishment, pest animal spread, pathogen spread)
- Advice to water users of prescribed water resources
- Advice on areas of surface/groundwater interactions (groundwater recharge and discharge zones)
- Advice and support on native vegetation management and revegetation strategies during recovery period
- Advice and support to landowners on the best land management practices during recovery period
- Advice on waste management.

6.6.9. Role of Local Government in Recovery

According to the *Local Government Act 1999*, the functions of a council include:

- providing for the welfare, wellbeing and interests of individuals and groups within its community (see section 7[c])
- taking measures to protect its area from natural and other hazards and to mitigate the effects of such hazards (see section 7[d]).

Councils have specialised local knowledge about the environment and demographic features of their districts and, as such, are well placed to determine and respond to local needs and priorities, especially in regard to recovery.

Local government responsibilities in recovery include consideration of the following:

Leadership

- Senior representation on local recovery committees (Mayor / elected member / executive)
- Representation at community meetings
- Identifying community impacts
- Liaising with the State agencies to determine potential recovery services
- Acting as media spokesperson for local recovery issues
- Appointing a local recovery coordinator (if not provided by the State).

Community liaison

- Opening lines of communication with local recovery service providers
- Establishing communications with the community

- Supporting relief/recovery centres
- Providing support in assessing, mapping and informing the community of the impacts of the disaster on the council area
- Supporting liaison between the local recovery coordinator and the local recovery committee
- Providing support and coordination to local volunteer efforts.

Community development

- Appointing a community development officer (if not provided by the State)
- Supporting State agencies to identify impacts and areas of need
- Implementing community development packages (if not provided by the State)
- Supporting recovery centres
- Coordinating local recovery service providers.

6.6.10. Recovery Service Models

Recovery centres are one-stop-shops that offer access to local, state and commonwealth government and non-government services for people affected by disasters. Services include:

- Financial assistance and advice
- Temporary housing advice and support
- Personal support (care and comfort) and referral to counselling services
- Insurance enquiries
- Farming assistance
- Business support.

Alternate options to deliver recovery services to the community include establishing satellite recovery centres, information points or mobile recovery services.

The Emergency Relief Functional Support Group will establish the recovery centre, provide the recovery centre manager, staff and administrative support. Refer to the Emergency Relief Functional Support Group plan for further details.

6.6.11. Appeals and Donations

Following an emergency event, there is a desire among the general population to donate goods and money to the disaster-affected community. Unless specific goods are required to assist recovery operations, the public will always be encouraged to donate money in preference to goods.

Community officials and the media should check with the State Recovery Coordinator before initiating public appeals.

The State Emergency Relief Fund (SERF), which is independent of government, may launch an event specific appeal.

The SERF committee ensures appropriate and fair disbursement of publicly donated monies at the direction of the Governor.

Various State agencies as well as corporate and community organisations, have arrangements in place to manage donations and goods for individuals, communities and animals.

6.6.12. Management of Volunteers

The Department for Communities and Social Inclusion has an arrangement in place with Volunteering SA&NT to manage and coordinate spontaneous volunteers. The Director of State Recovery Office will activate these arrangements when the need to register and manage volunteers is evident. The State Recovery Office provides a consultative role to other non-government organisations that might provide services and support to affected communities.

The State Recovery Office has Memoranda of Understanding with various culturally and linguistically diverse organisations. The purpose of these arrangements is to:

- Provide a documented reference of contacts, relationships and activities
- Establish a basis for cooperative working arrangements
- Identify culturally specific recovery activities that both parties are able to undertake to assist in the recovery of CALD communities.

6.6.13. Local Recovery Plan

Initially the Local Recovery Committee will be focused on coordinating and resolving immediate issues, and it will aim to prepare a Local Recovery Plan as soon as possible after the commencement of the recovery process.

The Local Recovery Plan provides the strategic direction and details actions required to facilitate a successful recovery. The Local Recovery Plan will detail issues and targeted outcomes, activities, lead agencies, indicators of success, method of evaluation and status. It also operates as a performance monitoring tool for the Local Recovery Coordinator.

The Local Recovery Plan is unique to each event and guided by the ongoing needs of the community as identified by them and by the damage assessment database. It is a living document that can change over time. The affected councils and community members provide the local context and ensure that needs are accurately represented in this Plan. It will cover the social, built, economic and natural environments.

The Local Recovery Plan will include monitoring and evaluation of individual recovery programs in accordance with the *National Monitoring and Evaluation Framework for Disaster Recovery Programs* and as required by the NDRRA program.

6.6.14. Transition to Regular Services

Transition to regular services is an important process that requires careful consideration and planning. Recovery agencies should consult communities on the transition of services, to ensure adequate support for the most vulnerable.

Incident-specific recovery assistance is time limited. People and communities are supported to lead their own recovery. After time, community recovery should transition into regular mainstream services and activities that shift the focus from recovery, to community development.

A transition strategy is a systematic plan to achieve the withdrawal of formal government recovery arrangements and should be documented in the Local Recovery Plan. Recovery programs by individual agencies might continue beyond cessation of State-led recovery coordination arrangements.

The Local Recovery Plan will outline the handover of responsibilities for the following

- Recovery Centre Management
- Local Recovery Coordinator
- Local Recovery Committee.

The State Recovery Coordinator will liaise with relevant agencies and local councils about the transition.

The cessation of the Local Recovery Committee and transition to regular services is staged and conducted in conjunction with an appropriate communication strategy.

7. LESSONS MANAGEMENT

Upon completion of an exercise, incident, event or recovery period, agencies and organisation should conduct a debrief as per their internal procedures

Single, multi-agency/organisation debrief guidelines are contained in the *SEMP – Part 3- Guidelines and Frameworks – Annex F – Lessons Management Framework*.

7.1.1. Review of incidents by the State Emergency Management Committee (SEMC)

The SEMC has a role to monitor and evaluate the implementation of this plan.

All agencies are to ensure that copies of significant multi-agency debrief reports are supplied to the SEMC executive officer.

7.1.2. Community Recovery Debriefs

The SRC, SRO, ERFSG, Local Recovery Committee and individual agencies must conduct debriefs following the substantial implementation or conclusion of recovery operations. This provides an opportunity to identify aspects of good practice that should be maintained and areas that need to be improved.

The Assistant State Coordinator–Recovery (or State Recovery Coordinator) is responsible for coordinating debriefs for the SRC and the State Recovery Office. These debriefs will be used to inform a final report to SEMC on recovery operations.

The monitoring and evaluation of disaster recovery programs is a requirement of DRFA funding and is included in the Local Recovery Plan.

The SRC work plan is a rolling plan that incorporates lessons learned through debriefs following events and monitors progress towards their implementation.

8. GLOSSARY

The Glossary provides definitions for high level terms used within this plan. These terms and their associated definitions apply to all parts of the SEMP. It is essential that terms are used in their correct context. For further definitions refer to the Australian Institute for Disaster Resilience (AIDR) glossary on the website (Knowledge.aidr.org.au).

Term	Definition
Agency Regional Commander	A generic term meaning the person who has managerial responsibility or command of an agency's regional resources.
Agency State Commander	A generic term meaning the person who has managerial responsibility or command of an agency's State resources.
Assistant State Coordinator	An Assistant State Co-ordinator has the functions and powers delegated to the Assistant Co-ordinator by the State Co-ordinator or assigned to the Assistant Co-ordinator by SEMC with the approval of the State Co-ordinator.
Authorised Officer	A police officer or a person appointed as an authorised officer under section 17 of the Act
capability	Our collective ability to reduce the likelihood and consequences of an emergency before, during and after (EMV Victorian Emergency Management Capability Blueprint 2015-2025)
catastrophic disaster	A catastrophic disaster is what s beyond our current arrangements, thinking, experience and imagination (i.e. that overwhelms technical, non-technical and social systems and resources, and has degraded or disabled governance structures and strategic and operational decision-making functions)
chemical, biological, radiological and nuclear	The intentional use of micro-organisms, toxins, genetic material, radioactive material or chemical substances to produce death or disease in humans, animals, or plants.
command	The internal direction of the members and resources of an agency in the performance of the organisation's roles and tasks. Command operates vertically within an organisation.
Command centre	The venue from where an entity exercises its command function
containment	Procedures taken to keep a material, animal or plant in a defined area. E.g. operations designed to restrict fire and stop it spreading to surrounding structures or areas.
control	The overall direction of emergency management activities in an emergency situation. Authority for control is established in legislation or in an emergency plan and carries with it the responsibility for tasking other organisations in

	accordance with the needs of the situation. Control relates to situations and operates horizontally across organisations.
Control Agency	The agency exercising control at an emergency. The agency will be appointed as per Section 20 of the Emergency Management Act 2004.
control centre	The venue from where an entity exercises its control function
coordination	The bringing together of organisations and elements to ensure effective response and recovery operations.
Coordinating Agency	Subject to Section 19 (2) South Australia Police will be the co-ordinating agency for all emergencies.
critical infrastructure	The physical structures, facilities, networks and other assets which provide services that are essential to the social and economic functioning of a community or society
damage assessment	A report on the extent of damage caused by an event.
declared emergency	An emergency that has been declared an identified major incident, major emergency or disaster by the State Coordinator or Governor.
Defence Assistance to the Civil Community	Assistance to the community provided by Department of Defence personnel in the event of natural disaster or civil emergency.
Defence Force Aid to the Civil Authority	Defence Force assistance rendered to civilian authorities, with the Commonwealth Government authority, where the resolution of a situation is beyond the capability of the civilian community and the use of force may be required.
declared disaster	If it appears to the Governor that a major emergency has occurred, is occurring or is about to occur and the Governor is satisfied that the nature or scale of the emergency is, or is likely to be, such that it should be declared to be a disaster under this section, the Governor may (whether or not the emergency has previously been declared to be an identified major incident under section 22 or a major emergency under section 23) declare the emergency to be a disaster.
disaster	A serious disruption to community life that threatens or causes death or injury in that community and/or damage to property which is beyond the day-to-day capacity of the prescribed statutory authorities and which requires special mobilisation and organisation of resources other than those normally available to those authorities.
disaster recovery	Measures necessary to assist the re-establishment of the normal pattern of life of individuals, families and communities affected by the emergency.
disaster victim identification	Procedures used to positively identify deceased victims of a multiple casualty event.

emergency	An event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response. Any event which arises internally or from external sources which may adversely affect the safety of persons in a building or the community in general and requires immediate response by the occupants. An unplanned situation arising, through accident or error, in which people and/or property are exposed to potential danger from the hazards of dangerous goods. Such emergencies will normally arise from vehicle accident, spillage or leakage of material or from a fire. Note - This is not limited to naturally occurring events (such as earthquakes, floods or storms) but would, for example, include fires, explosions, accidents, epidemics, pandemics, emissions of poisons, radiation or other hazardous agents, hijacks, sieges, riots, acts of terrorism and hostilities directed by an enemy against Australia.
emergency management	A range of measures to manage risks to communities and the environment. The organisation and management of resources for dealing with all aspects of emergencies. Emergency management involves the plans, structures and arrangements which are established to bring together the normal endeavours of government, voluntary and private agencies in a comprehensive and coordinated way to deal with the whole spectrum of emergency needs including prevention, response and recovery.
emergency relief centre	The centre at which emergency relief services to persons affected by an emergency are provided. It may include short-term shelter, information, personal support, food, temporary accommodation, practical advice, basic first aid, interpreter services, companion animal care, financial assistance and referrals.
evacuation	Evacuations are categorised as ‘immediate evacuations’; ‘pre-warned or directed evacuations’; and ‘self-evacuation or relocation’. Refer to the Evacuation section of the SEMP for their definitions.
event	Includes incident, emergency and disaster.
Functional Support Group	A grouping of participating agencies coordinated by a lead agency that performs a functional role as part of the State Emergency Centre arrangements to support response and recovery operations for an emergency.
Functional Support Group State Manager	The person appointed to head a Functional Support Group.
hazard	A source of potential harm or a situation with a potential to cause loss. A potential or existing condition that may cause harm to people or damage to property or the environment. An intrinsic capacity associated with an agent or process capable of causing harm.

Hazard Leader	Defined within the Plan under 'Hazard Leader' heading.
Incident	An event, occurrence, or set of circumstances that: • has a definite spatial extent; • has a definite duration • calls for human intervention • has a set of concluding conditions that can be defined: and • is or will be under the control of an individual who has the authority to make decisions about the means by which it will be brought to an end.
identified major incident	If it appears to the State Co-ordinator that the nature or scale of an emergency that has occurred, is occurring or is about to occur is such that it should be declared to be an identified major incident, the State Co-ordinator may declare the emergency to be an identified major incident.
impact assessment	An assessment of the total effects of an emergency including social, infrastructure and built, economic and the natural environment.
Incident Controller	The person designated by the Control Agency to lead field response operations.
likelihood	Chance of something happening. It is used as a general description of probability and may be expressed qualitatively or quantitatively.
Local Recovery Committee	The strategic decision-making body for recovery providing visible and strong leadership with a key role in restoring confidence to the community through assessing the consequences of the emergency and coordinating activities to rebuild, restore and rehabilitate the affected community.
Local Community Reference Group	A group of local community members, including people affected by an event, and representatives of local organisations, who meet and provide input and guidance to local recovery committee.
Local Recovery Coordinator	The public face of the recovery operation, providing leadership to the Local Recovery Committee and coordinating the recovery effort in accordance with agreed recovery plans.
local recovery plan	A plan developed to provide the strategic direction and operational actions required to facilitate a successful recovery at the local level.
loss	Any negative consequence, financial or otherwise.
major emergency	If it appears to the State Co-ordinator that a major emergency has occurred, is occurring or is about to occur, the State Co-ordinator may declare the emergency to be a major emergency (whether or not the emergency has previously been declared to be an identified major incident under section 22).
mitigation	Measures taken in advance of, during or after a disaster, aimed at decreasing or

	eliminating its impact on society and environment.
National Principals for Disaster Recovery	Six key concepts that guide successful recovery.
Natural Disaster Relief and Recovery Arrangements	Funding arrangements provided by the Australian Government to help pay for natural disaster relief and recovery costs based on the terms and conditions in the NDRRA Determination 2012.
preparedness	All activities undertaken in advance of the occurrence of an incident to decrease the impact, extent and severity of the incident and to ensure more effective response activities.
prevention	All activities concerned with minimising the occurrence of incidents, particularly those of human origin.
proclaimed situation	A situation or circumstance that is within the ambit of a proclamation made by the Governor for the purposes of the State Emergency Relief Fund.
recovery centre	A one-stop-shop that centralises local, state and Australian government and non-government services to support people affected by emergencies.
recovery operations	The coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being.
relief	The provision of material aid and emergency medical care necessary to save and preserve human lives and enable families to meet their basic needs for shelter, clothing, water, and food (including the means to prepare food).
response operations	Any measures taken in anticipation of, during or immediately after an emergency to ensure that the effect of the emergency is minimised and that affected individuals are given immediate relief and support
risk	The exposure to the possibility of such things as economic or financial loss or gain, physical damage, injury or delay, as a consequence of pursuing a particular course of action. The concept of risk has two elements, i.e. the likelihood of something happening and the consequences if it happens.
risk analysis	Process to understand the nature of risk and to determine the level of risk.
risk assessment	The overall process of risk identification, risk analysis and risk evaluation.
risk evaluation	Process of comparing the results of risk analysis with risk criteria to determine whether the risk and/or it magnitude are/is acceptable or tolerable.
risk management	Coordinated activities to direct and control a community or organisation with regard to risk.
sectorisation	The process whereby a sector is nominated. A sector is the organisational level

	having responsibility for operations within a defined area of a division or having a specific functional responsibility.
stakeholders	Those people and organisations that can affect, be affected by, or perceive themselves to be affected by a decision or activity.
State Controller	The person nominated by the Control Agency to lead the activities of the Control Agency.
state control centre	The nominated location from which a functional service coordinates the activities of its participating agencies. This centre may have a dual role if the agency responsible for a functional service is also undertaking response or recovery operations as a control or Support Agency.
State Coordinator	The person for the time being holding or acting in the position of Commissioner of Police and who has the strategic State level accountability for the management and coordination of declared emergencies.
Support Agency	An agency that provides services, personnel or material to support or assist a Control Agency or affected persons.
State Recovery Office	On behalf of government, develops plans and policies for recovery from emergencies and coordinates government and non-government responses to disasters
Support Agency Field Commander	The person who has managerial responsibility or command of a Support Agency's field resources.
terrorism	The calculated use of violence or the threat of violence to attain goals that are political, religious, or ideological in nature. This can be done through intimidation, coercion, or instilling fear. Terrorism includes a criminal act against persons or property that is intended to influence an audience beyond the immediate victims.
urban search and rescue	The use of specialised multi-agency and multi-disciplinary team/s with capabilities to; search for, provide initial medical care, and rescue entrapped persons from damaged or collapsed structures:
vehicle	Includes an aircraft or vessel
vulnerability	The conditions determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards.
Zone Emergency Support Team	A support function within an emergency management zone, at which representatives of local agencies come together to share information and undertake tasks for the Control Agency or other Support Agencies in support of response and recovery operations. The ZEST may operate from a pre-planned

facility or at a Control Agencies' incident management team location.

9. ACRONYMS

Abbreviation	Full Name
(the) Act	Emergency Management Act 2004
ANZEMC	Australia-New Zealand Emergency Management Committee
ANZCTC	Australia-New Zealand Counter Terrorism Committee
CALD	Culturally and linguistically diverse communities
CBRN	Chemical, biological, radiological and nuclear
CEWT	Central Exercise Writing Team
CFS	Country Fire Service
COAG	Council of Australian Governments
CoRS	Community Outcomes and Recovery Sub-Committee
DPC	Department of the Premier and Cabinet
DPTI	Department of Planning, Transport and Infrastructure
DRFA	Disaster Recovery Funding Arrangements
DVI	Disaster Victim Identification
EMA	Emergency Management Australia
FSG	Functional Support Group
ICT	Information and Communications Technology
MFS	Metropolitan Fire Service
PIRSA	Primary Industry and Regions South Australia
PPRR	Prevention, Preparedness, Response and Recovery
SAAS	South Australia Ambulance Service
SAFECOM	South Australia Fire and Emergency Services Commission
SAPOL	South Australia Police
SEC	State Emergency Centre
SEMAAG	State Emergency Management Assurance Advisory Group

SEMC	State Emergency Management Committee
SEMP	State Emergency Management Plan
SES	State Emergency Service
SCC	State Crisis Centre
SMAG	State Mitigation Advisory Group
SPIWAG	State Public Information and Warnings Advisory Group
SRAG	State Response Advisory Group
SRC	State Recovery Committee
SRRG	Social Recovery Reference Group
USAR	Urban Search and Rescue
ZEMC	Zone Emergency Management Committee
ZEST	Zone Emergency Support Team

The above acronyms also apply to the other plans that make up the SEMP.

10. DOCUMENT CONTROL

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