



Government
of South Australia

Keeping South Australians Safe: Extreme Weather Events

18 months on – Final report of the South Australian Government's
response to the Independent Review of the Extreme Weather Event 2016





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South Australia

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Introduction

The safety and resilience of South Australians is vital. Disasters are inevitable however by working together with our partners, business and the community we can minimise the impact of emergencies. Importantly, resilient communities and citizens enhance our collective ability to prepare for and recover from disasters.

Since the extreme weather of September 2016, significant improvements have been made to the planning, governance, relationships and systems which are fundamental to our emergency management arrangements. This work has been guided by the Independent Review of the Extreme Weather Event South Australia 28 September - 5 October 2016 (the Burns Review) recommendations, and activities were delivered considering the evolving opportunities, technologies and context. Collectively the outcomes will deliver benefits to the community and emergency management organisations for many years and will be subject to continuous improvement.

Fifty-two (52) of the 58 accepted recommendations are complete, and strong progress has been made on those still underway with clear improvements in practice. Progress on strengthening the state's emergency management arrangements is reported against five key themes:

- Black system event
- Flood Risk
- Emergency Services
- Emergency Plans
- Building Community Resilience

Outcomes delivered include:

- Co-creating a State Disaster Resilience Strategy which will set our state on a journey of understanding and developing resilience, reducing our reliance on emergency services and focusing efforts on at-risk people who most need assistance.
- Developing a Disaster Waste Management Capability Plan to manage waste disposal as a result of disasters.
- Increasing community awareness of when to use 000 and 13 25 00 and improving response time of these emergency call centres.
- Ensuring police have a clear, documented plan to move people out of the CBD quickly and calmly if needed.
- Increasing safety of people driving out of the CBD during power outages by installing uninterrupted power supply at intersections on key arterial roads. Installation and upgrade of UPS will continue under normal programs.
- Helping the public move safely and in a timely manner during events by reducing the impact of emergencies on public transport services and information.
- Significant state-wide planning and preparation for black system events or major power outages including a hazard plan, a CBD evacuation plan and enhancements to government communications.

- Working with industry to support community access to critical services during times of crisis – such as fuel and cash.
- Helping businesses prepare and maintain business continuity plans through workshops and improved planning tools available on business.sa.gov.au.
- Helping our most vulnerable community members – dependent on power for lifesaving support and medications – to manage their health during extended power disruptions.
- Extensive planning for flood risk with a focus on dam safety, including installing new flood monitoring equipment at priority sites and improvements to flood forecasting capability and response preparation.
- Delivering swift water awareness training to 1000 emergency services and local government personnel to improve safety during flooding events.

We have also strengthened how Government works internally, and with its emergency management stakeholders, before, during and after emergencies by:

- Improving training for our emergency services personnel.
- Strengthening the state’s recovery planning to improve governance and coordination of support to communities.
- Establishing a new five year strategic plan for the emergency management sector and considering what structure will best support the State Emergency Management Committee (SEMC) to address emerging challenges and opportunities locally and nationally.
- Strengthening and exercising our emergency management arrangements with telecommunications companies to improve coordination efforts before, during and after an emergency incident.
- Reviewing the accommodation requirements of the State Control Centres, State Emergency Service and Country Fire Service headquarters, and commencing a market call requesting proposals from the private sector for new facilities.
- Establishing the SA Emergency Management Assurance Framework – ensuring Government has the ongoing capacity and capability to support the prevention, preparedness, response to and recovery from events.
- Developing a Lessons Management Framework, including debriefing guidance, to capture and learn from exercises and events.

All these improvements collectively ensure the South Australian community will continue to be resilient and prepared, and well served during and recovering from emergency events.

The Government remains focused on finalising the few remaining actions arising from the Burns Review.

Black system event

State planning		
<p>The System Black Hazard Plan has been developed, with South Australia Police designated as the lead agency. Supporting plans for critical community functions will continue to be developed in consultation with the private sector.</p>		
Related Recommendations		
7	Develop a State plan to manage the consequences of a black system event or major power outage.	COMPLETED
34	Designate a control agency for black system events and major power outages.	COMPLETED

Health planning		
<p>SA Health, with partners, implemented the Power Dependency Strategy to build the resilience, confidence and capacity of vulnerable community members who are dependent on power for lifesaving supports and medications to manage their health during extended power disruptions. Emergency management arrangements for SA Health have also been strengthened.</p>		
Related Recommendations		
2	Emergency Plan which addresses critical service delivery for vulnerable, at risk or people reliant on medical equipment in their homes.	COMPLETED
3	SA Health review emergency management arrangements.	COMPLETED

CBD evacuation		
<p>The Adelaide CBD Evacuation Plan has been completed and staff trained.</p> <p>A program to install uninterrupted power supply (UPS) at targeted Adelaide arterial intersections is complete, with UPS installed at four 'ring route' intersections around the Adelaide CBD, the O-Bahn tunnel, Greenhill Road, Fullarton Road and Fitzroy Terrace, as well as new arterial road projects. UPS will continue to be introduced or upgraded through normal programs.</p>		
Related Recommendations		
4	Business continuity arrangements to minimise loss of public transport services and improve public information during significant disruptions.	COMPLETED
5	Develop an evacuation plan for the Adelaide CBD and include a Police liaison within the Traffic Management Centre.	COMPLETED
6	Install uninterrupted power supply to traffic lights in the CBD and main arterial roads.	COMPLETED

Mobile and data communications networks

Collaboration with telecommunication stakeholders has been improved, with roles, responsibilities and actions to prepare for, respond to and recover from major state-wide telecommunications failures better articulated.

Related Recommendations

8	Request a national position be developed on redundancies for mobile communication and the National Broadband Network.	COMPLETED
9	Department of the Premier and Cabinet (former Office of Digital Government) work with telecommunication companies to develop a control agency plan and establish network and service redundancy arrangements.	COMPLETED

SA Government Radio Network (SAGRN)

Additional generators, improved contingency arrangements, increased coordination with local government and additional training have increased the overall capacity and resilience of the SAGRN and reduced demand on field operations in the future.

Related Recommendations

10	Consider bringing additional agencies and local government onto the SAGRN.	COMPLETED
11	Deliver consistent, regular training to all SAGRN.	COMPLETED
12	Identify, document and communicate contingency arrangements and procedures for emergency services in the event paging is turned off to conserve power or other loss of paging capacity A. Review and update B. Further testing.	COMPLETED
13	Consult with local government about potential for them to provide logistical support associated with back-up power supply for SAGRN.	COMPLETED
15	Explore ways to overcome fatigue and welfare issues for SAGRN staff.	COMPLETED

Flood risk

Dam safety and levee bank management

A dam safety and levee bank discussion paper, which identifies opportunities for alignment with other reform and planning initiatives, has been developed for targeted stakeholder engagement. A guideline and rapid risk assessment tool has been developed to help manage private dams in danger of losing their structural integrity or spilling.

Related Recommendations

18	Develop a dam safety discussion paper.	COMPLETED
19	Consider responsibilities and protocols for response to and management of dams in danger of losing their structural integrity or spilling.	COMPLETED
22	Develop a levee bank policy and identify responsibilities for levee management and flood mitigation.	COMPLETED

Flood forecasting capability and response preparation

The FloodMon system was launched in October 2017 to provide access to real-time information and forecasts from existing infrastructure. Funding has been provided to resolve a number of gaps in the flood monitoring network and to install flood monitoring equipment at some priority sites. A Memorandum of Understanding for Spill Management of SA Water Reservoirs has been agreed.

A plan for the coordinated provision of sandbags, including distribution sites, has now been finalised in consultation with the Local Government Association.

Related Recommendations

20	Develop mechanism for data and information sharing between stakeholders and strategies to manage water levels in reservoirs and spill management during floods into water catchments.	COMPLETED
21	Consider and provide resources for flood warning classification of stream gauges and other locations.	COMPLETED
27	Personal Protective clothing for personnel from supporting emergency services.	COMPLETED
29	Establish a plan for the coordinated provision of sandbags to the public.	COMPLETED

Emergency services

Calls and dispatch

\$3.1 million was committed to improve processes for calling 132 500 and 000 for an emergency response. A new Interactive Voice Response and call management system is complete, accompanied by a community education campaign advising who to call in an emergency. Additional call taker staff have been recruited to increase the surge capacity and capability.

Related Recommendations

23	Investigate and implement options to reduce calls coming into the Comcen, particularly on 132 500, such as using Interactive Voice Response and community education.	COMPLETED
24	Review call, receipt and dispatch processes for Metropolitan Fire Service, Country Fire Service and State Emergency Service.	COMPLETED
25	Identify and implement a robust system and procedures to prioritise, allocate and coordinate multiple SES tasks.	COMPLETED
26	That systems for Automatic Vehicle Location (AVL) and personnel resource tracking be implemented within the emergency services sector.	UNDER FURTHER INVESTIGATION

Training and capability

The Emergency Management Workforce Capability Development project identified the competencies required for key emergency management roles. A workforce capability framework for these competencies is being developed and will provide a basis for ongoing training across the emergency management sector. This will build on the existing capability of emergency management agencies.

Related Recommendations

48	Identify and provide training and development for SA's emergency management sector (government and non-government agencies, including volunteers).	COMPLETED
51	Establish a State incident management and emergency management training capability.	IN PROGRESS
52	Review and reinstate the State Emergency Management Training Officer and State Emergency Management Planning Officer (capability development).	RECOMMENDATION NOT ACCEPTED
53	Establish a state-wide resourcing capability to support incident management teams, regional coordination centres, zone emergency centre, relief centres, recovery centres and State control centres.	IN PROGRESS

Coordination in the SEC

Arrangements are in place to ensure that appropriate departments are represented in the SEC and staff are trained.

Related Recommendations

39b	Department for Education and Child Development be represented in the State Emergency Centre.	COMPLETED
40	Training and exercising for State Emergency Centre liaison officers.	COMPLETED
44	Representation in the State Emergency Centre: <ul style="list-style-type: none"> a. arrangements for procurement/logistics b. connection between State Emergency Centre and State Crisis Centre. 	COMPLETED

Facilities and systems

ICT improvements have been made and standards for control facilities have been developed. Once a trial of the standards is complete, agencies may consider applying these as buildings are upgraded in the future. South Australia continues to identify synergies between AIIMS and ICCS+, and future work will be informed by national reviews.

Related Recommendations

45	Review control facilities at state, region and incident level for all major incidents.	IN PROGRESS
46	Establish a single emergency service multi-agency control centre with capacity and capability to deal with all types of emergencies.	RECOMMENDATION NOT ACCEPTED
47	Review existing electronic information systems and establish a single incident information system across the emergency services sector and identify opportunities to consolidate systems of other agencies.	RECOMMENDATION NOT ACCEPTED
49	Identify synergies between AIIMS and ICCS+ for joint training and exercising purposes.	COMPLETED

Emergency Plans

Leadership, decision making and structural arrangements		
<p>The leadership, decision making and structural arrangements of the sector have been strengthened by establishing the SEMC five year Strategic Plan; establishing the SA Emergency Management Assurance Framework; and strengthening state arrangements, such as recovery planning (Rec 60). These activities, and others, will be reviewed on an ongoing basis to facilitate continuous improvement of emergency management in South Australia.</p>		
Related Recommendations		
35	Revise ministerial documents relating to emergency management.	COMPLETED
36	Ensure members of the Emergency Management Council (EMC) are prepared to undertake their roles and appropriate operational contingency arrangements are in place.	COMPLETED
42	Review the role and effectiveness of the SEMC.	COMPLETED
50	Review and update the role, function, workload and focus of groups/committees that contribute to emergency management.	IN PROGRESS
39a	DECD membership on SEMC.	COMPLETED
43	Dedicate Deputy Director, ODG to ICT Failure Control agency and identify additional staff for the State Crisis Centre.	COMPLETED
62	Explore alternative emergency management models to ensure the guiding principles of the <i>Emergency Management Act 2004</i> and SEMP are addressed efficiently and effectively.	COMPLETED

Assurance and continuous improvement

An assurance framework was developed and the newly formed Emergency Management Assurance Advisory Group is leading its implementation. A cross-sector lessons management framework, which links to assurance activities, has been developed and includes guidance on conducting debriefs. The best way to establish the capability needed to deliver lessons management across the sector is being considered.

Related Recommendations

41	Establish an emergency management assurance framework and consider establishing an Inspector General Emergency Management.	COMPLETED
54	Establish a lessons management capability across the sector to collect, analyse and track lessons identified through debriefs, reviews and other sources (locally, nationally and internationally).	IN PROGRESS
55	Provide more guidance about conducting debriefs (types, when they are required and how to undertake and record) and implementing lessons learnt.	COMPLETED

State Emergency Management Plan (SEMP) updates

The SEMP is subject to continuous improvement and is reviewed at least annually. A range of updates made since September 2016 were the result of activities arising from this review. These improvements will contribute to better coordination and support for the community during response and recovery. Both the updated traffic management plan and the new disaster waste management plan have been finalised.

Related Recommendations

14	Review the glossary.	COMPLETED
28	Establish a 'Deployment Support Plan' for incoming interstate resources.	COMPLETED
32	Update the traffic management responsibilities during emergencies to include information about road closures, particularly relating to responsibilities, processes, and sharing and publishing information.	COMPLETED
37	Additional guidance regarding the activation, operation and structure of Zone Emergency Support Teams.	COMPLETED
38	Various updates associated with hazard leader responsibilities, notification of systemic failures, establishing resilience and considering the Schar/Mulrone submission.	COMPLETED
59	Develop a Disaster Waste Management Plan.	COMPLETED

Swift water rescue

Swift water awareness training has been delivered to approximately 1000 SES, SAPOL, CFS and local government staff.

Related Recommendations

30	Swift water awareness training for first responders.	COMPLETED
31	Develop a swift water capability plan that describes swift water risk locations, roles and responsibilities, resources and dispatch arrangements.	COMPLETED

Relief and recovery arrangements

The new State Recovery Plan has been developed and integrated into the SEMP and new governance arrangements established for Natural Disaster Relief and Recovery Arrangements (NDRRA) and Local Government Disaster Recovery Arrangements (LGDRA). Ongoing work will improve financial arrangements to support community outcomes and resilience and align with national reforms. The Damage Assessment Support Plan is being updated in consultation with stakeholders.

Related Recommendations

17	Continue development of the Damage Assessment Support Plan.	IN PROGRESS
60	Develop a State Relief and Recovery Plan as a distinct part of the SEMP. (Note: Government's response confirmed that emergency relief arrangements would be maintained separately from the State Recovery Plan).	COMPLETED
61	Review arrangements associated with relief and recovery grants, Local Government Disaster Recovery Arrangement Guidelines and Natural Disaster Relief and Recovery Arrangements.	COMPLETED

Public information and warnings

Public information arrangements have been strengthened, and plans associated with delivering public information and warnings are being reviewed in line with the National Review for Fire Danger Warnings. The Emergency Alert capability was enhanced through a revised training activity.

Related Recommendations

56	Update the SEMP Part 3 'Public Information and Warnings' to clarify roles and responsibilities and processes for liaising with the community.	COMPLETED
57	Update the Public Information Functional Support Group Plan.	COMPLETED
58	Develop the Emergency Alert capability across government agencies.	COMPLETED

Building community resilience

Resilience strategy

A State Disaster Resilience Strategy has been finalised and includes recommendations on both policy direction and implementation.

Related Recommendations

33	Develop practical policy outcomes to support resilience.	COMPLETED
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Business continuity arrangements

The new business.sa.gov.au website was launched in November 2017 featuring ‘Protect Your Business’ to provide resources and templates to help businesses prepare for and recover from emergencies and disasters.

Rural businesses attended workshops during 2018 to help them prepare and maintain emergency and business continuity plans.

Related Recommendations

1	Encourage SA businesses to develop business continuity plans which consider the potential impact of an extended power outage.	COMPLETED
16	SA Police, emergency services, health facilities, utility providers and other key service providers review their Business Continuity plans to ensure they consider impact of black system events or extended power outages.	COMPLETED



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