



STATE EMERGENCY MANAGEMENT PLAN

NOVEMBER 2025



Government
of South Australia

STATE EMERGENCY MANAGEMENT PLAN

Part 1 Arrangements	Part 2 Strategies, Guidelines and Frameworks	Part 3 Supporting Plans
Governance arrangements, roles and responsibilities, and structures in place to reduce risk from hazards, and to plan and prepare for, respond to and recover from emergencies.	Various strategies, guidelines and frameworks that support the state's emergency management arrangements.	Required plans that support the state's emergency management arrangements (including hazard plans, capability plans, control agency plans, functional support group plans, zone emergency management plans and operations manuals).

Figure 1: The SEMP is a series of documents split over 3 parts with accompanying annexes.

The State Emergency Management Plan (SEMP) can be found at <https://www.dpc.sa.gov.au/responsibilities/security-emergency-and-recovery-management/state-emergency-management-plan>

State Emergency Management Plan Review

The SEMP is reviewed annually.

The custodian of the SEMP is the State Emergency Management Committee Secretariat within the Department of the Premier and Cabinet (DPC). Minor changes to the SEMP must be brought to the Secretariat to enable updating.

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1. INTRODUCTION

The focus of South Australia's emergency management arrangements is 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 following an emergency, and
- ◆ continually improve the arrangements based on learnings from responding to, managing and assisting with recovery from an emergency.

The SEMP is a series of documents that ensures the state has effective arrangements in place to enhance the safety and security of the South Australian community. The plan recognises the state's emergency management arrangements use the 'all-hazards approach' which assumes the functions and activities applicable to one hazard are often applicable to a range of hazards.

Through effective stakeholder engagement, the SEMP builds resilience and reduces vulnerability by adopting a comprehensive emergency management model that focuses on prevention, hazard risk reduction, preparedness, response and recovery:

- ◆ Prevention and Hazard Risk Reduction – eliminates or reduces the impact of hazards and/or reduces the susceptibility to hazards, increases the resilience of communities subject to the impact of those hazards, and takes associated steps to prevent emergencies
- ◆ Preparedness – establishes arrangements and plans, and provides education and information to prepare emergency services, government and the general community to effectively deal with emergencies

- ◆ Response – activates measures taken in anticipation of, during or immediately after an emergency to ensure that the effect of the emergency is minimised and affected individuals are given immediate relief and support
- ◆ Recovery – assists communities in the restoration of emotional, social, economic and physical wellbeing, reconstruction of physical infrastructure and restoration of the environment.

The SEMP acknowledges the amplified effects and impacts of climate change on emergencies; these include higher temperatures, increased fire danger, rising sea levels, and more frequent extreme weather-related events such as bushfire, heatwaves, coastal erosion, droughts and floods. Agencies must take into account the uncertain and complex influences of climate change in the development and implementation of their plans and other responsibilities under the SEMP.

The SEMP also acknowledges the diverse nature of the South Australian community, ensuring consideration is given to the specific needs of rural and remote communities, Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds, older people, people living with disability and people who are experiencing family or domestic violence. (Refer to the 'People at Risk in Emergencies Framework for South Australia' in Part 2 of the SEMP.)

The SEMP is split into three parts; Part 1 (this document), outlines the state's emergency management arrangements, roles, responsibilities and structures, Part 2 includes various guidelines and frameworks, and Part 3 includes different agency and functional plans.

Although primarily for agencies and participating organisations with roles and responsibilities in emergency management, Part 1 of the SEMP is a useful reference for other entities, groups and people who are interacting with emergency management leadership, involved government agencies and coordinating bodies. It should be noted that some plans and manuals forming part of the SEMP are not public documents.

2. PURPOSE OF THE SEMP

The SEMP is prepared under Section 9(1)(b) of the *Emergency Management Act 2004* (SA) ensuring the state has effective arrangements in place to enhance the safety and security of the South Australian community. It describes South Australia's approach to hazard risk reduction and managing emergencies by establishing the governance and coordination arrangements and establishing specific roles, responsibilities and expectations.

2.1 OBJECTIVES

The objectives of the SEMP are to:

- ◆ Describe the state's overarching governance arrangements for hazard risk reduction and managing emergencies in line with the *Emergency Management Act 2004* (SA)
- ◆ Detail principles and strategies in relation to hazard risk reduction, preparedness for, and management of emergencies
- ◆ Articulate emergency management roles, responsibilities, functions and structures including the coordination and control arrangements for emergency response and recovery operations.

2.2 PRINCIPLES

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 following principles:

1. Emergency management educates and empowers communities to build resilience through effective stakeholder engagement and collaborative efforts to reduce hazard risks
2. Emergency management safeguards people at risk during and following an emergency with specific consideration given to the needs of Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds, older people, people living with disability and people who are experiencing family or domestic violence
3. Emergency management protects property, businesses and the environment through effective stakeholder engagement and detailed planning

4. Emergency management applies a systems approach to climate change to understand and plan for issues and pressures including increasing frequency, intensity and duration of weather-related events
5. Emergency management is led collaboratively by state government in partnership with local government, non-government organisations, businesses and the community, and is supported by the Australian government
6. Emergency management employs strong governance and leadership to drive effective and sustainable outcomes
7. Emergency management uses comprehensive and integrated planning to enhance systems coordination, information sharing and outcomes
8. Emergency management is underpinned by contemporary knowledge, policy and strategy that supports continuous improvement drawn from assessment of risks and consequence thinking
9. Emergency management operations are conducted with scalable arrangements to address complexity and consequences
10. Emergency management knowledge-sharing and communication is integrated as no single agency on its own can address all aspects of hazard risk reduction or impacts from an emergency.

2.3 LEGISLATION

The *Emergency Management Act 2004* (SA) (the Act) provides the legal framework and governance for emergency management in South Australia.

The Act establishes the State Emergency Management Committee and lists its functions and powers including the preparation and review of the SEMP.

The SEMP recognises that there are emergency management responsibilities conferred by other legislation, regulatory frameworks and policies.

In line with Section 5 of the Act, where there is inconsistency with any other Act or law, the *Emergency Management Act 2004* (SA) prevails to the extent of the inconsistency.

3. STRATEGIC GOVERNANCE

3.1 EMERGENCY MANAGEMENT CABINET COMMITTEE

The Premier is the Minister responsible for the *Emergency Management Act 2004 (SA)*.

Cabinet has established the Emergency Management Cabinet Committee (EMCC) to support the Premier in undertaking the Premier's responsibilities under the Act.

3.2 STATE EMERGENCY MANAGEMENT COMMITTEE

The State Emergency Management Committee (SEMC) is established under Section 6 of the Act.

Under Section 9 of the Act, SEMC is tasked with leadership and oversight of emergency management planning, preparation and review of the SEMP, conducting risk assessments, and assuring emergency management arrangements, amongst other things. SEMC may also establish sub-committees to enable it to fulfill its responsibilities.

3.2.1 SEMC Sub-committees

There are four primary SEMC sub-committees that implement and report on strategic initiatives and agreed SEMC actions. These sub-committees are:

- ◆ Capability and Capacity Sub-committee
- ◆ Emergency Management Assurance Sub-committee
- ◆ Strategic Advice and Coordination Sub-committee
- ◆ Resilience, Recovery and Engagement Sub-committee.

The functions and activities of these sub-committees provide the quality and assurance mechanisms necessary for ensuring the effective application of the Objectives and Principles, and the delivery of hazard risk reduction and management of emergencies under the Act and SEMP. From time to time SEMC also establishes time limited reference groups to ensure continuous improvement of emergency management arrangements.

The functions of SEMC are managed by the SEMC secretariat in the Department of the Premier and Cabinet.

3.2.2 SEMC and Risk Management

The South Australian Emergency and Strategic Risk Management Framework (the framework) further supports SEMC in providing assurance on the adequacy of strategies and systems to manage emergencies in South Australia and complements the South Australian Emergency Management Assurance Framework.

The framework provides the overarching context, foundations and arrangements for designing, implementing, monitoring, reviewing and improving emergency and strategic risk management in South Australia.

The framework covers both hazard risk (see paragraph 6) and strategic risk (refer to the framework for further information on strategic risks).

The framework enables SEMC to meet its legislated responsibilities, enhance risk based decision-making and inform the allocation of resources to proactively manage current and future risk and strengthen emergency management capability and capacity.

Both the South Australian Emergency and Strategic Risk Management Framework and the South Australian Emergency Management Assurance Framework are contained in Part 2 of the SEMP and available through the SEMC Secretariat.

4. THE ROLE OF GOVERNMENTS

4.1 AUSTRALIAN GOVERNMENT

The Australian Constitution specifies 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.

The National Emergency Management Agency (NEMA) is responsible for the day-to-day management of the national emergency coordination function and provides national leadership and coordination to reduce the impact of future disasters and provide physical assistance on request by jurisdictions.

The National Coordination Mechanism (NCM) brings together agencies of the Australian Government, state and territory governments and industry and private sector stakeholders. The NCM is facilitated by NEMA and is a key tool for preparing for, responding to and recovering from any crisis.

NEMA also hosts the Australian Government National Situation Room (NSR), which is a dedicated all hazards monitoring facility. The NSR provides whole of Australian Government situational awareness to inform national decision making during an emergency.

NEMA coordinates assistance from the Australian Government, including the Australian Defence Force, under the Australian Government Disaster Response Plan (COMDISPLAN) when requested by the State Coordinator.

Requests for recovery assistance from the Australian Government are primarily coordinated through DPC.

4.2 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 *Emergency Management Act 2004 (SA)* 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.

DPC provides leadership, advice and guidance for the state's national security and emergency management governance and policy arrangements, manages the SEMC secretariat function and provides support to the Premier who is the Minister responsible for the Act. In addition, the South Australian Fire and Emergency Services Commission (SAFECOM) has a strategic leadership role in whole-of-government emergency management, and maintains liaison with other bodies responsible for managing emergencies across the state and nationally.

4.3 LOCAL GOVERNMENT

In line with the provisions of Section 8 of the *Local Government Act 1999* (SA), which requires local governments to give due weight in their plans, policies and activities to regional, state and national objectives, councils are required to align their plans and activities to the objectives and strategies of the SEMP.

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

- ◆ Providing for the welfare, wellbeing and interests of individuals and groups within its community (Section 7(c))
- ◆ Taking measures to protect its area from natural and other hazards and to mitigate the effects of such hazards (Section 7(d)).

Councils play an enabling role in emergency management because of their strong relationship with local community networks and knowledge of locally available resources. Their knowledge of community strengths and vulnerabilities means they are well placed to determine and respond to local needs and priorities.

Activities of local governments are guided by the Local Government Functional Support Group Plan. Councils are also a part of a Zone Emergency Management Committee (see paragraph 5). Beyond these structures, councils contribute to emergency management through routine services that include:

- ◆ Building and maintaining infrastructure and delivering services that reduce hazard risk
- ◆ Undertaking requirements of the *Fire and Emergency Services Act 2005* (SA), including delivery of fire prevention programs
- ◆ Integrating current and future hazard/disaster risk information into local government governance and decision-making
- ◆ Increasing community preparedness by amplifying communication messages
- ◆ Representing community interests in emergency management to other spheres of government and contributing to decision-making processes
- ◆ Ensuring an adequate local council emergency response capability is in place.

5. EMERGENCY MANAGEMENT ZONES

South Australia is divided into eleven emergency management zones, with each overseen by a Zone Emergency Management Committee (ZEMC). A ZEMC is responsible for planning and implementation of Zone-level actions to build resilience and support state emergency management arrangements in line with the Principles of the Act and SEMP. A ZEMC ensures consistent emergency risk assessments are conducted for prioritised risks and supports risk reduction in collaboration with Hazard Risk Reduction Leaders.

ZEMCs are governed by ZEMC Committee Guidelines (refer to Part 2 of the SEMP) and report to SEMC through the Capability and Capacity Sub-committee. The South Australian State Emergency Service (SES) is funded to provide staffing support to ZEMCs. ZEMCs are chaired by local government; they do not have an operational role.

The emergency management zones are:

- ◆ 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.

6. HAZARD MANAGEMENT

6.1 DEFINITION OF HAZARD

A hazard is a process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation. Hazards may be natural, anthropogenic (generated by human activity) or socionatural (natural events generated by human activity) in origin. Hazard includes 'disaster risk'.

6.2 HAZARD RISK REDUCTION

Identified hazards are assigned by SEMC to Hazard Risk Reduction Leaders (agencies) to manage risks associated with those identified hazards.

The management of hazards is an ongoing process based on risk assessment, research, experience of events, and exercises. It also recognises risks vary over time and that climate change and other factors such as change in land use and system and technological changes influence hazards and associated risks.

Hazard risk reduction aims to mitigate existing risk while also avoiding creating further risk. Good management of risk before and during an event can lessen its impacts. The recovery stage may also present opportunities to further reduce residual or future risk and build resilience in communities.

SEMC determines the need to assign and remove agencies as Hazard Risk Reduction Leaders as appropriate. The administrative process for assigning and removing hazards is found in paragraph 15.1.

Table 1 shows the current hazards and Hazard Risk Reduction Leaders. (Hazard Risk Reduction Leaders were formerly known as Hazard Leaders.)

6.3 HAZARD RISK REDUCTION LEADER ROLES AND RESPONSIBILITIES

The Hazard Risk Reduction Leader's main role is to ensure that all aspects of the state's approach to a hazard are coordinated.

The Hazard Risk Reduction Leader is responsible for:

- ◆ Leading emergency management planning activities in collaboration with other stakeholders for prevention, risk reduction, preparedness, response, and recovery relating to the assigned hazard
- ◆ Preparing, reviewing and maintaining a Hazard Risk Reduction Management Plan for its assigned hazard in line with the Principles of the Act and the SEMP (Hazard Risk Reduction Management Plans are reviewed biennially and are found in Part 3 of the SEMP.)
- ◆ Participating in the SEMC assurance program and examining other plans prepared under the SEMP to ensure that all aspects of the assigned hazard have been addressed
- ◆ Reviewing and reporting to SEMC on activities and issues arising with agency planning and/or coordination including conflicts or risk impacts from other agency plans
- ◆ Providing advice to SEMC on any proposals to amend or remove the hazard listing.

Hazard Risk Reduction Leaders coordinate Commonwealth, state, local government or non-government resources to undertake hazard risk reduction activities. This includes working with the SEMC sub-committees, control agencies, functional support groups, ZEMCs, and other emergency management stakeholders.

Hazard Risk Reduction Leaders will adopt and embed the philosophies of consequence management and consequence thinking into their hazard risk reduction planning (refer to paragraph 11.2.3 for information on consequence management).

Hazard	Hazard Risk Reduction Leader
Animal and plant biosecurity	Department of Primary Industries and Regions
Black system event	South Australia Police
Cyber Crisis	Department of the Premier and Cabinet
Earthquake	Department for Infrastructure and Transport
Extreme weather	South Australian State Emergency Service
Flood	Department for Environment and Water
Hazardous materials (including marine oil spills)	SafeWork SA
Human disease	Department for Health and Wellbeing (SA Health)
Rural fire	South Australian Country Fire Service
Terrorism	South Australia Police
Urban fire	South Australian Metropolitan Fire Service

Table 1: Assigned responsibility for hazards.

A Hazard Risk Reduction Leader is not necessarily the control agency for an emergency (refer to paragraph 9.2 for information on control agencies) and SEMC appoints the hazard risk reduction lead agency based on the respective agency's resources and expertise. This is reviewed biennially.

The Hazard Risk Reduction Leader may form sub-committees or working groups to undertake detailed planning for the hazard. Actions may include, but are not limited to:

- ◆ Risk assessments for the state relative to 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 in or leading coordinated projects to address the identified risks
- ◆ Specific training for response agencies
- ◆ Advice to control agencies on public information
- ◆ Advice to the State Recovery Coordinator or Assistant State Coordinator - Recovery on specific recovery needs.

Agencies may have obligations under other legislation to deal with hazards and consequences and the SEMP does not affect those obligations.

Each agency with specific roles and responsibilities under the SEMP should carry out its responsibilities in a comprehensive and collaborative manner.

For further information refer to the National Emergency Risk Assessment Guidelines found on the Australian Institute for Disaster Resilience website.

7. EMERGENCIES AND EMERGENCY DECLARATIONS

7.1 DEFINITION OF EMERGENCY

Section 3 of the Act defines an emergency as an event (whether occurring in the state, outside the state, or in and outside the state) that causes or threatens to cause the death of, or injury or other damage to the health of, any person; or the destruction of, or damage to, any property; or a disruption to essential services or to services usually enjoyed by the community; or harm to the environment, or to flora or fauna.

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.

7.2 EMERGENCY DECLARATIONS

There are four emergency declarations available under the Act:

- ◆ Section 21A – State of Alert
- ◆ Section 22 of the Act - Identified Major Incident
- ◆ Section 23 of the Act - Major Emergency
- ◆ Section 24 of the Act - Disaster.

Three declarations are available to the State Coordinator (State of Alert, Identified Major Incident and Major Emergency) and one declaration available to the Governor (Disaster).

The State Coordinator may determine that an emergency is likely to occur, is likely to occur if steps are not taken to prevent it, or it would be desirable to exercise powers under Division 4 to facilitate appropriate response operations and therefore should be declared a State of Alert. The State Coordinator may determine that an emergency has occurred, is occurring or is about to occur and therefore should be declared an Identified Major Incident or Major Emergency. The Governor may renew or extend a previous declaration of a Major Emergency and extend a previous declaration of State of Alert made by the State Coordinator.

See paragraph 15.5 for the further details on the processes involved and decision-making considerations.

7.3 NATIONAL EMERGENCY DECLARATION

The Australian Government has introduced legislation aimed at supporting state-based emergency management.

The *National Emergency Declaration Act 2020* (Cth) establishes a framework for:

- ◆ the declaration of a national emergency by the Governor-General, on the advice of the Prime Minister
- ◆ enables Commonwealth ministers to suspend, vary or substitute administrative requirements in Commonwealth legislation they administer in certain circumstances
- ◆ enables the Prime Minister to require Commonwealth entities to report on available stockpiles, assets and resources, and options and recommendations to respond to a national emergency.

For the purposes of a National Emergency Declaration, the Prime Minister will liaise with the Premier, through the Department of the Premier and Cabinet. The impact of a National Emergency Declaration on state-based emergency management arrangements is yet to be determine

8. EMERGENCY MANAGEMENT ROLES AND RESPONSIBILITIES

Specific emergency management roles are identified in the Act, while others are established in the SEMP. Roles and responsibilities are outlined below.

8.1 STATE COORDINATOR

The State Coordinator is the Commissioner of Police or the person for the time being holding or acting in the position of Commissioner of Police (Section 14 of the Act). The State Coordinator is responsible for:

- ◆ managing and coordinating response and recovery operations in accordance with the Act and the SEMP
- ◆ declaring an identified major incident or major emergency in accordance with the Act
- ◆ ensuring, if a declaration is made under the Act, SEMC is provided with adequate information to fulfil its functions.

The Commissioner of Police, as the head of the coordinating agency South Australia Police (SAPOL), ensures that SAPOL coordinates emergencies and that support is provided to the control agency.

The State Coordinator does not need to make a declaration consistent with the Act for response and recovery operations 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 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 at all times.

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 of 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.

8.2 STATE CONTROLLER

The State Controller is the person who is at the time leading the control agency response to an emergency.

The State Controller of the control agency for an emergency will provide overall control of the operations relating to the emergency, including directing the activities undertaken by support agencies, functional support groups and individuals.

Table 2 further below shows the list of emergencies and assigned control agencies.

8.3 STATE RECOVERY COORDINATOR AND ASSISTANT STATE COODINATOR - RECOVERY

The State Recovery Coordinator is the Chief Executive of the Department of the Premier and Cabinet or person acting in the position of Chief Executive and is appointed on an ongoing basis by SEMC under Section 12 of the Act. The role coordinates emergency recovery operations during an emergency that has not been declared.

The State Recovery Coordinator is responsible for:

- ◆ liaising closely with the State Coordinator
- ◆ leading state-coordinated recovery planning and recovery operations
- ◆ managing the normal recovery operations of government and non-government recovery organisations when it is determined a recovery response is required for an emergency, prior to an emergency declaration

- ◆ appointing a Community Recovery Coordinator, when required
- ◆ recommending the establishment of a Community Recovery Committee to support the recovery activities in a localised area or region
- ◆ supporting a Community Recovery Coordinator to undertake local recovery
- ◆ chairing recovery operational and strategic groups when established
- ◆ briefing the Premier, Duty Minister, EMCC, SEMC, and other areas of government on recovery operations, planning and preparedness
- ◆ liaising with duty ministers appointed for recovery
- ◆ ensuring the lessons management process of any state-coordinated recovery operations is followed.

Where an emergency has been declared under the Act, the State Coordinator will appoint an Assistant State Coordinator - Recovery under Section 16(2) of the Act. When an Assistant State Coordinator - Recovery has been appointed, the role of State Recovery Coordinator is suspended relating to and for the duration of that emergency declaration, however the role may continue for other parts of the state, other hazards or other non-declared events. Where multiple emergencies are declared, more than one Assistant State Coordinator - Recovery may be appointed.

The Assistant State Coordinator - Recovery has the functions and powers under the Act as delegated by the State Coordinator and coordinates all recovery operations during a declared emergency. An Assistant State Coordinator - Recovery may be appointed to:

- ◆ specific parts of the state,
- ◆ specific types of hazards, or
- ◆ specific events.

The Assistant State Coordinator - Recovery is authorised to coordinate recovery operations and direct use of resources for the purposes of recovery after a declared emergency. Refer to paragraph 11.4 on Recovery.

The appointment by the State Coordinator of an Assistant State Coordinator - Recovery will be in writing.

8.4 ASSISTANT STATE COORDINATOR

Separate to the appointment of an Assistant State Coordinator - Recovery (refer to paragraph 8.3), the State Coordinator may appoint an Assistant State Coordinator to exercise powers and functions under the Act (Section 16(1) of the Act) in relation to:

- ◆ specific parts of the state,
- ◆ specific types of hazards, or
- ◆ specific events.

An Assistant State Coordinator has the functions and powers delegated by the State Coordinator or assigned by SEMC with the approval of the State Coordinator.

All appointments by the State Coordinator of an Assistant State Coordinator will be in writing.

8.5 AUTHORISED OFFICERS

The State Coordinator may appoint, individually or by class, such persons to be authorised officers as the State Coordinator thinks fit (Section 17 of the Act).

A range of people in roles such as State and Deputy State Controller, State and Deputy State Commander, Functional Support Group Managers and Deputy Managers hold ongoing authorisation.

Authorised officers are issued with a photographic identification card. 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. A police certificate of authority is considered their identification card for the purposes of utilising authorised officer powers (Section 17(3)(a) of the Act).

An authorised officer has certain powers available to them upon the declaration of an identified major incident, major emergency or disaster (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 under Section 25 of the Act are available to authorised officers to assist the control agency 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 in paragraph 9.2.2 of the SEMP). The declaration guidelines may be used when 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.

9. EMERGENCY MANAGEMENT OPERATIONAL AND SUPPORT FUNCTIONS

9.1 COORDINATING AGENCY

9.1.1 South Australia Police is the coordinating agency

South Australia Police (SAPOL) is the coordinating agency for all emergencies (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.

Opportunity exists under the Act for the appointment of other coordinating agencies.

9.1.2 Responsibilities of the coordinating agency

The coordinating agency has the following responsibilities determined by legislation and/or as identified by the SEMP:

- ◆ Consulting with the control agency and taking action to facilitate the control agency exercising its functions or powers
- ◆ Ensuring that the threat from an emergency is clearly understood and being actioned accordingly
- ◆ Advising the State Coordinator in accordance with any requirements of the State Coordinator (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 act in relation to the emergency
- ◆ Ensuring the ten responsibilities of a control agency are being carried out
- ◆ Ensuring agencies and stakeholders are working together collaboratively
- ◆ Ensuring that appropriate warnings and public information are being disseminated by the control agency
- ◆ Ensuring recovery activities are being coordinated and occurring concurrently with response operations.

9.1.3 Role and responsibilities of local police

As a function of the coordinating agency, the Local Police Commander or nominee coordinates emergencies at the local (zone) level and is responsible for:

- ◆ 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
- ◆ Maintaining contact arrangements so that rapid activation of the Zone Emergency Support Team (ZEST) can occur (refer to paragraph 9.5)
- ◆ Coordinating local resources requested by the control agency to support operations (i.e. support via a ZEST)
- ◆ Ensuring that relief and/or recovery activities are being coordinated and are concurrent with response activities
- ◆ Ensuring that information is gathered that is necessary to properly assess the situation
- ◆ Providing 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 and the need for evacuation (in consultation with the control agency)
 - other public information.

9.2 CONTROL AGENCY

9.2.1 Role of the control agency

The control agency is the agency appointed under Section 20 (1) of the Act in relation to an emergency. Emergencies assigned to control agencies are listed in Table 2 below.

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).

During an emergency that involves mutual aid/joint response arrangements by the South Australian Country Fire Service (CFS), South Australian Metropolitan Fire Service (MFS) and/or 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.

All other persons and agencies involved in response operations, in carrying out those operations in support of the control agency, are subject to the control of the control agency except as otherwise provided by the Act.

The control agency undertakes a leadership role for the planning of the emergency response activities, prepares and reviews appropriate plans, processes and documentation, and ensures those leading the response within the control agency are appropriately trained. Control agencies must use either the Australasian Inter-service Incident Management System (AIIMS) or the Incident Command and Control System Plus (ICCS Plus) as an incident management system to provide a common system for all responding agencies and personnel.

The control agency advises the State Coordinator on the existence of, or potential for, an emergency for which it has responsibility and must work with other emergency management agencies including Hazard Risk Reduction Leaders, control agencies, functional support groups and participating organisations to ensure a coordinated approach to emergency management.

9.2.2 Responsibilities of the control agency

The control agency is responsible for ensuring it is adequately prepared to respond to an emergency event. This includes monitoring for potential emergency events and, where appropriate, taking actions to prevent an emergency event occurring and responding to events of lesser significance in order to prevent escalation to an emergency level.

When responding to an emergency the control agency must ensure that the following 10 responsibilities are, as far as is practicable, accounted for:

1. Taking control of the response to the emergency (including the appointment of an Incident Controller and incident management structure)
2. Ensuring a safe working environment and safe systems of work
3. Ensuring effective stakeholder engagement, communication and cooperation with all involved
4. Continually assessing the situation and identifying, assessing and managing current and potential risks and consequences, and sharing information with all involved
5. Developing and sharing plans and strategies in line with the Principles of the Act and the SEMP that meet the requirements of all agencies responding to the emergency (an incident action plan)
6. Implementing and monitoring the incident action plan
7. Ensuring the effective allocation and use of available resources
8. Ensuring the public is adequately informed and warned to enhance community safety
9. Facilitating the investigation of the emergency and review of response activities
10. Ensuring transition from response to recovery, including the coordinated handover to the state recovery arrangements where necessary.

Emergency	Control agency
Aircraft accident	South Australia Police
Animal, plant and marine disease	Department of Primary Industries and Regions
Black system event	South Australia Police
Bomb threat	South Australia Police
Cyber crisis	Department of the Premier and Cabinet
Earthquake	South Australia Police
Extreme weather	South Australian State Emergency Service
Rural fire	South Australian Country Fire Service
Urban fire	South Australian Metropolitan Fire Service
Flood	South Australian State Emergency Service
Food/drinking water contamination	Department for Health and Wellbeing (SA Health)
Fuel, gas and electricity shortages	Department for Energy and Mining
Hazardous materials emergencies	South Australian Country Fire Service or South Australian Metropolitan Fire Service
Human epidemic	Department for Health and Wellbeing (SA Health)
Marine transport accidents	South Australia Police
Marine Pollution (coastal)	Department for Infrastructure and Transport
Rail accident	South Australia Police
Riverbank collapse	South Australia Police
Road/transport accident	South Australia Police
Search and rescue – land and sea	South Australia Police
Siege/Hostage	South Australia Police
Terrorist Incident	South Australia Police

Table 2: Emergencies assigned to control agencies.

9.3 SUPPORT AGENCY

Control agencies when not in the role of controlling a specific emergency, are referred to as a support agency. Support agencies will support the nominated control agency and are subject to direction by the nominated control agency.

When an agency is supporting the control agency, its leader is known as the agency State Commander or Local Commander.

9.3.1 Role and responsibilities of support agencies

A support agency is responsible for:

- ◆ Supporting the control agency
- ◆ Following reasonable directions of the control agency
- ◆ Regularly reporting to the control agency
- ◆ Commanding their own resources unless otherwise agreed
- ◆ Planning for and implementing procedures within their agency in line with the Principles of the Act and SEMP, to be able to deliver the required support
- ◆ Assessing the situation and identifying, assessing and managing current and potential risks and consequences
- ◆ Providing staff and resources within its scope of operations
- ◆ Establishing and maintaining partnerships with stakeholders and participating organisations
- ◆ Ensuring that any participating organisations that work with the support agency can provide their services
- ◆ Ensuring that the role of participating organisations is clearly defined and supported by appropriate plans and procedures
- ◆ 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 ZEST (if required) for a 24-hour per day operation over an extended period upon activation
- ◆ Undertaking additional roles as described in paragraph 15.2 (Support Agencies – additional roles).

9.4 FUNCTIONAL SUPPORT GROUPS

Functional support groups (FSGs) are established by SEMC and are comprised of both government and non-government participating organisations (as listed in paragraph 15.3) to perform functional roles and capability that support the control agency and support agencies. Some FSGs also provide support for recovery operations.

The lead agency or organisation oversees the responsibilities of the specified FSG as listed in Table 4 below.

The administrative process for nominating leads or changing functional support groups is in paragraph 15.4.

9.4.1 Role and responsibilities of a functional support group

The lead agency or organisation of an FSG is responsible for:

- ◆ Examining Hazard Risk Reduction Management Plans, Capability Plans, Control Agency Plans and recovery guidelines to determine needs of agencies relative to an FSG's scope of support
- ◆ Preparing an FSG Plan in line with the Principles of the Act and SEMP that describes how it will achieve the needs identified in the different plans and of the different agencies within its scope of support
- ◆ Establishing and maintaining partnerships with stakeholders and participating organisations in the supply of its scope of support as appropriate
- ◆ Identifying, assessing and managing current and potential risks and consequences as a part of its FSG Plan
- ◆ Ensuring any participating organisations that work with the FSG can provide their services in support of the control agency and where agreed, in recovery operations
- ◆ Ensuring that the role of participating organisations is clearly defined and supported by appropriate plans and procedures (either within the FSG plan or as part of separate plans or memoranda of understanding)

Group	Lead
Ambulance services	SA Ambulance Service
Australian Defence Force	Joint Operational Support Staff SA
Emergency Relief	South Australia Housing Authority (Activation of emergency relief centres are negotiated between the State Controller and the manager of the Emergency Relief FSG.)
Engineering	SA Water
Government Radio Network	South Australia Police
Local Government	Local Government Association of South Australia
Logistics	South Australian Fire and Emergency Services Commission
Mapping	Department for Environment and Water
Public Information	South Australia Police

Table 3: Allocated functional support groups

- ◆ Review the FSG Plan on a biennial basis, ensuring the plan is consistent with all other plans, and any gaps are identified and resolved
- ◆ Prepare, train and maintain the required on-call members to be able to staff the State Emergency Centre, 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.

9.5 ZONE EMERGENCY SUPPORT TEAM

A zone emergency support team (ZEST) supports the resolution of an emergency at the local level. The ZEST is activated at the request of the control agency and coordinated by the Local Police Commander. A ZEST may be activated with or without an emergency declaration in place.

9.5.1 Role and responsibilities of the ZEST

The ZEST is responsible for:

- ◆ being assigned or delegated tasks from the control agency
- ◆ sharing information between the agencies involved
- ◆ supporting the dissemination of public information to affected communities
- ◆ supporting relief operations
- ◆ remaining activated until recovery operations are established.

10. EMERGENCY MANAGEMENT FACILITIES

The different functions within South Australia's emergency management arrangements require appropriate locations (facilities) for respective coordination.

All emergency management and support functions described in the SEMP are to establish individual control/command centres from which to operate.

10.1 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 NSR activates and/or at the discretion of the Premier.

The role of the SCC is to support the Premier (and EMCC) 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, including in relation to the NCM and National Emergency Declarations, and with other state/territory jurisdictions on matters requiring national policy consideration or cooperation.

The SCC is staffed by Security, Emergency and Recovery Management staff in DPC.

10.2 STATE EMERGENCY CENTRE

The State Emergency Centre (SEC) provides a central point of coordination and support to the control agency from the State Coordinator, support agencies and functional support groups.

When activated the SEC contains representatives of the control agency, support agencies, functional support groups, a SCC Liaison Officer, the State Recovery Coordinator or Assistant State Coordinator - Recovery and a small number of dedicated staff positions.

The State Controller or Deputy State Controller for the event should attend the SEC, when the SEC is functioning in person.

The functions carried out at the SEC are:

- ◆ providing information to the State Coordinator
- ◆ exercising the powers and functions of the State Coordinator in a declared emergency or disaster

- ◆ coordinating information sharing between control agency/s, support agencies, functional support groups and executive government
- ◆ addressing strategic issues in support of response and recovery operations
- ◆ engaging with a liaison officer from the NSR.

The activation and operation of the SEC is managed by SAPOL. The SEC may function in person or in an online environment.

Refer to the SEC Operations Manual in Part 2 of the SEMP.

10.3 STATE CONTROL/COMMAND CENTRE

The state control/command centre is the nominated location used by control/support agencies or functional support groups to control the emergency and/or command their staff.

10.4 STATE RECOVERY OPERATIONS CENTRE

The State Recovery Coordinator or Assistant State Coordinator - Recovery may establish a State Recovery Operations Centre when the scale or complexity of the emergency requires it. The control agency, support agencies, functional support groups relevant to recovery and other agencies with a recovery role may co-locate to enable immediate gathering of intelligence, information exchange, coordinated public communication and establishment of immediate recovery activities.

The State Recovery Operations Centre may function in person or in an online environment.

10.5 STATE EMERGENCY INFORMATION CALL CENTRE CAPABILITY

The State Emergency Information Call Centre Capability (SEICCC) is an overflow call taking function based at the Emergency Services Headquarters, Keswick and is managed by SAFECOM.

The SEICCC provides critical public information on a 24 hour basis if existing call centre arrangements have been, or are predicted to be overwhelmed, or an additional public information call centre capability is required as the result of a major emergency, disaster or other significant event.

A request for activation of the SEICCC is made to SAFECOM.

11. MANAGEMENT OF EMERGENCIES

11.1 PREVENTION AND HAZARD RISK REDUCTION

The prevention of hazards and risks is an ongoing process based on risk assessment, research, experience of events and exercises. It also recognises risks vary over time and climate change influences hazards and risks.

Refer to Section 5, Hazard Management and Risk Reduction.

11.2 PREPAREDNESS

All agencies and organisations with a responsibility listed within the SEMP are required to have staff capability and capacity, plans, processes, structures and training in place to meet their responsibilities. These arrangements will be contained within agency standard operating procedures and are not included in the SEMP.

Community education and engagement is identified in the hazard risk reduction plans.

11.2.1 Emergency Management Plans

A number of strategies, guidelines, frameworks and plans support the state's emergency management arrangements and are found in Parts 2 and 3 of the SEMP. All documents are subject to biennial review and an assurance process overseen by SEMC.

11.2.2 Capability and Capacity Development

All agencies and organisations are to ensure they maintain the capability and capacity to fulfill their emergency management roles and responsibilities through planning, training and exercising.

The Emergency Management Workforce Capability Development Framework provides a roadmap for agencies to align their respective learnings to key capabilities.

Agencies and groups working in emergency management 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
- ◆ Ensure that participating organisations can provide their services in support of operations.

11.2.3 Consequence Management

Consequence management (or consequence thinking) is the process of predicting, identifying, then managing and minimising, the negative social, economic, and environmental outcomes from an event. Consequence management involves planning for the outcomes of unforeseen and unlikely events, including multiple concurrent events and cascading events, which may have extreme or catastrophic consequences.

Agencies and organisations are to ensure consequence management and consequence management thinking are applied to all aspects of emergency management.

11.2.4 Lessons Management

The Lessons Management Framework of the SEMP sets out guidance on debriefs, evaluation and lessons management processes to support continuous improvement, community safety and resilience, and capability development (the Lessons Management Framework can be found in Part 2 of the SEMP).

Upon completion of an exercise, incident, event or recovery period, agencies and organisations must conduct a debrief in line with their internal procedures and the Lessons Management Framework. This provides an opportunity to identify aspects of good practice that should be maintained and areas that need to be improved.

All agencies are to ensure that copies of significant multi-agency lessons management reports are provided to SEMC through the Lessons Management Reference Group.

11.3 RESPONSE

11.3.1 Definition of Response

Response means 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. Response activity is usually based on pre-existing plans and supporting plans which are scalable and flexible.

The arrangements detailed in this part of the SEMP are aimed at ensuring that control and coordination of emergencies are effective, regardless of the hazard.

11.3.2 Response Principles

The following principles apply in relation to response:

- ◆ The control agency is primary to managing the incident and all other persons and agencies involved in the response operations to the incident are subject to the direction of the control agency except as otherwise provided by the Act (Section 20(3) of the Act)
- ◆ Incident command and control are managed using AIIMS or ICCS Plus
- ◆ Functional management is applied in an emergency at all management levels – field and strategic, regional and state, and aligns with the 10 responsibilities of a control agency as described in paragraph 9.2.2 of the SEMP
- ◆ Coordination always occurs, with the coordinating agency undertaking responsibilities irrespective of any declarations
- ◆ Public information is key to a prepared and enabled community. The provision by the control agency of timely and accurate public information and warnings must underpin all response activities.

11.3.3 Incident Management

A good working relationship between the coordinating agency, control agency, support agencies and functional support groups responding to an emergency is paramount.

Individual agencies are identified as control agencies in relation to specific types of emergencies and are responsible for controlling the response operations. Controlling the response involves the overall direction of activities undertaken by support agencies, functional support groups and individuals.

The control agencies that have specific provisions within their governing legislation, carry out their respective functions accordingly. The SEMP serves as a mechanism to facilitate support to such agencies.

Where control agencies do not have specific legislation, their authority is provided by the SEMP and other appropriate instruments.

Control agencies are the final authority in decision-making in relation to the incident or emergency within their area of responsibility unless otherwise determined by the State Coordinator.

The incident management systems adopted by agencies (AIIMS or ICCS Plus) incorporate the following elements:

- ◆ Functional management levels applied during emergencies at all levels – field and strategic (regional and state)
- ◆ Functional management aligned with the 10 responsibilities of a control agency (refer to paragraph 9.2.2)
- ◆ How the 10 responsibilities of the control agency are to be addressed
- ◆ A flexible and adaptable structure of functional management that can be built to resolve a specific incident, only requiring 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 and managers of 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 use 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 reports its progress in addressing the 10 responsibilities of the control agency.

An outline of the stages in which Incident Management is applied is provided in the table below; more detailed response arrangements are included in agency plans.

Stages of Incident Management	
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.
Action	<p>The State Coordinator will ensure that all control and supporting agencies, functional support groups and the State Recovery Coordinator, are notified of the incident as appropriate.</p> <p>SAPOL coordinating agency responsibilities will be undertaken as part of the normal response.</p> <p>The State Coordinator may individually, or on request of the control agency, activate the SEC.</p>
Build Up	<p>Upon advice, control agencies, support agencies, functional support groups and state recovery coordination will implement their plans, including the activation of State Control/Command Centres, notification of staff and advice to involved agencies.</p> <p>SAPOL, through the SEC Coordinator, will ensure that the SEC staffing needs are addressed.</p>
Operations	<p>The control agency may request the activation of a ZEST which will operate according to its operations manual.</p> <p>Upon activation of either 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 operations will be as per the SEC or ZEST operations manual(s).</p> <p>The State Coordinator will consider the need to instigate any declarations under the Act.</p> <p>The requirements of hazard risk reduction plans are to be considered and if appropriate the relevant Hazard Risk Reduction Leader consulted.</p>
Rundown	<p>When the SEC is activated, the State Coordinator will determine and approve when response operations and support can be scaled down and will nominate a time for transition to recovery.</p> <p>Where a ZEST only is activated, the Local Police Commander, in consultation with the control agency, will determine rundown</p>
Debrief	All multi-agency incidents where the SEC or a ZEST has been activated are to be subject to a Lessons Management process led by the control agency.

Table 4: Stages of Incident Management

11.3.4 Public Information and Warnings

The control agency is responsible for ensuring that the public is adequately informed and warned to support community safety and/or reduce economic consequences. All agencies have a responsibility to ensure that public information is provided as part of the normal process of engagement with the community.

Individual agencies retain responsibility for developing and seeking approval for public communications in line with their internal procedures and in line with the Public Information and Warnings Guidelines (refer to Part 2 of the SEMP).

11.3.5 Cross Border Resource Sharing

Agencies are responsible for having processes in place to receive or deploy resources interstate on an agency to agency basis. Requests for multi-agency support from other jurisdictions, including from overseas, or from Australian or interstate jurisdictions, are made to the Australian government and processed by the COMDISPLAN arrangements. The South Australian contact point for COMDISPLAN requests in and out of the state is the State Coordinator (see paragraph 15.6 for further details).

11.3.6 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 investigation.

11.3.7 Transition to Recovery

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

- ◆ The emergency is sufficiently controlled and serious threats and disruption to community life, property and/or environment are reduced
- ◆ Coordination is no longer required to manage response.

The State Coordinator, State Controller and State Recovery Coordinator or Assistant State Coordinator - Recovery meet to consider that the conditions for transition have been met and will identify a time for transition to occur.

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

The control agency has the responsibility to ensure a coordinated handover to the state recovery arrangements.

To support a smooth transition, the following occurs:

- ◆ Control agency provides an agreed public information transition plan at the first recovery operation meeting detailing:
 - The sequence of events leading to the transition point
 - Damage assessment data and any known 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
 - Highlighting areas of risk.

The State Recovery Coordinator or Assistant State Coordinator - Recovery will ensure that a coordinated public information strategy is implemented to reassure the community that services will continue during the period of emergency response wind-down.

The State Recovery Coordinator or Assistant State Coordinator - Recovery assumes responsibility for coordinating ongoing collection and reporting of impact data by agencies providing recovery services.

The control and supporting agencies will continue to provide information arising from the response phase, and support the State Recovery Coordinator or Assistant State Coordinator - Recovery as needed.

When response has occurred at a local level, rather than a state level, the same considerations for transition to recovery can occur if required.

11.4 RECOVERY

11.4.1 Definition of Recovery

Recovery is the process of restoring or improving the livelihood and health, as well as the economic, physical, social, cultural and environmental assets, systems and activities of a disaster-affected community. It is a complex process that provides an opportunity to enhance community resilience and to 'build back better' to avoid or reduce future hazard/disaster risk.

11.4.2 State Recovery Coordination

The State Recovery Coordinator or Assistant State Coordinator - Recovery will activate state level operational and/or strategic planning groups where state-wide coordination is required during large scale or complex recovery efforts and will coordinate functional support groups relevant to recovery.

The South Australian Disaster Recovery Coordination Framework (available at recovery.sa.gov.au) provides the overarching mechanisms and principal guidance for coordinating and delivering whole-of-government recovery from a smaller scale localised event to a catastrophic state-wide disaster.

The State Disaster Recovery Intelligence and Information Guidelines (available at recovery.sa.gov.au) provide additional guidance to recovery partners on the intelligence gathering required for recovery planning and development, and for the implementation of recovery programs.

Chief Executives of agencies involved in recovery are responsible for their own portfolio contributions for recovery planning and program delivery.

All agencies involved in recovery operations are to engage with affected communities and stakeholders during the development of plans and delivery of recovery activities following an emergency.

The State Recovery Coordinator or Assistant State Coordinator - Recovery may appoint a Community Recovery Coordinator or recommend the establishment of a Community Recovery Committee to support the recovery activities in a localised area or region.

Recovery may be coordinated at the community level in accordance with arrangements between the Local Government Association, councils and/or community-based organisations and State Recovery Coordination.

11.4.3 Recovery Centres

Recovery centres may be established to provide services to the community. The decision to establish a recovery centre will be made by the State Recovery Coordinator or Assistant State Coordinator - Recovery in consultation with the Chief Executive/s of the affected council/s and the Emergency Relief Functional Support Group (ERFSG).

Recovery centres are established and managed by the ERFSG who procure and fit-out a suitable property at the request of the Assistant State Coordinator - Recovery.

11.4.4 Catastrophic Disaster Recovery Arrangements

In the event of a catastrophic event, the Premier may consider additional statutory or administrative instruments that are necessary to support longer-term recovery arrangements, following advice from the State Coordinator, State Recovery Coordinator or Assistant State Coordinator - Recovery.

12. FINANCIAL ARRANGEMENTS

12.1 EXPENDITURE OF FUNDS

Expenditure of funds by agencies during emergency response or recovery operations is to be met in the first instance from within normal operating budgets.

Agencies may seek arrangements with the Department of Treasury and Finance when cost pressures arise.

Some control agencies have alternative cost sharing arrangements in support of response and recovery operations, eg., Emergency Animal Disease Response Agreement (EADRA) for animal disease responses, and National Plan for Maritime Environmental Emergencies for maritime environmental responses (coastal).

DPC will coordinate submissions to Cabinet when the expenditure is the result of large scale or protracted events.

12.2 FINANCIAL ASSISTANCE

The Local Government Disaster Recovery Assistance Guidelines (found at <https://www.treasury.sa.gov.au/Our-services/disaster-recovery-assistance>) provide guidance for the application for financial assistance from the Commonwealth through the Disaster Recovery Funding Arrangements (DRFA) arranged by DPC and DTF. Assistance is also available at a state level through the Local Government Disaster Recovery Assistance Arrangements (LGDRAA).

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, through the relevant Minister, may establish a range of financial measures designed to address impacts on:

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

12.3 STATE EMERGENCY RELIEF FUND

Section 37 of the Act 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 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 may be appointed to the committee to ensure local representation and relevant expert knowledge.

13. GLOSSARY

Term	Description
Agency	An organisation responsible for providing a service before, during and after an incident; this may be a government or non-government entity.
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	Has the functions and powers delegated by the State Co-ordinator or assigned to the Assistant Co-ordinator by SEMC with the approval of the State Co-ordinator.
Assistant State Coordinator – Recovery	Must be appointed every time a declaration is made under the Act and supports the State Recovery Coordinator in delivery of their functions.
Authorised Officer	A police officer or a person appointed as an authorised officer under section 17 of the Act.
Black System Event	A large-scale blackout of the power system.
Capability	The ability to achieve a defined outcome applying a defined set of skills and assets.
Capacity	The ability to deploy a defined capability at a sustained level over a defined period of time.
Catastrophic disaster	A catastrophic disaster is what is beyond 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.
Climate Change	The acknowledged amplified effects and impacts on emergencies of higher temperatures, increased fire danger, rising sea levels, and more frequent extreme weather-related events such as bushfire, heatwaves, coastal erosion, droughts and floods.
Coastal waters	Refers to the area between the territorial sea baseline and three nautical miles seaward.
Collaboration	Working effectively together in use of shared resources to achieve a common outcome.
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.

Term	Description
Community	Refers to all persons in an area affected by an incident and may also refer to the community as a whole or to a range or collection of communities. Community includes rural and remote communities.
Community Recovery Committee	A committee established at a local or regional level to assist with and support recovery efforts.
Community Recovery Coordinator	A person appointed to coordinate, implement, and advocate local disaster recovery goals, objectives and outcomes set by the community and underpinned by the National Principles for Disaster Recovery.
Consequence Management	Is the process of predicting, identifying, then managing and minimising, the negative social, economic, and environmental outcomes from an event. Consequence management involves planning for the outcomes to unforeseen and unlikely events, including multiple concurrent events and cascading events, which may have extreme or catastrophic consequences.
Consequence Thinking	Has the same meaning as Consequence Management.
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	An agency that exercises control of an emergency as designated by the SEMP.
Control Centre	The location from where an agency exercises its control function.
Cooperation	Working effectively together.
Coordination	The facilitation of agencies, functions and/or resources to ensure effective control and/or effective outcomes. (It should be noted that the word 'coordination' has specific implications when used in conjunction with State Coordinator or coordinating agency.)
Coordinating Agency	Subject to Section 19 (2) of the Act, South Australia Police will be the coordinating agency for all emergencies. Refer to the relevant part of the SEMP.
Cyber Crisis	Malicious cyber activity with consequences so severe the full Cyber Crisis Incident Management Framework is activated for a whole-of-government or whole of state response.
Damage Assessment	A report on the extent of damage caused by an event.
Declaration	See Emergency Declaration.

Term	Description
Declared Emergency	An emergency that has been declared an identified major incident, major emergency or disaster by the State Coordinator or Governor. See also Emergency Declaration.
Declared Disaster	An emergency that has been declared a disaster by the Governor. See also Emergency Declaration.
Disaster	<p>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.</p> <p>An emergency that has occurred, is occurring or is about to occur and is declared to be a disaster by the Governor (Section 24 of the Act).</p>
Disaster Recovery	Measures necessary to assist the re-establishment of the normal pattern of life of individuals, families and communities affected by an emergency.
Disaster Risk	The potential loss of life, injury or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined probabilistically as a function of hazard, exposure, vulnerability and capacity. The definition of disaster risk reflects the concept of hazardous events and disasters as the outcome of continuously present conditions of risk.
Disaster Victim Identification	Procedures used to positively identify deceased victims of a multiple casualty event.
Emergency	<p>An event (whether occurring in the state, outside the state, or in and outside the state) that causes or threatens to cause the death of, or injury or other damage to the health of, any person; or the destruction of, or damage to, any property; or a disruption to essential services or to services usually enjoyed by the community; or harm to the environment, or to flora or fauna (Section 3 of the Act).</p> <p>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.</p>
Emergency Declaration	A declaration under either Section 22, 23 or 24 of the Act.
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, risk reduction, preparedness, response and recovery.

Term	Description
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 Guidelines in Part 2 of the SEMP.
Event	Includes incident, emergency and disaster.
Functional Support Group	A grouping of participating organisations 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 Manager	The person appointed to head a Functional Support Group.
Hazard	A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation. Hazards may be natural, anthropogenic (generated by human activity) or socionatural (natural events generated by human activity) in origin. Hazard includes ‘disaster risk’.
Hazard Risk Reduction	Measures to reduce and/or mitigate risks associated with a hazard.
Hazard Risk Reduction Leader	The Hazard Risk Reduction Leader is responsible for leading activities in relation to hazard risk reduction. Refer to the relevant section of the SEMP.
Identified Major Incident	An emergency that has occurred, is occurring or is about to occur and is declared to be an identified major incident by the State Co-ordinator (Section 22 of the Act).
Impact Assessment	An assessment of the total effects of an emergency including social, infrastructure and built, economic and the natural environment.
Incident	Any planned or unplanned event, incident or operation requiring control by an individual who has the authority to make decisions about how the event, incident or operation will be managed.
Incident Controller	The person designated by the control agency to lead field response operations.
Likelihood	Chance of something happening.
Liaison Officer	A nominated representative who must be included in inter-agency and inter-jurisdictional communications as it relates to the respective jurisdiction or function.

Term	Description
Local Police Commander	The person who has overall strategic command of police resources in response to an emergency or incident.
Major Emergency	An emergency that has occurred, is occurring or is about to occur and is declared to be a major emergency by the State Co-ordinator (Section 23 of the Act).
Marine Pollution (coastal)	Any occurrence or series of events with the same origin, including fire and explosion, which results or may result in discharge, release or emission of oil or a hazardous and noxious substance, which poses or may pose a threat to the marine environment, the coastline, animals or other resource, and which requires an emergency action or immediate response.
Mitigation	Measures taken in advance of, during or after a disaster, aimed at decreasing or eliminating its impact on society and environment.
National Principles for Disaster Recovery	Six key concepts that guide successful recovery.
Participating Organisation	An organisation with roles and responsibilities in emergency management, other than hazard risk reduction leaders, the coordinating agency, a control agency, a support agency or functional support group.
Police Operations Centre	A location from where strategic police command is exercised.
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	Recovery is the process of restoring or improving the livelihood and health, as well as the economic, physical, social, cultural and environmental assets, systems and activities of a disaster-affected community. It is a complex process that provides an opportunity to enhance community resilience and to 'build back better' to avoid or reduce future emergency/disaster risk.
Recovery Centre	A one-stop-shop that centralises local, state and Australian government and non-government services to support people affected by emergencies.
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).

Term	Description
Relief Centre	Relief Centres provide safe shelter, food, information and psychosocial support and, more generally, meet the needs that communities, families and individuals may have immediately following a large emergency event.
Resilience	The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management
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	A process undertaken to analyse 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	The process of comparing the result of risk analysis with risk criteria to determine whether the risk and/or its magnitude are/is acceptable or tolerable.
Risk Management	The systematic application of management policies, procedures and practices to the tasks of identifying, analysing, evaluating, treating and monitoring risk.
Risk Reduction	Refer to Hazard Risk Reduction.
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.
Stakeholder	A collective term to refer to people or agencies that can affect, be affected by, or perceive themselves to be affected by, a decision, activity or incident.
State Commander/ Local Commander	The person at the time leading a support agency.
State Controller	The person nominated by the control agency to lead the activities of the control agency.
State Control/Command Centre	The nominated location from which a functional service coordinates the activities of its participating organisations. 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.

Term	Description
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.
State Crisis Centre	The State Crisis Centre is the central liaison point for the Premier and executive government and provides a focal point for dealing with State Government policy matters.
State Emergency Centre	The State Emergency Centre provides a central point of coordination and support to the control agency from the State Coordinator, support agencies and functional support groups.
State Emergency Information Call Centre Capability	An overflow call taking function activated during significant emergency events.
State Recovery Coordinator	The person who is at the time the Chief Executive or acting in the role of Chief Executive of the Department of the Premier and Cabinet and who leads the state-coordinated recovery planning and operations.
State Recovery Operations Centre	State Recovery Operations Centre may be established when the scale or complexity of an emergency requires the coming together of agencies with a recovery role to enable immediate gathering of intelligence, information exchange, coordinated public communication and establishment of immediate recovery activities.
Support Agency	An agency that provides support to the control agency.
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. A zone emergency support team operates from a pre-planned facility or at a control agency's incident management team location.

14. ACRONYMS

Abbreviation	Full Name
(the) Act	Emergency Management Act (2004) SA
AIIMS	Australasian Inter-service Incident Management System
CBRN	Chemical, biological, radiological and nuclear
CFS	Country Fire Service
COMDISPLAN	Australian Government Disaster Response Plan
DPC	Department of the Premier and Cabinet
DIT	Department for Infrastructure and Transport
DRFA	Disaster Recovery Funding Arrangements
ERFSG	Emergency Response Functional Support Group
EMCC	Emergency Management Cabinet Committee
FSG	Functional Support Group
ICCS Plus	Incident Command and Control System
ICT	Information and Communications Technology
LGDRAA	Local Government Disaster Recovery Assistance Arrangements
MFS	Metropolitan Fire Service
NEMA	The National Emergency Management Agency
PIRSA	Department of Primary Industry and Regions
SAAS	South Australian Ambulance Service
SAFECOM	South Australian Fire and Emergency Services Commission
SAPOL	South Australia Police
SCC	State Crisis Centre
SEC	State Emergency Centre
SEMC	State Emergency Management Committee
SEMP	State Emergency Management Plan
SERF	State Emergency Relief Fund
SES	State Emergency Service
USAR	Urban Search and Rescue
ZEMC	Zone Emergency Management Committee
ZEST	Zone Emergency Support Team

15. ADDITIONAL REFERENCE MATERIAL

15.1 HAZARD NOMINATION AND ADMINISTRATIVE PROCESS

15.1.1 Appointment of Hazard Risk Reduction 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 Risk Reduction Leader, to exercise the roles and responsibilities described in paragraph 6 of the SEMP. Assigning the role of Hazard Risk Reduction Leader to an agency is done under Section 5A(3)(b) of the Act by SEMC.

In addition, some agencies have a role and responsibilities prescribed in other legislation.

SEMC may determine the need to assign or remove hazards based on an assessment of the state strategic risks and will assign and remove agencies as Hazard Risk Reduction Leader as appropriate. Generally, the hazard risk reduction lead 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 Risk Reduction 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 Risk Reduction Leader, or remove an agency from the role, where current arrangements are enough for the identified hazard, and/or where the risks from the hazard are adequately controlled.

The Hazard Risk Reduction Leaders assigned to a hazard by SEMC are listed in Section 6 of the SEMP. The Hazard Risk Reduction Leader's main role is to ensure that all aspects of the state's approach to a hazard, are coordinated.

The Hazard Risk Reduction Leader facilitates and oversees the comprehensive planning process (prevention, risk reduction, preparedness, response and recovery) relating to its assigned hazard. Hazard Risk Reduction Leaders facilitate coordination of Commonwealth, state, local government and non-government entities to undertake risk reduction planning. This includes working with the advisory groups, control agencies, functional support groups, and other roles and functions within the emergency management arrangements.

15.1.2 Addition of a hazard

A hazard can be determined by SEMC at any time. This is achieved by application to SEMC based on an identified risk (either from the state strategic risk analysis or an emerging hazard identified by any stakeholder) with a rationale provided as to why a Hazard Risk Reduction 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 Risk Reduction Leader
- ◆ a proposed agency that has the required knowledge and skills to undertake the role of Hazard Risk Reduction Leader
- ◆ the proposed duration of the listing as a state-level hazard
- ◆ confirmation of support from the Strategic Advice and Coordination Sub-committee
- ◆ any other information as may be requested by SEMC.

15.1.3 Removing a hazard

A Hazard Risk Reduction Leader can apply to SEMC for removal of a state-level hazard at any time where it is considered management of the hazard under the SEMP is no longer required. This is achieved by application to SEMC based on the risk with a reason for the removal of a Hazard Risk Reduction 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 Risk Reduction Leader
- ◆ confirmation of support from the Strategic Advice and Coordination Sub-committee
- ◆ advice of legislative change that removes a hazard
- ◆ any other information as may be requested by SEMC.

15.2 SUPPORT AGENCIES - ADDITIONAL ROLES AND PARTICIPATING ORGANISATIONS

In addition to their overall responsibilities as outlined in paragraph 9.3, support agencies have agency specific responsibilities and work closely with a range of participating organisations.

Support agencies have the ability to include or remove participating organisations from the list below and hold the responsibility of informing those organisations of their inclusion or removal. When a participating organisation is included or removed from the list, advice of that change must be provided by the support agency to SEMC secretariat in DPC to enable updating of the SEMP. In addition to the list of participating organisations, a support agency may call on any other organisation or person as it deems appropriate in undertaking its functions.

Department for Energy and Mining (DEM)

Responsibilities

The provision of information concerning the energy and mining industries and liaison with key industry and infrastructure owners and operators. Specific tasks include provision of:

- ◆ Advice concerning the state of the National Electricity Market
- ◆ Advice on impacts from electricity transmission line and generator outages
- ◆ Advice on gas availability (including natural gas and LPG)
- ◆ Information concerning liquid fuel supplies
- ◆ Advice on impacts on mining operations and specific mine site requirements
- ◆ Advice concerning the protection and restoration of essential infrastructure.

Participating organisations

- ◆ Electricity generators
- ◆ ElectraNet
- ◆ SA Power Networks
- ◆ SEAGas
- ◆ Epic Energy
- ◆ APA Group
- ◆ SANTOS
- ◆ Australian Gas Networks
- ◆ Oil majors
- ◆ Mining entities

Department of Primary Industries and Regions (PIRSA)

Responsibilities

The provision of immediate agriculture and animal relief services and the identification and facilitation of recovery needs for primary producers and regional communities.

Participating organisations

- ◆ 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

Department of the Premier and Cabinet (DPC)

Responsibilities

The coordination of significant disruptions to major telecommunications infrastructure resulting in the loss of telecommunications services to a widespread area.

Participating organisations

- ◆ NBN Co
- ◆ SingTel Optus Pty Ltd
- ◆ Telstra Corporation
- ◆ Vodafone Hutchison Australia Pty Ltd
- ◆ Vocus Group
- ◆ TPG Telecom
- ◆ Cyber and Infrastructure Security Centre
- ◆ Communications Sector Group (CSG)

- ◆ SA Government Agencies
 - Across Government ICT Services
 - Cyber Security
- ◆ Australian Cyber Security Centre

SA Country Fire Service (CFS)

Responsibilities

The protection of life, property and environment through education, response and incident command. Specific tasks include:

- ◆ Coordinating South Australia's State Incident Management Teams (IMTs)
- ◆ Responding to and commanding resources at fire, both urban and rural, and the rescue of persons in fire endangered areas
- ◆ Coordinating risk reduction to bushfire
- ◆ Assessing fire safety within commercial and residential developments/structures/MHFs
- ◆ Responding to road crash incidents
- ◆ Responding to 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 vehicles or collapsed buildings.

Participating organisations

- ◆ Department for Environment and Water
- ◆ Department of Primary Industry and Regions
- ◆ Forestry SA
- ◆ Bureau of Meteorology
- ◆ SafeWork SA

SA Metropolitan Fire Service (MFS)

Responsibilities

The protection of life, property and environment through research, education, response and incident command. Specific tasks include:

- ◆ 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 vehicles or collapsed buildings, confined space, swift water and vertical rescue
- ◆ In those areas of the state where the responsible emergency service is not located, undertaking the role and responsibility of that service until relieved
- ◆ Operational and Incident Management support to CFS, SES, SAPOL, SA Health and other South Australian and interstate agencies
- ◆ Providing 000 call answering for MFS, CFS and SES
- ◆ Assessing fire safety and MFS response within commercial and residential developments, structures, Major Hazard Facilities and Dangerous Goods Facilities
- ◆ Dealing with road crash incidents
- ◆ Researching and assessing current and future trends, technologies and areas that may increase the risk to emergency services and the community (e.g. alternative energies)
- ◆ Providing professional scientific and technical advice on matters of built environs, hazardous materials and dangerous goods to emergency services, government agencies, industry and the public.
- ◆ Providing Urban Search and Rescue (USAR) services to support other Emergency Incidents as required.
- ◆ Supporting damage assessment

Participating organisations

- ◆ Department for Infrastructure and Transport
- ◆ Environment Protection Authority
- ◆ EPA Radiation Protection Branch
- ◆ SA Power Networks
- ◆ SafeWork SA
- ◆ Flinders Ports
- ◆ Department of Environment and Water
- ◆ Bureau of Meteorology

Department for Health and Wellbeing (SA Health)

Responsibilities

The provision, maintenance and coordination of health, 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.

Participating organisations

- ◆ 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

South Australia Police (SAPOL)

Responsibilities

The maintenance of law and order and the protection of 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.

Participating organisations

- ◆ Coroner's Office
- ◆ Forensic Science Centre
- ◆ Funeral Directors Association
- ◆ Red Cross (Casualty Information Centre)

SA State Emergency Service (SES)

Responsibilities

The provision of 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
- ◆ Road Crash Rescue services
- ◆ Operational support to CFS, MFS, SAPOL and SA Health
- ◆ Provision of temporary crew accommodation and basecamp facilities and services
- ◆ Provision of staging area support services
- ◆ Supporting damage assessments
- ◆ RPA (drone) reconnaissance and intelligence gathering operations
- ◆ Assisting in any other response or recovery operations for which the SES training and equipment are suitable e.g. response to structural collapse (USAR), large animal rescue, marine search and rescue, vertical rescue, confined space rescue, land search, swift water rescue.

Participating organisations

- ◆ Volunteer Marine Rescue South Australia
- ◆ Department for Environment and Water
- ◆ Department of Primary Industries and Regions
- ◆ Bureau of Meteorology
- ◆ Red Cross

Department for Infrastructure and Transport (DIT)

Responsibilities

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:

- ◆ Evacuation of people
- ◆ Assistance for medical transport
- ◆ Movement of earth-fill and debris
- ◆ Public transportation infrastructure, i.e. roads and bridges
- ◆ Coordinate impact assessments of transport infrastructure and other significant government infrastructure.

Participating organisations

- ◆ Adelaide Airport
- ◆ Adelaide Metro contract Bus service providers (Southlink, Torrens Transit, Torrens Connect, Busways)
- ◆ Australian Maritime Safety Authority (AMSA)
- ◆ Australian Rail Track Corporation (ARTC)
- ◆ Australian Transport Safety Bureau (ATSB)
- ◆ Bus and Coach Association of SA
- ◆ Civil Contractor's Federation SA
- ◆ Department of Infrastructure, Regional Development and Cities (Commonwealth)
- ◆ DM Roads (Downer)
- ◆ Flinders Port
- ◆ Fulton Hogan
- ◆ Journey Beyond
- ◆ Kangaroo Island Connect (Ferry)
- ◆ Keolis Downer – Adelaide
- ◆ Motor Trade Association of SA/NT
- ◆ Office of the Australian National Rail Safety Regulator
- ◆ One Rail Australia
- ◆ Owner Driver Association of SA
- ◆ Pacific National
- ◆ Qantas
- ◆ SA Freight Council
- ◆ SA Road Services
- ◆ SA Road Transport Association (SARTA)
- ◆ SeaLink
- ◆ South Australian Regional Contract Bus Service Providers (Link SA, Premier Stateliner, PG & MA Stone, Yorke Peninsula Coaches, Swan Hill Bus Lines, Mount Gambier Bus Lines, DavKent Pty Ltd, Des's Transport, David Schloss, Tunarama Coachlines)
- ◆ Startrack Retail Pty Ltd
- ◆ Taxi Council South Australia
- ◆ Virgin Australia
- ◆ Ventia
- ◆ Wilsons Security

15.3 FUNCTIONAL SUPPORT GROUPS - RESPONSIBILITIES AND PARTICIPATING ORGANISATIONS

Functional Support Group (FSG) lead agencies and organisations, have the ability to include or remove participating organisations from the list below and hold the responsibility of informing those organisations of their inclusion or removal. When a participating organisation is included or removed from the list, advice of that change must be provided by the lead agency or organisation to SEMC secretariat in DPC to enable updating of the SEMP. In addition to the list of participating organisations, an FSG may call on any other organisation or person as it deems appropriate in undertaking its functions.

Ambulance services		
Manager	Responsibilities	Participating organisations
Chief Executive SA Ambulance	<ul style="list-style-type: none"> ◆ 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 ◆ Dispatch and coordinate responding resources including but not limited to, ambulance resources and medical teams and their equipment to and from incident sites ◆ Provide appropriately trained and equipped personnel to perform the medical component in: <ul style="list-style-type: none"> – 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’. ◆ Support the operational safety responsibilities of other responding agencies by providing medical monitoring and clinical advice to personnel operating in extreme working conditions. ◆ Provide first aid to casualties in the field, at treatment centres, emergency relief centres and other community assembly areas. 	<ul style="list-style-type: none"> ◆ St John Ambulance SA ◆ The Royal Flying Doctor Service ◆ Surf Life Saving SA ◆ State Rescue Helicopter Service

Ambulance services

- ◆ 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.
- ◆ Maintain emergency ambulance and first aid services throughout the state
- ◆ 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.
- ◆ Work in conjunction with SA Health to determine suitable and appropriate casualty distribution for their ongoing care.

Australian Defence Force

Manager	Responsibilities	Participating organisations
Manager Joint Operations Support Staff, Keswick Barracks	◆ Provide support in accordance with the policy and procedures contained in Australian Defence Force instructions for assistance to the civil community.	Nil

Emergency Relief

Manager

Director,
Organisational
Resilience and
Response,
SAHA

Responsibilities

- ◆ Identify and coordinate the provision of practical advice and psychosocial support services required by individuals, families and communities through relief, recovery centres and outreach
- ◆ In liaison with Police and/or the Control Agency, establish emergency relief centres to provide cash grants, temporary accommodation, short-term shelter, information and psychosocial support services such as food, temporary accommodation and basic first aid
- ◆ Activate Register.Find.Reunite, with linkages to police casualty information and disaster victim identification processes
- ◆ 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
- ◆ Ensure information on practical advice and psychosocial support is provided within the community through outreach.

Participating organisations

- ◆ Australian Red Cross
- ◆ Disaster and Recovery Ministries
- ◆ Foodbank SA
- ◆ Lions Club of Australia
- ◆ Rotary International
- ◆ Save the Children
- ◆ Community Legal Centres (SA) Inc

Engineering

Manager	Responsibilities	Participating organisations
Senior Manager, SA Water Corporation	<ul style="list-style-type: none">◆ Coordinate the protection and restoration of essential infrastructure including:<ul style="list-style-type: none">– water supply and sewerage– public and private buildings, including structural assessment, demolition and shoring-up– telecommunications◆ Coordinate engineering support to other Control Agencies, Support Agencies and Functional Support Groups once own capabilities have been exhausted or as required.	<ul style="list-style-type: none">◆ Civil Contractors Federation◆ Department for Infrastructure and Transport (DIT)◆ Engineers Australia (SA Division)◆ Environment Protection Authority (EPA)◆ Department of Primary Industries and Regions (PIRSA)◆ SAFECOM◆ SES

Government Radio Network

Manager	Responsibilities	Participating organisations
Officer in Charge, SA Police Communications Group	<ul style="list-style-type: none">◆ Oversee and manage the Government Radio Network resources and performance across government.	<ul style="list-style-type: none">◆ Attorney-General's Department

Local Government

Manager	Responsibilities	Participating organisations
Chief Executive Officer Local Government Association	<ul style="list-style-type: none">◆ Ensure coordinated operational support from local government during response and recovery.◆ Support the preparedness of the local government sector including building the capacity of councils to participate in emergency management.	<ul style="list-style-type: none">◆ Regional LGAs◆ 68 councils

Logistics

Manager	Responsibilities	Participating organisations
Director, Emergency Management Office, SA Fire and Emergency Services Commission (SAFECOM)	<ul style="list-style-type: none">◆ Provide logistics support to emergency management agencies, organisations and SA communities during response, relief and recovery operations for major emergencies and disasters.◆ Movement of emergency equipment and personnel◆ Movement of emergency supplies, water, food and fuel	Nil

Mapping

Manager	Responsibilities	Participating organisations
Department for Environment and Water (DEW)	<ul style="list-style-type: none">◆ 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.	<ul style="list-style-type: none">◆ Location SA (Department for Infrastructure and Transport - DIT)◆ Country Fire Service (CFS)

Public Information

Manager	Responsibilities	Participating organisations
Officer in Charge, Communication and Engagement Branch SA Police	<ul style="list-style-type: none">◆ Provide strategic oversight of public information promulgated to the community by:<ul style="list-style-type: none">– Ensuring timely information to protect life is distributed by the control agency– Reviewing of the total public information supplied to the public for consistency and timeliness with a focus on public safety– Providing advice to the control agency and support agencies of any gaps in the overall public information distributed to ensure public safety.	<ul style="list-style-type: none">◆ Australian Broadcasting Corporation◆ Commercial TV Stations◆ Federation of Australian Radio Broadcasters◆ Print media◆ Agency media affairs or equivalent

15.4 FUNCTIONAL SUPPORT GROUP ADMINISTRATION

15.4.1 Adding a Functional Support Group

A Functional Support Group (FSG) can be established by SEMC at any time. This is achieved by application to SEMC based on an identified capability gap with a rationale for why a FSG 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 FSG
- ◆ a proposed agency that has the required knowledge and skills to lead the FSG
- ◆ confirmation of support from the Capability and Capacity Sub-Committee and consultation with key stakeholders
- ◆ any other information as may be requested by SEMC.

15.4.2 Removing a Functional Support Group

A FSG can apply to SEMC for removal of a FSG at any time. This is achieved by application to SEMC based on the risk with a reason for the removal of the FSG. 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 FSG
- ◆ a review of functions undertaken by the FSG to ensure no drop in overall capability across response operations
- ◆ confirmation of support from the Capability and Capacity Sub-Committee and consultation with key stakeholders
- ◆ any other information as may be requested by SEMC.

15.4.3 Changing the role statement of a Functional Support Group

A FSG leader can apply to SEMC to change their role statement at any time or to nominate the lead. This is achieved by application to 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 Capability and Capacity Sub-Committee and consultation with key stakeholders
- ◆ any other information as may be requested by SEMC.

15.5 DECLARATION TYPES AND CONSIDERATIONS

15.5.1 Declaration types available to the State Coordinator

State of Alert <ul style="list-style-type: none"> ◆ Must be written ◆ Continues as per period specified in declaration but cannot exceed 14 days ◆ May, with approval of Governor, be renewed or extended ◆ May be revoked ◆ Automatically revoked if another emergency declaration is made 	Identified Major Incident <ul style="list-style-type: none"> ◆ 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 	Major Emergency <ul style="list-style-type: none"> ◆ 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.
<p>Considerations</p> <p>What is to be achieved by the declaration, e.g.</p> <ul style="list-style-type: none"> ◆ 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 ◆ In the case of an Identified Major Incident and Major Emergency, to directly manage response and/or recovery operations. ◆ In the case of State of Alert, if an emergency event is likely to occur, likely to occur if steps are not taken to prevent it, or Division 4 powers are required to prepare for an emergency event 		
<p>What limitations / scope is required?</p> <ul style="list-style-type: none"> ◆ 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? 		

15.5.2 Declaration types available to the Governor

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.

<p>Major Emergency</p> <p>A renewal or extension of a previous declaration made by the State Coordinator:</p> <ul style="list-style-type: none">◆ 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.	<p>Disaster</p> <ul style="list-style-type: none">◆ 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
<p>Consideration</p> <p>What is to be achieved by the declaration? For example:</p> <ul style="list-style-type: none">◆ 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	
<p>What limitations / scope is required?</p> <ul style="list-style-type: none">◆ 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?	

15.6 CROSS BORDER SHARING GUIDELINES

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 complement agencies' existing plans or provide guidance for agencies that do not have plans.

15.6.1 Considerations for sharing resources

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 is available in:

- ◆ *Arrangements for Interstate Assistance (Fire and Emergency Services) (AIA)*
- ◆ *Cross Border Assistance Guidelines 2014 (Emergency Relief)*
- ◆ *Guidelines for (Relief) Interstate Assistance (Community Recovery)* which provide for the exchange of capability between Australian states and territories during significant incidents
- ◆ *COMDISPLAN* (available at <https://www.homeaffairs.gov.au/emergency/files/plan-disaster-response.pdf>)



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