



**SOUTH AUSTRALIAN
EMERGENCY MANAGEMENT
ASSURANCE OUTCOMES**



Government
of South Australia

INTRODUCTION

EMERGENCY MANAGEMENT IN SOUTH AUSTRALIA

The strategies and systems for the management of emergencies in South Australia are directed by the *Emergency Management Act 2004* (the EM Act).

Section 6 of the EM Act establishes the State Emergency Management Committee (SEMC), who are tasked with the development and maintenance of the *State Emergency Management Plan* (SEMP) under section 5A.

Within its functions and powers, SEMC must:

- ◆ Provide leadership and maintain oversight of emergency management planning in the state.
- ◆ Ensure that agencies and organisations with functions under the SEMP are aware of those functions and are provided with adequate information for the purpose of understanding and carrying out those functions.
- ◆ Monitor the capacity of agencies and organisations with functions under the SEMP to properly carry out those functions.

This document establishes the outcome and indicators (measures) required by agencies and organisations in the assurance of their functions under the SEMP, and the way emergency prevention, preparation, response and recovery is undertaken.

South Australia's emergency arrangements are designed to:

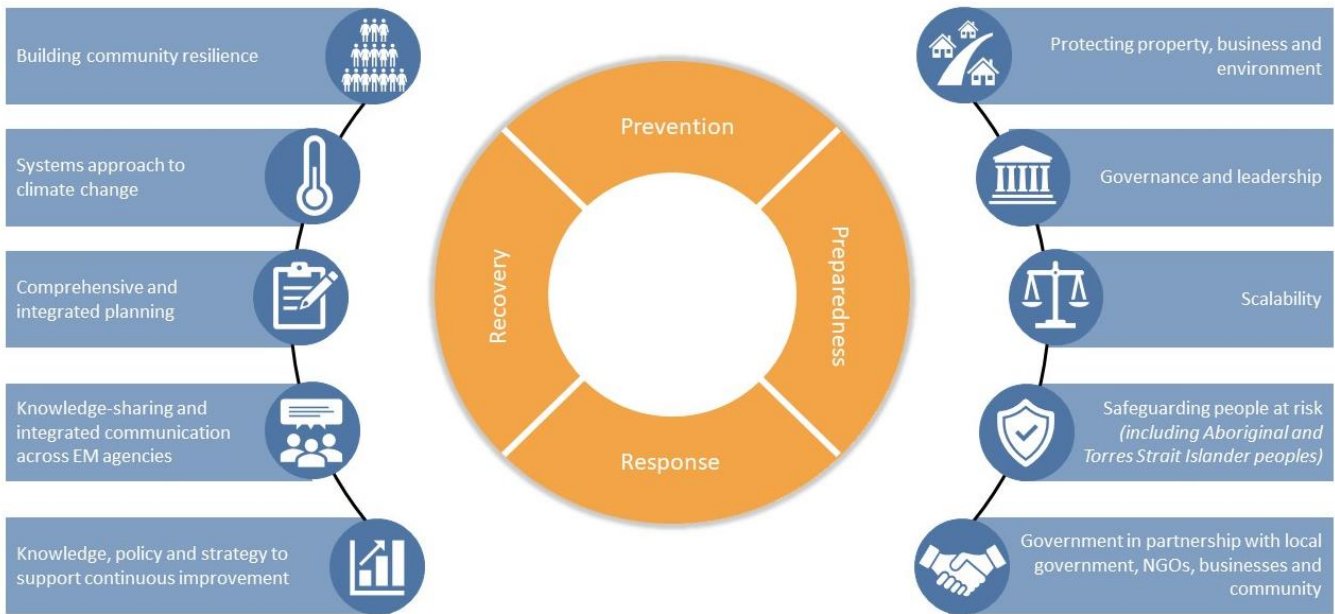
- ◆ Preserve life.
- ◆ Reduce risk from identified hazards which impact communities, business (including primary production), the environment, property and infrastructure.
- ◆ Coordinate response to and manage emergencies.
- ◆ Support recovery of individuals, communities, business (including primary production), the environment, property and infrastructure follow an emergency.
- ◆ Continually improve the arrangements based on learnings from responding to, managing, and assisting with recovery from an emergency.

PRINCIPLES FOR EMERGENCY MANAGEMENT

The changing climate is increasing the frequency and severity of hazards globally. In recent years, South Australia has experienced more frequent, severe and prolonged events. These events have devastating consequences on communities, the environment and economy and it is becoming increasingly vital for the sector to develop goals and strategies to effectively prevent, prepare for, respond to and recovery from emergencies, build resilience and reduce the likelihood and severity of emergencies. It has been identified that outcomes are key for how agencies can achieve this.

All agencies and stakeholders have a shared responsibility to carry out emergency management activities across prevention, risk reduction, preparedness, response, and recovery in accordance with the 10 principles of the SEMP (Figure 1).

Figure 1 - State Emergency Management Plan Principles



These principles set out all critical areas that must be included in all emergency management planning and processes and form the foundation for the assurance outcomes and indicators. The principles of the SEMP should be applied in the context of each outcome (Figure 2).

Figure 2 - The Outcome Formula



ASSURANCE OUTCOMES

The *South Australian Emergency Management Assurance Outcomes* (Assurance Outcomes) are designed to reflect the emergency arrangements and provide scope and flexibility for agencies and organisations in achieving them, rather than setting a set of minimum standards to achieve. The outcomes and accompanying indicators will form the foundation of the updated *South Australian Emergency Management Assurance Framework* (Assurance Framework).

The Assurance Framework is the cornerstone of our ability to ensure we, as a state, are well placed to prepare for, respond to and recover from a wide range of threats – from natural disasters to public health crises and beyond.

The Assurance Outcomes and Assurance Framework will guide agencies and organisations in carrying out their responsibilities under the SEMP and provide assurance to both government and the people of South Australia, that effective emergency management planning and processes are in place.

EMERGENCY MANAGEMENT ASSURANCE

METHODOLOGY

The Assurance Outcomes are grouped into **themes** describing where each outcome sits in terms of overall emergency management planning and processes.

The **outcomes** are critical elements of South Australia's Emergency Management planning and processes. All agencies and organisations are required to show they are striving to achieve all outcomes, through their assurance activities, in the establishment of their responsibilities under the SEMP.

The achievement of each outcome will be measured through a series of **indicators**, demonstrating actions undertaken by agencies and organisations.

All agencies and organisations with responsibilities under the SEMP are required to undertake regular assessments of their planning and preparations. The focus of the **assurance** activities set out in the Assurance Framework will be to measure the maturity of agency's emergency management planning against the outcomes and indicators.

ASSURANCE OUTCOMES

Themes	Outcomes
Building capability and capacity	The State has the capability to deliver on its emergency management arrangements
	Resources are prioritised and shared across agencies to increase capacity
Managing risks	Risk is managed to eliminate or reduce the likelihood or consequence of emergencies
	The community is empowered to learn about their risks and risk reduction strategies
Community engagement	Agencies build resilience and trust in the community by proactively engaging and sharing information with them
	Community engagement is inclusive and caters to the diverse nature of the community
Planning	Plans are developed, maintained, relevant and actionable
	Agencies are aware of all plans and responsibilities as mandated in the SEMP
Lessons management	Lessons are shared, communicated and actioned
	Lessons management identifies practices that are working well and opportunities for improvement
Collaboration and connectiveness	Agencies work together cooperatively to deliver better outcomes for the State
	Decision making is informed by connecting with diverse stakeholders

INDICATORS BY THEME

BUILDING CAPABILITY AND CAPACITY

Capability and capacity encompass the people, governance, resources and systems the state has in place to undertake its emergency management activities. As the complexity of emergency risks increase, it's crucial that agencies work together to develop capability and capacity to ensure the state is prepared, capable and has the capacity to meet its emergency management responsibilities.

The state has the capability to deliver on its emergency management arrangements

INDICATORS

AGENCIES:

- ◆ identify and assess existing capability
- ◆ share their requirements and capabilities with other agencies
- ◆ have knowledge of the capabilities of other agencies, local government, industry, non-government organisations, other jurisdictions and the Commonwealth
- ◆ develop strategies to increase capabilities and resources in preparation of emergencies

Resources are prioritised and shared across agencies to increase capacity

INDICATORS

AGENCIES:

- ◆ are aware of their own and other agency's resources and their availability
- ◆ know which of their own resources other agencies may require
- ◆ share relevant information about their capacity
- ◆ make plans, resources, training opportunities and other documentation available to other agencies
- ◆ cooperate with requests for resources

MANAGING RISK

Managing risk is essential for safeguarding and building resilience in the community against the impacts of a hazard. Emergency risk should involve a process to identify, analyse and evaluate risk. Once risk is understood, agencies can develop strategies and plans to control or eliminate them. Risk management is comprehensive and should not only consider the risks of a hazard, but also consider the risks associated with plans, processes, strategies and culture.

Risk is managed to eliminate or reduce the likelihood or consequence of emergencies

INDICATORS

RISK MANAGEMENT:

- ◆ is approached using a consistent and recognised methodology
- ◆ considers current, emerging, potential and unexpected risk scenarios
- ◆ is based on evidence
- ◆ underpins all emergency management activities and plans

AGENCIES:

- ◆ develop mitigation measures to inform planning
- ◆ adopt both long term and short term approaches to risk management

The community is empowered to learn about their risk and risk reduction strategies

INDICATORS

AGENCIES:

- ◆ develop an understanding of the emergency risks within specific communities and geographic locations
- ◆ provide accessible information to individuals and businesses so they can educate themselves on their emergency risk
- ◆ increase the community’s capability to take action to manage their own emergency risk
- ◆ provide resources that encourage the community to take action to reduce the impacts of an event

COMMUNITY ENGAGEMENT

Community engagement is the process of agencies and communities working in partnership to develop strong relationships and deliver positive outcomes. It is important to involve communities in the issues and decisions that impact them to empower communities, build mutual trust and respect, resilience and an understanding of risk. Community engagement must be inclusive and be adaptable to the diverse nature of communities.

Agencies build resilience and trust in the community by proactively engaging and sharing information with them

INDICATORS

AGENCIES:

- ◆ improve the effectiveness and quality of public information to the community across all stages of emergency management
- ◆ improve the community’s awareness of their responsibilities and options before, during and after an event
- ◆ establish multiple information sharing channels and learning opportunities between agencies and the community
- ◆ evaluate engagement for understanding, effectiveness and community perception of authority
- ◆ encourage the community to be part of the collective action plan
- ◆ increase the availability and effectiveness of services for people most at risk during an emergency

Community engagement is inclusive and caters to the diverse nature of the community

INDICATORS

AGENCIES:

- ◆ consult with and learn from Aboriginal and Torres Strait Islander peoples, particularly on matters that affect them
- ◆ engage with vulnerable groups and those most at risk to inform plans

PUBLIC INFORMATION IS:

- ◆ provided in a way that reflects the diverse needs of the community
- ◆ current, timely, relevant and easy to understand

COMMUNITY ENGAGEMENT is responsive and continually adapts to the changing needs of the community

PLANNING

The South Australian Government has a legislative responsibility to develop and maintain plans which identify and document strategies for preventing, preparing for, responding to and recovering from emergencies. Planning is a continual and dynamic process that guides agencies on how to manage emergencies, build resilience and innovation and reduce the likelihood and severity of emergencies for individuals, communities, business, the economy and the environment.

Plans are developed, maintained, relevant and actionable

INDICATORS

PLANNING is embedded into core business practice

PLANS:

- ◆ are reviewed and assured in line with the timeframes outlined in the SEMP
- ◆ provide guidance for adaptive decision making
- ◆ are regularly evaluated and tested
- ◆ reduce unknowns by building an understanding of risks and vulnerabilities
- ◆ include provisions that aim to reduce the impact of disruptions to essential services and critical infrastructure
- ◆ are strategic in nature and can be adapted for uncertainties

Agencies are aware of all plans and responsibilities as mandated in the SEMP

INDICATORS

PLANNING IS:

- ◆ a collaborative process
- ◆ integrated and considers multi-agency requirements

AGENCIES ARE:

- ◆ aware of how emergencies will be managed and how their specific functions contribute to emergency management arrangements
- ◆ actively involved in self-assessment and peer review assurance activities

LESSONS MANAGEMENT

Lessons management involves collecting, analysing, sharing experiences from operations, exercises, programs and reviews and the adoption of these learnings. It is an important process that drives a culture of continuous improvement and growth across agencies. Lessons management should be incorporated across agencies to improve safety, decision making, service delivery, performance, knowledge and innovation.

Lessons are shared, communicated and actioned

INDICATORS

AGENCIES:

- ◆ collaborate across all stages of learning
- ◆ are responsible for actioning the lessons assigned to them
- ◆ use common themes when analysing lessons
- ◆ share and store lessons using an agreed/common system
- ◆ ensure processes are in place to share lessons identified with stakeholders

Lessons management identifies practices that are working well and opportunities for improvement

INDICATORS	<p>LESSONS MANAGEMENT IS:</p> <ul style="list-style-type: none"> ◆ based on evidence ◆ incorporated across all agencies to improve work practices ◆ applied consistently, using the OILL (observations, insights, lessons identified, lessons learnt) process and <i>SA Lessons Management Framework</i> ◆ driven by data and community experiences ◆ taken from the testing of plans, exercises, events, local government, Commonwealth, other jurisdictions and external reviews
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COLLABORATION AND COORDINATION

The emergency management sector is highly interconnected, involving many state government agencies as well as local government, the Commonwealth, industry, non-government organisations (NGOs) and communities. These outcomes reflect how state agencies and organisations can work together within the sector to produce positive outcomes across all phases of emergency management.

Agencies work together cooperatively to deliver better outcomes for the State

INDICATORS	<p>AGENCIES:</p> <ul style="list-style-type: none"> ◆ build networks with all agencies involved in emergency management ◆ actively identify and act on opportunities for collaboration ◆ share their experience and knowledge to avoid duplication and improve efficiencies
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Lessons are shared, communicated and actioned

INDICATORS	<p>AGENCIES:</p> <ul style="list-style-type: none"> ◆ identify existing interdependencies and work together in a problem-solving way ◆ hold and/or attend forums and briefings on a regular basis ◆ connect with local government, the Commonwealth, NGOs, business and the community ◆ are fully appraised of all relevant information before making decisions
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DOCUMENT CONTROL

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Disclaimer	Users should ensure that they have the current version before taking action based on this framework.

Version	Date	Summary of change
1.0	December 2023	Original Document