



Government  
of South Australia

# Keeping South Australians Safe: Extreme Weather Events

## 12 months on - Progress of the South Australian's Government's response to the Independent Review of the Extreme weather Event 2016

The Government of South Australia is committed to keeping all South Australians safe. By working together with our partners, business and the community we are able to minimise the impact of emergencies on the community and aid their recovery after an emergency event.

Since the extreme weather of September 2016, a number of initiatives and improvements have strengthened our collective ability to prepare for, respond to and recover from such events.

### These initiatives include:

- ✓ Working to improve the response time of our 000 and 13 25 00 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
- ✓ Creating a plan to ensure all parts of the government and community work together should our state experience another Black System event
- ✓ 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 during times of emergency, through workshops and improved planning tools available on [business.sa.gov.au](http://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
- ✓ Helping the public move safely and in a timely manner during events by reducing the impact of emergencies on public transport services and information

- ✓ Installing new flood monitoring equipment at priority sites, and improving the ability to predict and issue warnings
- ✓ 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, during emergencies by:

- ✓ Improving training for our emergency services personnel
- ✓ Strengthening the State's recovery plan to improve governance and coordination of support to communities
- ✓ 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, SES and CFS 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.

All these improvements collectively ensure the South Australian community will continue to be well served during emergency events.

*The Government remains focussed on implementing the remaining actions arising from the Independent Review of the Extreme Weather Event South Australia 28 September – 5 October 2016.*

## State Planning

The System Black Hazard Plan has been developed, with SAPOL designated at the lead agency. Supporting plans for critical community functions will continue to be developed in consultation with private sector.

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

SA Health, with partners, is implementing 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.

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

The Adelaide CBD Evacuation Plan is complete and staff trained where required.

A program to install uninterrupted power supply (UPS) at targeted Adelaide arterial intersections is underway. To date, it has been installed at four 'ring route' intersections around the Adelaide CBD, as well as the O-Bahn tunnel. It is also planned for Greenhill Road, Fullarton Road and Fitzroy Terrace, as well as new arterial road projects.

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	IN PROGRESS

## Mobile and data communication 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.

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

10	Consider bringing additional agencies and local government onto the SAGRN	COMPLETED
11	Deliver consistent, regular training to all SAGRN users	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	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

## Dam safety and levee bank management

A guideline and rapid risk assessment tool has been developed to help manage dams in danger of losing their structural integrity or spilling. Local government and other key stakeholders are being engaged to inform a dam safety discussion paper and levee bank policy.

18	Develop a dam safety discussion paper	IN PROGRESS
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	IN PROGRESS

## 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 gaps in the flood monitoring network and to install flood monitoring equipment at priority sites.

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

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	IN PROGRESS
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

## Calls and dispatch

\$3.1 million has been committed to improve processes for calling 132 500 and 000 for an emergency response. A new Interactive Voice Response and call management system will be completed by mid-2018, accompanied by a community education campaign around who to call in an emergency.

In addition a surge capacity call taker capability is being developed. Recruitment and training of additional call taking staff is expected to be completed in early 2018.

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	IN PROGRESS
24	Review call, receipt and dispatch processes for MFS, CFS and SES	COMPLETED
25	Identify and implement a robust system and procedures to prioritise, allocate and coordinate multiple SES tasks	IN PROGRESS
26	That systems for Automatic Vehicle Location (AVL) and personnel resource tracking be implemented within the emergency services sector.	RECOMMENDATION NOT ACCEPTED

## Training and capability

Recommendations 48, 51, 52 and 53 continue to be considered as part of Phase 2 of the Emergency Management Workforce Project. The State Emergency Management Training Committee is currently finalising a business case for consideration by SEMC in early 2018.

48	Identify and provide training and development for SA's emergency management sector (government and non-government agencies, including volunteers)	<b>IN PROGRESS</b>
51	Establish a State incident management and emergency management training capability	<b>UNDER CONSIDERATION</b>
52	Review and reinstate the State Emergency Management Training Officer and State Emergency Management Planning Officer (capability development)	<b>UNDER CONSIDERATION</b>
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.	<b>UNDER CONSIDERATION</b>

## Coordination in the SEC

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

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

## Facilities and systems

Standards for control facilities are being developed for agencies to apply as buildings are upgraded in the future, and ICT improvements have been made. Further work to identify synergies between AIIMS and ICCS+ will be informed by current national reviews.

45	Review control facilities at state, region and incident level for all major incidents	<b>IN PROGRESS</b>
46	Establish a single emergency service multi-agency control centre with capacity and capability to deal with all types of emergencies	<b>RECOMMENDATION NOT ACCEPTED</b>
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.	<b>RECOMMENDATION NOT ACCEPTED</b>
49	Identify synergies between AIIMS and ICCS+ for joint training and exercising purposes	<b>IN PROGRESS</b>

## Leadership, decision making and structural arrangements

Government considered alternative management models, and concluded that the current arrangements efficiently and effectively address the guiding principles of the *Emergency Management Act 2004*. Existing arrangements have been strengthened by:

- establishing the SEMC five year Strategic Plan
- establishing the *SA Emergency Management Assurance Framework*
- strengthening state arrangements, such as the recovery plan (Rec 60).

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
39(a)	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

A cross-sector lessons management capability is being developed, and will include guidance on conducting debriefs. These activities will be delivered to align with the emergency management assurance framework.

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.	IN PROGRESS

## State Emergency Management Plan updates

The SEMP has been strengthened through a number of planning and coordination 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 are in their final stages and will be formally finalised in early 2018.

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	IN PROGRESS
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/Mulroney submission	COMPLETED
59	Develop a Disaster Waste Management Plan	IN PROGRESS

## Swift water rescue capability

Swift water awareness training has been delivered to approximately 1000 SES, SAPOL, CFS and local government staff. An online training course is expected to be rolled-out in mid-2018.

30	Swift water awareness training for first responders	IN PROGRESS
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 new governance arrangements established for Natural Disaster Relief and Recovery Arrangements (NDRRA) and Local Government Disaster Recovery Arrangements (LGDRRA). 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.

17	Continue development of the Damage Assessment Support Plan	IN PROGRESS
60	Develop a State Relief and Recovery Plan to be part of the SEMP	COMPLETED
61	Review arrangements associated with relief and recovery grants, LGDRRA Guidelines and NDRRA.	COMPLETED

## Public information and warnings

Plans associated with delivering public information and warnings are being reviewed in line with the National Review for Fire Danger Warnings.

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

## Resilience Strategy

A State Disaster Resilience Strategy will be finalised by mid-2018, and will include recommendations on both policy direction and implementation.

33	Develop practical policy outcomes to support resilience and promote this broadly to the community.	IN PROGRESS
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## Business continuity arrangements

The new [business.sa.gov.au](http://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 will be able to attend workshops during 2018 to help them prepare and maintain emergency and business continuity plans.

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



Government of  
South Australia

Department of the Premier and Cabinet  
State Administration Centre  
200 Victoria Square  
Adelaide SA 5000  
[www.dpc.sa.gov.au](http://www.dpc.sa.gov.au)  
GPO Box 2343  
Adelaide SA 5001

For copies of this report please contact  
Department of the Premier and Cabinet  
Cabinet Office  
Email: [dpcpcadministration@dpc.sa.gov.au](mailto:dpcpcadministration@dpc.sa.gov.au)  
Telephone: 08 8226 3500