



STATE EMERGENCY MANAGEMENT PLAN

SEPTEMBER 2026



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 dpc.sa.gov.au/state-emergency-plan.

State Emergency Management Plan Review

The SEMP is reviewed every 3 years. The State Emergency Management Committee may consider and approve amendments to the SEMP outside of review periods on an as-needs basis.

The custodian of the SEMP is the State Emergency Management Committee Secretariat within the Department of the Premier and Cabinet (DPC). DPC is responsible for updating and circulating the SEMP after any amendments are made.

Document Control

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Acknowledgement of Country

We acknowledge this land. The Dreaming is still living.
From the past, in the present, into the future, forever.

1. INTRODUCTION

South Australia's State Emergency Management Plan (SEMP) is a series of documents which provide the state's whole-of-government policy setting for emergency management arrangements. These arrangements ensure South Australia has effective plans and processes in place to enhance the safety and security of the state's communities, infrastructure, economy and environment. The SEMP reflects South Australia's 'all-hazards' approach to emergency management. The all-hazards approach assumes that functions and activities applicable to one hazard are often applicable to a broad range of hazards.

This approach supports a comprehensive emergency management model across the spectrum of prevention, preparedness, response and recovery (PPRR):

- ◆ **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 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.

Contemporary all-hazards approaches to emergency management also include the cross-cutting themes of mitigation and resilience:

- ◆ **Mitigation** – refers to measures taken before, during or after an emergency aimed at reducing or eliminating the overall impact on life, property, the economy and the environment. Mitigation activities accept that emergencies will occur, and that consequences can be minimised during effective prevention, preparedness, response and recovery efforts.
- ◆ **Resilience** – refers to the ability of systems, communities and society to resist, absorb, accommodate, adapt to, transform and recover from the impacts of emergencies in a timely and efficient manner. Different communities and systems have varying degrees of resilience to emergencies.

Resilience building and mitigation activities are a shared responsibility across the emergency management sector, governments, businesses and communities. Together they minimise the consequences of emergencies and strengthen the state's ability to recover effectively.

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, storms, coastal erosion, droughts, marine emergencies and floods.

Emergencies are becoming increasingly volatile, uncertain, complex and ambiguous, and protracted response and recovery operations can be difficult to sustain. The emergency management sector 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 acknowledges the diverse nature of the South Australian community and requires that consideration is given to the specific needs of people at increased risk in emergencies. While risk is not static, and anyone can be at increased risk at some point in their lives, some people face additional and unique barriers in society. This can include Aboriginal communities, culturally and linguistically diverse communities, LGBTQIA+ communities, people with disabilities, older people, children and young people, and people experiencing poverty, homelessness, or family and domestic violence (refer to the [People at Increased Risk in Emergencies Framework for South Australia](#) for more information).

The SEMP recognises the unique knowledge, experience, cultural authority and connection with Country of Aboriginal communities and peoples in South Australia. Aboriginal communities, Traditional Owners, Elders and Aboriginal Controlled Organisations are valued stakeholders, who hold extensive cultural knowledge and experience responding to and managing natural hazards in our state.

Emergency management in South Australia is supported by a broad and diverse workforce across governments, non-government and private sector organisations. The people that work and volunteer in the emergency management sector make a vital contribution before, during and after emergencies.

The SEMP acknowledges the significant contribution of volunteers to emergency management in South Australia. Formal volunteers make up a substantial and valued part of the state's emergency response workforce, and spontaneous volunteers often perform an important role in relief and recovery efforts following emergencies.

The SEMP is split into 3 parts.

Part 1 (this document), outlines the state's emergency management arrangements, roles, responsibilities and structures.

Part 2 includes various guidelines and frameworks.

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, 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

2.1 LEGISLATIVE AND POLICY SETTING

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

The Act establishes the State Emergency Management Committee (SEMC) and lists its functions and powers, which includes the preparation and review of the SEMP. The Act establishes the roles and responsibilities of the State Coordinator, the State Recovery Coordinator, and Control Agencies, sets out the circumstances in which a declaration may be made, and provides powers to facilitate emergency management activities where necessary.

The SEMP is prepared under Section 9(1)(b) of the Act to ensure 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 emergency management by establishing the governance and coordination arrangements and establishing specific roles, responsibilities and expectations.

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.

2.2 AIM

The aim of the SEMP is to:

- ◆ Establish South Australia's overarching governance arrangements for emergency management, in line with the *Emergency Management Act 2004 (SA)*
- ◆ Clarify emergency management roles, responsibilities and relationships across governments, agencies, participating organisations and individuals
- ◆ Ensure a comprehensive, collaborative and coordinated cross-sector approach to emergency management in South Australia.

2.3 OBJECTIVES

The primary objectives of emergency management in South Australia are:

- ◆ To protect and preserve:
 1. **Human life** - including response personnel, people at increased risk in emergencies, communities and individuals
 2. **Property** - including essential state and community services and infrastructure, businesses, primary production, pets and livestock, private property, and sites of heritage and cultural significance
 3. **The environment** - including terrestrial and marine ecosystems, wildlife, and sites of heritage, cultural and ecological significance.
- ◆ To reduce the likelihood, effect and consequences of emergencies in South Australia
- ◆ To support effective recovery across the social, economic, built and environmental domains following emergencies
- ◆ To continually improve through assurance, lessons management, exercises, innovation and knowledge.

2.4 PRINCIPLES

Emergency management is:

- 1. Comprehensive:** Emergency management requires an active and ongoing all-hazards approach to addressing emergency prevention, preparedness, response and recovery. Emergency management is not always linear, and more than one activity can be undertaken at any given time.
- 2. Everyone's responsibility:** Emergency management is the collective responsibility of all sectors of the community, including governments, organisations, businesses, volunteers and individuals. The emergency management sector is responsible for providing leadership and expertise to the community while carrying out roles and responsibilities under relevant legislation and the SEMP.
- 3. Risk based:** Emergency management safeguards people, property, the economy and the environment through the ongoing use of effective risk management processes. The emergency management sector is prepared to identify and meet the needs of people at increased risk, who may require additional or specific assistance before, during and after emergencies.
- 4. Responsive:** Emergency management activities seek to prevent, mitigate and minimise the severity, duration and consequences of emergencies. Emergency management mitigates and minimises the longer-term effects and recovery requirements of significant emergencies.
- 5. Adaptable:** Emergency management arrangements recognise that emergencies may be complex, concurrent, cascading, compounding and or protracted, and may arise from hazards that are not yet known or fully understood. The emergency management sector is adaptable, scalable and resilient, with the capability to effectively respond to and recover from both foreseeable and unforeseen events of varying severity.
- 6. Forward thinking:** Emergency management is subject to increasing volatility, uncertainty, complexity and ambiguity. This includes the increasing impact of climate change on the type, frequency, severity and duration of some emergencies. Emergency management applies a systems approach to understand, prevent, prepare for, respond to and recover from emerging and novel emergencies, and emergencies that are caused or compounded by a changing climate.
- 7. Collaborative:** Emergency management requires a coordinated and collaborative approach from all sectors of the community. The emergency management sector recognises that information is critical to effective decision making, and routinely shares knowledge, information and resources to prevent, prepare for, respond to and recover from emergencies.
- 8. Resilient:** Emergency management promotes preparedness, resilience, trust and shared responsibility in all sectors of the community through effective awareness building, community and stakeholder engagement and activation, and the provision of timely and relevant public information.
- 9. Well governed:** Emergency management is led collaboratively by state government in partnership with local government and is supported by the Australian Government. Effective emergency management is underpinned by strong governance and emphasises flexibility, collaboration and the ability to operate in conditions of uncertainty.
- 10. Continuously improving:** Emergency management arrangements are not static. Plans, policies and procedures are continuously improved through assurance, lessons management, regular exercises, innovation and contemporary knowledge.

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. EMCC may meet, at the discretion of the Premier, during significant emergency events to receive briefings, understand community impacts and approve strategies which support operations and help manage community consequences and government resources.

3.2 STATE EMERGENCY MANAGEMENT COMMITTEE

The State Emergency Management Committee (SEMC) is established under Section 6 of the Act. The roles and responsibilities of SEMC are set out in Section 9 of the Act:

- ◆ To provide leadership and oversight of emergency management planning.
- ◆ To prepare and review the SEMP.
- ◆ To provide advice to the Premier in relation to the management of emergencies.
- ◆ To undertake risk assessments relating to emergencies or potential emergencies.
- ◆ To ensure agencies and organisations with functions under the SEMP are aware of their roles and responsibilities.
- ◆ To monitor and evaluate the capacity of agencies and organisations to properly carry out their functions under the SEMP.
- ◆ To coordinate the development and implementation of strategies and policies relating to emergency management.
- ◆ To monitor and evaluate the implementation of the SEMP and the response and recovery operations taken during or following declarations, or any other emergency as SEMC thinks fit.
- ◆ To perform any other functions assigned to SEMC by the Act or Premier.

Section 11 of the Act enables SEMC to establish sub-committees and time-limited working groups at any time to advise SEMC on any matter, or to carry out functions on behalf of SEMC. Section 12 of the Act enables SEMC to delegate any of its functions or powers under the Act to an advisory group, member, office holder or any other person or body.

3.2.1 SEMC Sub-committees

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

- ◆ Strategy and Policy Coordination (SPC) Subcommittee
- ◆ Strategic Operations (SOC) Subcommittee.

The sub-committees are responsible for supporting SEMC to effectively perform its role and responsibilities under the Act and SEMP, including any functions that have been delegated by SEMC. Sub-committees are responsible for developing and maintaining strategic and operational policy frameworks, providing SEMC with advice, allocating and completing workplan actions, ongoing monitoring and assurance activities and ongoing risk management activities. The functions of SEMC are managed by the SEMC secretariat in the Department of the Premier and Cabinet.

3.3 RISK MANAGEMENT

Risk management and emergency management share a strong relationship. Risk management refers to processes for the identification, prioritisation, assessment, management and monitoring of risk, both for individual hazards and for interconnected systemic risks. The application of sound risk management practices provides the foundation for effective emergency management activities.

The South Australian emergency management sector has a variety of risk management tools to draw upon. These include:

- ◆ The International Standard for Risk Management – ISO 31000:2018
- ◆ The National Emergency Risk Assessment Guidelines (NERAG)
- ◆ The Systemic Disaster Risk Handbook
- ◆ The SA Government Risk Management Guide
- ◆ The South Australian Emergency and Strategic Risk Management Framework.

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

3.4 ASSURANCE

Section 9 of the Act requires SEMC to maintain oversight of emergency management planning, to monitor and evaluate the capacity of agencies and organisations with responsibilities under the SEMP to properly carry out those functions, and to monitor and evaluate the implementation of the SEMP.

To meet these legislative requirements, agencies and organisations with responsibilities under the Act and SEMP are required to participate in assurance activities, including the Assurance Attestation, plan reviews, exercises, cross sector capability reviews and external inquiries and audits as required.

The South Australian Emergency Management Assurance Framework sets out the requirements for agencies to meet their assurance responsibilities and the South Australian Emergency Management Assurance Outcomes reflect the desired emergency management arrangements and provide scope and flexibility for agencies and organisations in achieving them.

3.5 INFORMATION SHARING

Effective information gathering and sharing is foundational to emergency management across the entire PPRR spectrum. Principle 7 of the SEMP requires the emergency management sector to be highly collaborative, and to routinely share knowledge and information in support of hazard risk reduction, preparedness, operational situational awareness, and the transition from response to recovery.

Information sharing between government agencies, participating organisations and relevant stakeholders is to be carried out in accordance with the Information Privacy Principles and the Information Sharing Guidelines. In circumstances where access to necessary information is restricted or withheld, the Act provides a suite of powers:

- ◆ Section 24B: the State Coordinator may require information or documents to determine whether a declaration should be made, or to plan for the future exercise of powers.
- ◆ Section 25(ka): in the event of a declaration, the State Coordinator or any authorised officer may require a person to furnish such information as may be reasonably required in the circumstances.
- ◆ Section 27D: the relevant Minister may require specified information to determine whether an electricity supply emergency declaration should be made, or to plan for the future exercise of powers.

Information sharing should also extend to any agency, business, organisation, institution or community that is affected by, or involved with, prevention, preparedness, response, recovery or resilience building activities.

During response activities, gathering and collating relevant information and intelligence is the responsibility of the control agency. The coordinating agency may assist with information gathering and sharing efforts. Information regarding the consequences of an emergency is relevant to recovery, as well as future prevention and preparedness activities.

3.6 RECORDS MANAGEMENT

Information produced for and relevant to emergency management activities is subject to the South Australian Information Classification System and State Records General Disposal Schedule 33. For more information refer to the Classification and Retention of Emergency Management Plans and Official Information.

4. THE ROLE OF GOVERNMENTS

4.1 AUSTRALIAN GOVERNMENT

Australian states and territories are responsible for managing emergencies at the jurisdictional level. The Australian Government is responsible for defence and national security matters and also plays a supporting and coordinating role for emergencies at the national level.

The role of the Australian Government before, during and after emergencies is set out in the Australian Government Crisis Management Framework (AGCMF). The AGCMF includes the National Coordination Mechanism (NCM), which is a key tool for preparing for, responding to and recovering from crises.

The National Emergency Management Agency (NEMA) is responsible for the day-to-day management of the national emergency coordination function. NEMA's functions and capabilities include:

- ◆ Coordinating assistance from the Australian Government, including the Australian Defence Force, under the Australian Government Disaster Response Plan (COMDISPLAN)
- ◆ Coordinating and providing access to the National Emergency Management Stockpile (NEMS)
- ◆ Supporting national prevention, preparedness and resilience activities, including through administration of grant funding
- ◆ Operating the National Situation Room (NSR) to provide an all-hazards situational awareness capability to support government decision making
- ◆ Supporting recovery activities through administration of the Disaster Recovery Funding Arrangements (DRFA) and individual disaster recovery payments.

In South Australia, requests for assistance through COMDISPLAN are made through the State Coordinator, and requests for recovery assistance are coordinated through DPC.

4.2 STATE GOVERNMENT

The South Australian Government has primary responsibility for addressing emergency management in the state. These arrangements are set out in a framework of legislation including the *Emergency Management Act 2004* (SA), along with interfacing legislation for police, fire and emergency services, public health, biosecurity, environment, local government and planning.

The legislative framework is underpinned by the SEMP, along with a range of plans, policies and procedures belonging to agencies and organisations with responsibilities under the Act and SEMP.

DPC provides cross-government strategic leadership, advice and guidance for the state's national and protective security and emergency management governance and policy arrangements. It is also responsible for state-led recovery activities and provides support to the Premier who is the Minister responsible for the Act.

The South Australian Fire and Emergency Services Commission (SAFECOM) provides governance, policy and administrative support for South Australia's fire and emergency services (MFS, CFS and SES). SAFECOM is also responsible for the Logistics Functional Support Group and the State Emergency Information Call Centre Capability and provides coordinated Zone Emergency Management Committee program support.

Both DPC and SAFECOM interface with the emergency management sector at the zone, state and national levels. Several South Australian government agencies also participate directly in state and national committees, forums and coordination arrangements relevant to their role and responsibilities.

4.3 LOCAL GOVERNMENT

In line with the principles set out in Section 8 of the *Local Government Act 1999* (SA) local governments are required to give due weight in their plans, policies and activities to regional, state and national objectives. As such, local governments 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)).

Additionally, Section 2(3) of the *Emergency Management Act 2004* (SA) reaffirms the collective responsibility of all sectors of the community, including both state and local governments to:

- ◆ Take appropriate steps to protect against, prepare for and mitigate the impact of emergencies
- ◆ Facilitate response and recovery operations
- ◆ Recognise that effective arrangements require a coordinated approach, including both state and local governments.

Councils perform 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 including relief and recovery following emergencies.

Local government activities that may be undertaken to provide support during and shortly after emergencies are guided by the Local Government Functional Support Group Plan, along with individual local governments' plans and procedures. Councils are also a part of Zone Emergency Management Committees (see section 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.
- ◆ Building local council capacity and capability to provide support to state agencies during emergency response and recovery.

5. EMERGENCY MANAGEMENT ZONES

5.1 EMERGENCY MANAGEMENT ZONES

South Australia is divided into eleven emergency management zones. 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.

5.2 ZONE EMERGENCY MANAGEMENT COMMITTEES

Each zone is overseen by a Zone Emergency Management Committee (ZEMC). ZEMCs are responsible for zone level prevention, preparedness and resilience building activities relevant to their geographic area and priority risks.

ZEMCs and emergency management zones provide an important interface between local governments, representatives from relevant state government agencies and local stakeholders.

Each ZEMC is responsible for developing, maintaining and implementing a consistent, all-hazards Zone Emergency Management Plan (ZEMP), in collaboration with relevant local governments, Hazard Risk Reduction Leaders and control agencies.

ZEMCs are governed by the Zone Emergency Management Committee Guidelines and report to SEMC through the Strategic Operations Subcommittee. SAFECOM provides coordinated ZEMC program support. ZEMCs do not have an operational role during emergencies, however the Local Police Commander provides a bridge between a ZEMC and their Zone Emergency Support Team.

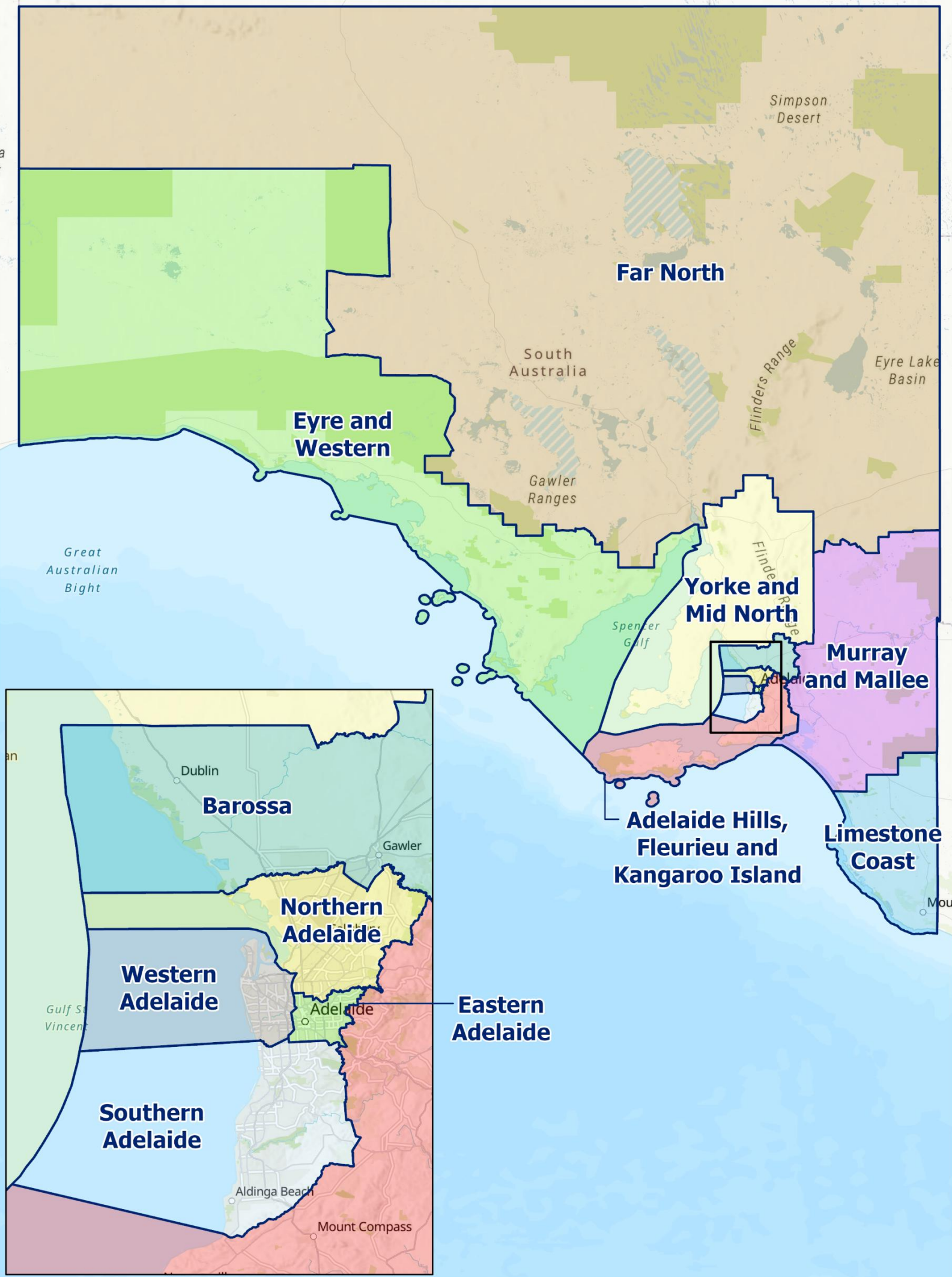
5.3 ZONE EMERGENCY SUPPORT TEAMS

Each zone may operate a Zone Emergency Support Team (ZEST). Each ZEST supports the resolution of an emergency at the local level by providing strategic oversight of the near-term preparedness, response, relief and early recovery activities for an emergency. ZESTs are coordinated by the Local Police Commander for each zone and are governed by the Zone Emergency Support Team Operations Manual. Each 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.

Considerations for activating a ZEST are provided under paragraph 8.3.2.

Emergency Management Zones South Australia



6. PREVENTION

In the emergency management context, prevention refers to measures that seek to eliminate hazards or their potential impacts to avoid the onset of an emergency. Mitigation refers to measures that seek to minimise the impacts of hazards in the event that the hazard cannot be wholly prevented. Prevention and mitigation are both treatments in a hierarchy of hazard risk control measures. Resilience building can become one form of risk mitigation in this context.

Measures to prevent or otherwise mitigate the impacts of individual hazards are referred to as hazard risk reduction.

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 socio-natural (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. SEMC appoints the hazard risk reduction lead agency based on the respective agency's resources and expertise. This is reviewed biennially.

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 eliminate or 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.

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 and participating in emergency management planning activities with relevant stakeholders for prevention, risk reduction, preparedness, response, and recovery relating to the assigned hazard
- ◆ Collaborating with relevant stakeholders to identify opportunities and allocate actions for prevention, hazard risk reduction, mitigation and resilience building 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.)
- ◆ Undertaking risk assessments to determine the level and location of risks associated with the hazard
- ◆ Sharing information with key stakeholders including ZEMCs and control agencies about the level of risks relating to their area of responsibility
- ◆ 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.

The SEMP, along with other relevant legislative frameworks, assigns responsibility to Hazard Risk Reduction Leaders to facilitate coordination of hazard risk reduction activities across Commonwealth, state, local government and non-government stakeholders. This includes working with the SEMC sub-committees, control agencies, functional support groups, ZEMCs, and other emergency management stakeholders.

Hazard Risk Reduction Leaders adopt and embed the philosophies of consequence management and consequence thinking into their hazard risk reduction planning (refer to paragraph 7.2 for information on consequence management).

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:

- ◆ Statewide and localised risk assessments 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 on specific recovery needs.

A Hazard Risk Reduction Leader is not necessarily the control agency for an emergency (refer to Table 2 for information on control agencies).

In circumstances where the Hazard Risk Reduction Leader is also the control agency for a hazard and emergency, consideration should be given to optimising the relationships between the hazard risk reduction plan and that agency's control agency/capability plans. In circumstances where the Hazard Risk Reduction Leader is different to the control agency for a hazard and emergency, each agency should ensure effective collaboration is in place such that the plans are mutually understood and supportive.

Agencies may have obligations under other legislation to manage hazards and consequences. 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 regarding hazard risk management practice, refer to the [National Emergency Risk Assessment Guidelines](#).

Hazard	Hazard Risk Reduction Leader
Animal and plant biosecurity	Department of Primary Industries and Regions
Aquatic ecological hazards	Department for Environment and Water
Black system event	South Australia Police
Cyber crisis	Department of Treasury and Finance
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
Rural fire	South Australian Country Fire Service
Terrorism	South Australia Police
Urban fire	South Australian Metropolitan Fire Service
Space weather	South Australia Police

Table 1: Assigned responsibility for hazards.

6.4 ADDING AND MODIFYING HAZARDS IN THE SEMP

SEMC is responsible for undertaking risk assessments relating to emergencies or potential emergencies, and for coordinating the development and implementation of strategies and policies relating to emergency management. In an environment where novel and unforeseen hazards are increasingly likely, it is essential that SEMC proactively identifies and manages risk. In order to effectively fulfil these responsibilities, SEMC may, at any time:

- ◆ add additional hazards to the SEMP
- ◆ modify or remove existing hazards within the SEMP
- ◆ appoint a specified agency to become Hazard Risk Reduction Leader for a hazard
- ◆ modify or remove a Hazard Risk Reduction Leader for a specified hazard.

6.4.1 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 Strategy and Policy Coordination Sub-committee
- ◆ any other information as may be requested by SEMC.

6.4.2 Appointment of Hazard Risk Reduction Leaders

For each identified hazard, SEMC may assign a Hazard Risk Reduction Leader. SEMC assigns the role of Hazard Risk Reduction Leader to a specified agency under Section 5A(3)(b) of the Act. In addition, some agencies have roles and responsibilities prescribed in other legislation.

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.

6.4.3 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, containing 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 Strategy and Policy Coordination Sub-committee
- ◆ advice of legislative change that removes a hazard
- ◆ any other information as may be requested by SEMC.

7. PREPAREDNESS

Preparedness refers to activities that build the knowledge, capabilities and capacity required to effectively anticipate, respond to and recover from the impacts of emergencies. Preparedness activities in the emergency management context can include planning, organising, equipping, resourcing, training, exercising and improving.

Preparedness is a key enabler for resilience building; allowing systems and communities to better resist, absorb, accommodate, adapt to, transform and recover from the impacts of emergencies.

All agencies and organisations with a responsibility listed within the SEMP are required to have the capability and capacity, plans, processes, structures, and training in place to meet their responsibilities. These arrangements will be contained within agency plans and standard operating procedures and are not included in the SEMP. Community education and engagement strategies are also identified in individual hazard risk reduction plans.

7.1 EMERGENCY MANAGEMENT PLANS

The SEMP is supported by a variety of subordinate strategies, guidelines, frameworks and plans, including hazard risk reduction plans, control and support agency plans, functional support group plans and capability plans.

A number of subordinate plans can be found in Parts 2 and 3 of the SEMP. All documents are subject to biennial review and an assurance process overseen by SEMC.

Capability plans are an important feature of Part 3 of the SEMP. These plans set out arrangements for capabilities which require and/or provide for multi-agency coordination.

Section 2(3)(b) of the Act requires Emergency management plans to have regard to the specific needs of people at increased risk in emergencies. The People at Increased Risk in Emergencies Framework is available under part 2 of the SEMP.

7.1.1 Capability and Capacity Development

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

Agencies, organisations 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.

7.2 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.

7.3 LESSONS MANAGEMENT

The Lessons Management Framework sets out guidance on debriefs, evaluation and lessons management processes to support continuous improvement, community safety and resilience, and capability development. The framework utilises the OILL methodology, as detailed in the Australian Institute for Disaster Resilience Lessons Management Handbook.

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.

7.4 EMERGENCY MANAGEMENT ROLES AND RESPONSIBILITIES

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

7.5 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 operations in accordance with the Act and the SEMP
- ◆ declaring a state of alert, 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 relief 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) assume less 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.

7.6 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.

7.7 STATE COMMANDER

A State Commander is the person who is at the time leading a support agency's response to an emergency.

A State Commander is responsible for their agency's supporting operations relating to the emergency, including ensuring their agency is acting in adherence to the State Controller's intent and incident action plan. Each support agency may have a State Commander.

7.8 STATE RECOVERY COORDINATOR

The State Recovery Coordinator is appointed by the Premier after consultation with the State Coordinator under Section 18A of the Act. At present the State Recovery Coordinator is the Chief Executive of the Department of the Premier and Cabinet or the person acting in the position of Chief Executive. The functions of the State Recovery Coordinator, as defined by the Act, are:

- ◆ During an emergency: Assisting the State Coordinator in managing and coordinating recovery operations in accordance with the Act and SEMP.
- ◆ After the cessation of an emergency: Leading statewide recovery operations in accordance with the Act and SEMP.
- ◆ Carrying out other functions assigned to the State Recovery Coordinator by the Minister or by regulations under the Act.

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 or following an emergency declaration
- ◆ appointing a Community Recovery Coordinator, when required
- ◆ recommending the establishment of a Local 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.

During a declaration under the Act, the State Recovery Coordinator reports to the State Coordinator, and may exercise powers as an authorised officer under Section 25 of the Act. In the absence of a declaration for an emergency, or in circumstances where a declaration has lapsed, the Emergency Management Regulations may confer powers on the State Recovery Coordinator and other authorised officers, to be exercised for the purposes of recovery operations.

7.9 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, State Recovery Coordinator, 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 a state of alert, 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 7.11.1 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.

7.10 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.

Section 19(2) of the Act allows the SEMP to designate a different body as the coordinating agency in relation to an emergency of a specified kind.

7.10.1 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 10 responsibilities of a control agency are being carried out.
- ◆ Ensuring agencies and stakeholders are working together collaboratively.
- ◆ Ensuring efficient coordination and information sharing occurs between local, zone and state levels.
- ◆ Ensuring that appropriate warnings and public information are being disseminated by the control agency.
- ◆ Ensuring that relief and/or recovery activities are being coordinated and are concurrent with response activities.

7.10.2 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 5.3)
- ◆ 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.

7.11 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.

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, support agencies, functional support groups and participating organisations to ensure a coordinated approach to emergency management.

7.11.1 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. Control agencies may also be expected to participate in national arrangements under the AGCMF.

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.

7.11.2 Determining the control agency for novel, complex, concurrent or cascading events

With emergencies becoming increasingly volatile, uncertain, complex and ambiguous, it is important that emergency management arrangements remain agile and flexible. Section 20(1) of the Act sets out how the control agency will be determined for novel, complex or concurrent events.

For concurrent or cascading emergencies, for which two or more agencies are assigned the function of exercising control of response operations, the control agency will be determined by the coordinating agency under Section 20(1)(b)(i).

For complex emergencies, for which it is unclear which agency is the control agency, the control agency will be determined by the coordinating agency under Section 20(1)(b)(ii).

For novel emergencies, for which no agency is assigned as control agency, the control agency will be determined by the coordinating agency under Section 20(1)(b)(iii).

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 coordinating agency has a responsibility to ensure relevant agencies are collaborating effectively in response to the emergency.

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.

SEMC may at any time add, modify or remove an emergency from the SEMP, following the process set out for hazard risk reduction leaders in section 6.4.

Emergency	Control agency
Aircraft accident	South Australia Police
Animal, plant and marine disease	Department of Primary Industries and Regions
Aquatic ecological emergencies	Department of Primary Industries and Regions
Black system event	South Australia Police
Bomb threat	South Australia Police
Cyber crisis	Department of Treasury and Finance
Earthquake	South Australia Police
Extreme weather	South Australian State Emergency Service
Fire within an MFS Fire District	South Australian Metropolitan Fire Service
Fire outside of an MFS Fire District	South Australian Country Fire Service
Flood	South Australian State Emergency Service
Food/drinking water contamination	Department for Health and Wellbeing
Fuel, gas and electricity shortages	Department for Energy and Mining
Hazardous materials emergencies within an MFS Fire District	South Australian Metropolitan Fire Service
Hazardous materials emergencies outside of an MFS Fire District	South Australian Country Fire Service
Human epidemic	Department for Health and Wellbeing
Landslide/landslip	South Australia Police
Marine transport accidents	South Australia Police
Marine pollution (state waters)	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
Space weather	South Australia Police
Space launches	South Australia Police
Telecommunications crisis	Department of Treasury and Finance
Terrorist incident	South Australia Police

Table 2: Emergencies assigned to control agencies

7.12 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 leadership is referred to as the agency State Commander and the agency incident/forward/local Commander.

7.12.1 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 and sharing relevant information with the control agency
- ◆ Commanding their own resources unless otherwise agreed
- ◆ Planning for and implementing procedures within their agency in line with the Act, SEMP, and supporting plans, 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 are prepared and able to 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 13.1 (Support Agencies – additional roles).

7.13 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 section 13.2) to perform functional roles and capabilities in support of the control agency and support agencies. FSGs also provide support for recovery operations as required.

The lead agency or organisation oversees the responsibilities of the specified FSG as listed in Table 3 below. Considerations for activating a FSG are listed in section 8.3.1.

7.13.1 Role and responsibilities of a functional support group

The lead agency or organisation of a 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 a FSG's scope of support
- ◆ Preparing a FSG Plan in line with the Act, SEMP and supporting plans 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
- ◆ Regularly reporting to and sharing relevant information with the control agency
- ◆ Identifying, assessing and managing current and potential risks and consequences, relevant to delivery of the function, as a part of its FSG Plan
- ◆ Ensuring any participating organisations that work with the FSG are prepared and able to provide their services in support of the control agency and 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)
- ◆ Reviewing the FSG Plan on a biennial basis, ensuring the plan is consistent with all other plans, and any gaps are identified and resolved

- ◆ Preparing, training and maintaining 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.

7.13.2 Adding a Functional Support Group

A 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 SOC and consultation with key stakeholders
- ◆ any other information as may be requested by SEMC.

7.13.3 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 SOC and consultation with key stakeholders

- ◆ any other information as may be requested by SEMC.

7.13.4 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 SOC and consultation with key stakeholders
- ◆ any other information as may be requested by SEMC.

7.14 PARTICIPATING ORGANISATIONS

Support agencies and functional support groups may establish and maintain partnerships with participating organisations in order to deliver necessary capabilities. Participating organisations may be other government agencies or non-government or private organisations.

Support agencies and functional support groups are responsible for:

- ◆ Ensuring their participating organisations are able to fulfil their roles and responsibilities before, during and after emergencies, including through appropriate planning, agreements and funding and governance arrangements
- ◆ Ensuring their participating organisations have access to timely information relevant to their roles, responsibilities and operational safety
- ◆ Ensuring their participating organisations are prepared and able to provide their services, including through planning, exercising, information sharing and lessons management.

Group	Lead
Ambulance Services	SA Ambulance Service
Emergency Relief	South Australia Housing Trust
Engineering	SA Water
Local Government	Local Government Association of South Australia
Logistics	South Australian Fire and Emergency Services Commission
Mapping	Department for Environment and Water
Public Sector Mobilisation	Office of the Commissioner for Public Sector Employment
Public Information	South Australia Police

Table 3: Allocated functional support group lead agencies

7.15 PUBLIC SECTOR MOBILISATION

Section 26AC of the Act enables the Premier to give directions to public sector agencies regarding the deployment of resources and services for the purpose of:

- ◆ Any response and recovery operations
- ◆ The prevention of, or preparedness for any emergency
- ◆ The sharing of information and collaboration.

The Premier may delegate functions under the Act to a person, position or committee. Public sector mobilisation must also have regard to the *Public Sector Act 2009* (SA).

Public sector mobilisation is the responsibility and function of the Public Sector Mobilisation FSG. In circumstances where an agency is at risk of, or has exceeded, its capacity in relation to the above activities, that agency may make a request for support personnel to the Public Sector Mobilisation FSG.

Control and support agencies and functional support group plans should include consideration of mobilisation and surge capacity in the event of prolonged, complex and significant emergencies.

Any request for support personnel to the Public Sector Mobilisation FSG is to provide detail regarding:

- ◆ The number of full-time equivalent roles required
- ◆ The roles and responsibilities to be fulfilled
- ◆ Any specialist skills sought or required
- ◆ The intended location, conditions and duration of the deployment
- ◆ Any other information relevant to special conditions or safety
- ◆ Any other information required under the Mobilisation FSG Plan.

7.16 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.

7.16.1 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 State Emergency Centre and/or the National Situation Room 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 National Coordination Mechanism and National Emergency Declarations, and with other state/territory jurisdictions on matters requiring national policy consideration or cooperation.

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

7.16.2 State Emergency Centre

The State Emergency Centre (SEC) provides a central point of strategic oversight, 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 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 gathering and 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 National Situation Room.

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.

7.16.3 State Control Centre

The state control centre is the nominated location used by control agencies to control the emergency and to direct their agency's personnel at the state and strategic levels. Control agencies may also establish incident control centres and/or incident control points for operational and tactical incident control as required.

7.16.4 State Command Centre

A state command centre is the nominated location used by support agencies or functional support groups to command their personnel. Support agencies and functional support groups may also establish incident command centres and incident command points for operational and tactical command as required. The physical facilities used by an agency may be the same, however the name (control or command centre) will be determined by that agency's role during an emergency (control or support agency).

7.16.6 State Recovery Operations Centre

The State Recovery Coordinator may establish a State Recovery Operations Centre when the scale or complexity of the emergency requires it. The control agency, support agencies and functional support groups relevant to recovery, along with 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.

7.16.7 State Emergency Information Call Centre Capability

The State Emergency Information Call Centre Capability (SEICCC) is a scalable public information call-taking function based at the Emergency Services Headquarters, Keswick and is managed by SAFECOM.

The SEICCC provides up to 24 terminals for the provision of public information during significant preparedness, response or recovery operations. SAFECOM maintains a pool of trained call agents from across the South Australian public sector to support the activation and operation of the SEICCC. The SEICCC has the capability for 24/7 operations, however public sector mobilisation may be required to sustain extended operations.

Activation of the SEICCC may be requested by the control agency, coordinating agency or recovery agency, or by any support agency or functional support group under the SEMP. SEICCC activation may be requested in the event that existing call centre arrangements are, 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.

When requesting SEICCC activation, the requesting agency is to provide a designated public information officer and/or liaison officer, a source of current, verified and approved public information, and arrangements for ongoing review and updates. In the event of SEICCC activation, the requesting agency will be responsible for agreed-upon activation and incidental costs, along with any approved cost recovery requests from call agents' home agencies.

A request for activation of the SEICCC is made to SAFECOM through the SEICCC on-call manager. In the event of a request for activation, SAFECOM is responsible for advising the Public Information Functional Support Group.

8. RESPONSE

Response refers to 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 activities are usually based on pre-existing plans and supporting plans which are scalable and flexible.

The arrangements detailed in the SEMP are aimed at ensuring that control, command and coordination of emergencies is effective, regardless of the hazard or its consequences.

8.1 PRINCIPLES OF RESPONSE

The following principles apply in relation to response:

- ◆ The control agency is primary to managing the incident; 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 is managed using AIIMS or ICCS Plus.
- ◆ Functional management is applied at all management levels – tactical, operational and strategic, local, regional and state.
- ◆ Response and functional management aligns with and addresses the 10 responsibilities of a control agency as described in paragraph 7.11.1.
- ◆ 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, relevant and accurate public information and warnings must underpin all response activities.
- ◆ Response activities seek to mitigate the impacts of emergencies on life, property and the environment, including secondary and cascading impacts.
- ◆ The coordinating agency is responsible for ensuring the 10 responsibilities of the control agency are being addressed.

- ◆ When briefing the coordinating agency or the State Coordinator, the control agency reports its progress in addressing the 10 responsibilities.

8.2 INCIDENT MANAGEMENT

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

Control agencies are responsible for controlling the response operations for their assigned emergencies. Controlling the response includes 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:

- ◆ 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.

An outline of the stages in which Incident Management is applied is provided in table 4; more detailed response arrangements are included in agency plans.

The South Australian Country Fire Service (CFS) maintains a statewide incident management capability in support of the state's emergency management arrangements. The CFS can support partner agencies with incident management personnel, training, exercises and capability development across a range of hazards and emergencies. Requests for support are subject to operational requirements and resource availability. The CFS performs a key role in developing and sustaining the state's incident management capability and capacity under AIIMS.

8.2.1 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. Emergency warnings are the responsibility of control agencies and are not to be delayed by coordination activities.

The Alert SA application is South Australia's public information and warning application for fire, flood, severe weather, heatwave and hazardous materials. Alert SA aligns to the Australian Warning System and is administered by SAFECOM.

The sa.gov.au website can be utilised as a single source of truth for public information, on request by the control agency or the Public Information Functional Support Group.

The Australian Warning System (AWS) provides a nationally consistent approach to information and warnings for emergencies. Where applicable, control agencies are to align their public information and warnings procedures with the AWS.

AusAlert is a national warning system capable of issuing emergency messages during significant emergencies. AusAlert is administered by NEMA; South Australia's access to AusAlert is administered by SAFECOM.

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).

8.2.2 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.

8.3 CONSIDERATIONS FOR ACTIVATING LOCAL AND STATE ARRANGEMENTS

The SEMP provides arrangements for local, regional and statewide coordination and support when a multi-agency response is required to manage an emergency.

Command, control and coordination between the control agency, support agencies and the coordinating agency occurs routinely at the local level. If additional coordination or support is required to manage an emergency, consideration should be given to requesting additional support directly from relevant support agencies and FSG, or to activating a ZEST and/or SEC.

8.3.1 Requesting Support from a Support Agency or Functional Support Group

A request for support from a support agency or FSG can be made any time before, during or after an emergency. A request for support can be made by any control, support, coordinating or recovery agency.

A request for support can be made via business-as-usual dispatch and response procedures, by a direct request to the support agency or FSG lead agency, or via a ZEST or SEC tasking. Support can be requested with or without a declaration in place.

Considerations for requesting support include:

- ◆ What role the support agency or FSG will be asked to perform, and whether that role is within their scope and responsibilities.
- ◆ What information and assistance the support agency or FSG may require to complete the request.
- ◆ Whether a ZEST or SEC should be requested to aid in the coordination of support activities.

8.3.2 Activating a ZEST

A ZEST may be activated by the coordinating agency any time before, during or after an emergency. A ZEST can be activated on request of the relevant control agency, support agency or recovery agency, or at the discretion of the coordinating agency. A ZEST may be activated with or without a declaration in place.

Considerations for activating a ZEST include:

- ◆ The size, scale and/or consequences of the emergency may or have become significant to the Zone.
- ◆ The emergency may need or benefit from Zone level coordination.
- ◆ The control agency may need or benefit from additional resources within the Zone.
- ◆ The emergency does not have sufficient arrangements in place in the SEMP or interfacing legislation.

8.3.3 Activating the SEC

The SEC may be activated by the coordinating agency any time before, during or after an emergency. The SEC can be activated on request of the relevant control agency, support agency or recovery agency, or at the discretion of the State Coordinator. The SEC may be activated with or without a declaration in place.

Considerations for activating the SEC include:

- ◆ The size, scale and/or consequences of the emergency may have or has statewide or national significance.
- ◆ The emergency may need or benefit from statewide coordination.
- ◆ The control agency may need or benefit from additional resources from multiple support agencies and/or functional support groups.
- ◆ The emergency does not have sufficient arrangements in place in the SEMP or interfacing legislation.

8.4 INTERFACE WITH NATIONAL ARRANGEMENTS

The roles and responsibilities of Australian Government agencies during crises and disasters are set out in the AGCMF and COMDISPLAN. NEMA is responsible for coordinating jurisdictional requests for non-financial assistance to Australian Government agencies in circumstances where COMDISPLAN thresholds are met.

If an emergency has, or may have national significance, or if Australian Government support is, or may be required, the State Coordinator can request a liaison officer from NEMA to attend the SEC.

The State Coordinator is South Australia's nominated official to receive and submit non-financial requests for assistance to NEMA under COMDISPLAN. Relevant control agencies are to liaise with the NEMA liaison officer and the coordinating agency when developing a request for assistance.

8.4.1 Requesting assistance from the Australian Defence Force

The extent of ADF support before, during and after an emergency is set out in the Defence Assistance to the Civil Community (DACC) policy.

In the event of a localised, short term emergency, where deliberate and decisive action is necessary to save life, alleviate suffering prevent extensive loss of animal life or prevent widespread loss and damage to property, the incident controller may request assistance directly from local ADF bases and units (DACC 1 classification).

In the event of significant crisis response, relief or recovery assistance, the control agency may request ADF assistance through the State Coordinator. The State Coordinator will progress eligible requests through NEMA and the ADF (DACC 2 and 3 classifications).

8.4.2 Cross Border Resource Sharing

Agencies are responsible for having processes in place to receive or deploy resources interstate on an agency-to-agency basis. Jurisdictional resource sharing arrangements, such as the AFAC National Resource Sharing Centre, are separate to COMDISPLAN arrangements, and may occur unilaterally.

Requests for multi-agency support from other jurisdictions, including from overseas, or from Australian or interstate jurisdictions, are made to the Australian government under COMDISPLAN arrangements through the State Coordinator.

8.4.3 Considerations for Cross-Border Resource Sharing

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

- ◆ 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 jurisdiction 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 jurisdiction'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 jurisdiction 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 jurisdictions prior to deployment, including incidental allowances, personal costs, salaries and wages, including overtime, where appropriate.

Further guidance is available in:

- ◆ Arrangements for Interstate Assistance (Fire and Emergency Services) (AIA)
- ◆ Cross Border Assistance Guidelines
- ◆ Guidelines for Interstate Assistance (Community Recovery) which provide for the exchange of capability between Australian states and territories during significant incidents
- ◆ COMDISPLAN.

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

8.5 CATASTROPHIC EVENTS

A catastrophic event or catastrophic disaster is an event which is beyond current arrangements, thinking, experience and/or imagination. It is an event which has or is likely to overwhelm technical, non-technical and social systems and resources, and degrade or disable governance structures and strategic and operational decision-making functions.

If a catastrophic event has occurred, or is likely to occur, the Premier may consider additional statutory and/or administrative instruments that are necessary to support response and recovery arrangements, following advice from the State Coordinator and State Recovery Coordinator.

Stages of Incident Coordination

Reporting	Any agency (control or support or recovery) becoming aware of an incident that may require multi-agency support and coordination through the activation of a ZEST and/or the SEC is to contact the coordinating agency.
Action	The control agency will assume control of the incident. If a relevant control agency is not immediately apparent, the coordinating agency will make a determination under Section 20(1)(b) of the Act. The coordinating agency will ensure that all control, support and recovery agencies and functional support groups are notified of the incident as appropriate. SAPOL coordinating agency responsibilities will be undertaken as part of the normal response. A Local Police Commander may individually, or on request by a relevant agency, activate a ZEST. The State Coordinator may individually, or on request by a relevant agency, activate the SEC. A functional support group(s) may provide support on request by a relevant agency, or through a tasking at the ZEST or SEC.
Build Up	Upon advice, control, support and recovery agencies and functional support groups will implement their plans, including the activation of State Control/Command/Recovery Operations Centres, notification of staff and advice to involved agencies. SAPOL, through the SEC Coordinator, will ensure that the SEC staffing needs are addressed.
Operations	Upon activation of the SEC and/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). Response operations are to occur with regard to the objectives, principles and responsibilities set out in the Act and SEMP. The State Coordinator will consider the need to instigate any declarations under the Act. The control agency will consider whether the relevant Hazard Risk Reduction Plan and/or Leader should be consulted for technical advice. Recovery is to occur in parallel to response, relevant agencies are to have regard to the process and information required for transitioning to recovery.
Rundown	When the SEC is activated, the State Coordinator, State Controller and State Recovery Coordinator will meet to determine and approve when response operations and support can be scaled down and will nominate a time for transition to recovery. Where a ZEST only is activated, the Local Police Commander, in consultation with the control agency, will determine rundown and whether recovery arrangements are required.
Debrief	All multi-agency incidents for which the SEC and/or a ZEST has been activated are subject to the debrief and lessons management process set out in the Lessons Management Framework.

Table 4: Stages of Incident Coordination

8.6 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 –

- a. the death of, or injury or other damage to the health of, any person; or
- b. the destruction of, or damage to, any property; or
- c. a disruption to essential services or to services usually enjoyed by the community; or
- d. harm to the environment, or to flora or fauna.

This definition 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.

8.7 EMERGENCY DECLARATIONS

There are five emergency declarations available under the Act:

- ◆ Section 21A – State of Alert
- ◆ Section 22 – Identified Major Incident
- ◆ Section 23 – Major Emergency
- ◆ Section 24 – Disaster
- ◆ Section 27B – Electricity Supply Emergency

Three declarations are available to the State Coordinator (State of Alert, Identified Major Incident and Major Emergency). One declaration is available to the Governor (Disaster). One declaration is available to the Minister responsible for the *Electricity Act 1996* (SA) (Electricity Supply Emergency).

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 State of Alert or Major Emergency made by the State Coordinator.

8.7.1 Extending Emergency Declarations

With the exception of Identified Major Incidents, the Act allows emergency declarations to be extended if and as required, subject to relevant approval. If an extension to an emergency declaration is required, the following process is to be used where practicable:

- ◆ The control agency makes a request for extension to the State Coordinator, providing an explanation and desired duration for the extension
- ◆ The State Coordinator makes an assessment against SEMC's approved Declaration Guidelines, taking into consideration the totality of information known to the State Coordinator
- ◆ A Cabinet Submission is prepared for consideration of the Premier and the Emergency Management Cabinet Committee
- ◆ Final consideration by the Governor or both Houses of Parliament is aided by information provided by the Premier and Cabinet.

In the event of an Electricity Supply Emergency declaration, the request for extension is to be submitted to, and considered by the relevant Minister rather than the State Coordinator.

8.8 NATIONAL EMERGENCY DECLARATION

In circumstances where an emergency is likely to or has caused nationally significant harm in Australia or an Australian offshore area, the Australian Government may make a National Emergency Declaration under the *National Emergency Declaration Act 2020* (Cth). This [legislation](#) establishes a framework for:

- ◆ the declaration of a national emergency by the Governor-General, on the advice of the Prime Minister
- ◆ Commonwealth ministers to suspend, vary or substitute administrative requirements in Commonwealth legislation they administer in certain circumstances
- ◆ 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.

In the event of a nationally significant emergency affecting South Australia, the Prime Minister must consult with the Premier prior to making a National Emergency Declaration unless it is not practicable to do so. DPC will coordinate this consultation. A National Emergency Declaration does not supersede or take priority over state declarations or arrangements.

8.9 DECLARATION TYPES AND CONSIDERATIONS

8.9.1 Declaration types available to the State Coordinator

State of Alert	Identified Major Incident	Major Emergency
◆ 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. ◆ Automatically revoked if another emergency declaration is made.	◆ 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.	◆ 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.
Considerations What is to be achieved by the declaration? For example: ◆ 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 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. ◆ In the case of Major Incident and Major Emergency - to directly manage response and/or recovery operations.		
What limitations / scope is required? ◆ What information is there available about the incident? ◆ What is the nature and scope of the incident? ◆ Is it for a specific area? ◆ Is it required urgently (consider Identified Major Incident initially)? ◆ What timeframe is likely to be required?		

Table 5: Declaration types available to the State Coordinator

8.9.2 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.

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

Table 6: Declaration types available to the Governor

8.9.3 Declaration types available to the Minister

The following further declarations may be made by the Minister responsible for the *Electricity Act 1996* (SA) if required.

Electricity Supply Emergency ◆ Does not require any previous declaration. ◆ Must be in writing. ◆ Remains in force for the period specified in the declaration which must not exceed 14 days. ◆ May be revoked at any time by the Minister. ◆ May be extended for such further periods (which may be of any length) on approval of the Governor.
Consideration What is to be achieved by the declaration? For example: ◆ Will the Minister require or benefit from powers to give directions that are reasonably necessary to respond to the emergency? ◆ Will or could the Minister require the Australian Energy Market Operator Limited (AEMO) to restrict electricity flow or suspend the spot market? ◆ Will the Minister require or benefit from the ability to delegate powers or functions under Division 6 of the Act to an office holder, body or any person? ◆ To signify seriousness of the event (public confidence). ◆ To directly coordinate and manage response and/or recovery operations.
What limitations / scope is required? ◆ What information is there available about the incident? ◆ What is the nature and scope of the incident? ◆ Is it for a specific area? ◆ Is it required urgently (consider Identified Major Incident initially)? ◆ What timeframe is likely to be required?

Table 7: Declaration types available to the Minister

9. 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. Recovery can be a complex and lengthy process, which is affected by the scale of the impacts along with the level of preparation, resilience and resourcing available.

The South Australian Government's objectives in recovery are to:

- ◆ Support the restoration of social, economic, infrastructure and natural environments to minimise long term consequences for individual and community wellbeing, the economy and environment.
- ◆ Facilitate community participation in recovery planning and decision-making.
- ◆ Ensure that government and non-government support is targeted and appropriate.
- ◆ Assist communities to rebuild in a way that enhances resilience across the four domains (social, economic, built and environment) and encourages risk management.
- ◆ Learn from experience and continually refine arrangements to enhance future recovery processes

9.1 RESPONSIBILITIES

The principles of the Act and SEMP set out that whole spectrum of emergency management is the shared responsibility of all sectors of the community, including both state and local governments, the business and non-government sectors, as well as communities and individuals. While responsibilities may not be shared equally, all stakeholders are charged with working collaboratively with affected communities to provide a range of recovery activities, programs, and services.

Chief Executives of agencies are responsible for their own portfolio contributions for recovery planning and program delivery. This may involve working with non-government and community organisations, including stakeholder engagement.

State agencies responsible for undertaking recovery functions should ensure staff have the requisite skills and knowledge through integrating recovery into their plans and arrangements.

9.2 STATE RECOVERY COORDINATION

The [State Recovery Framework South Australia](#) provides the policy framework for coordinating and delivering recovery from a smaller scale localised event to a catastrophic state-wide disaster.

Governance structures for recovery operations are scalable, flexible and designed to allow the escalation of unresolved issues, risks and threats. Escalation is determined by the scale of the event.

Depending on the scale, the type of event and community needs, one or a mixture of appropriate governance structures can be utilised.

The State Recovery Coordinator may appoint Community Recovery Coordinators and/or recommend the establishment of Local Recovery Committees to support recovery activities in a localised area or region.

Management of a recovery operation, including the coordination of services, information, and resources, should take place at the local level where possible.

For routine events, it may be within the capability and scope of a relevant government agency and/or local government, to affect recovery shortly after the response.

For small-scale events requiring a degree of coordination, recovery can be achieved by allowing a Local Recovery Committee (LRC) to take the lead and seek advice and guidance from relevant government agencies as required.

The LRC is the strategic decision-making body for local recovery. It provides visible and strong leadership and has a key role in restoring community confidence. This is achieved by assessing the consequences of the emergency and coordinating activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of the affected community.

When events overwhelm local capacity and state-led coordination is required, the State Recovery Coordinator will activate state level operational and/or strategic planning groups and will coordinate agencies and organisations relevant to recovery, in collaboration with impacted councils and communities.

9.3 TRANSITION FROM RESPONSE TO RECOVERY

The transition from response to recovery covers the progressive handover of recovery responsibilities to agencies or organisations including government, councils, community-based or industry-led sectors that would normally support recovery environments.

The recovery process begins at impact. It operates in parallel to the response phase and can continue long after the response phase is complete.

The relevant control agency retains responsibility for an emergency until such time the response phase is complete, and the area of impact is now safe.

Recovery governance arrangements are determined by the scale and severity of the event. If recovery cannot be affected locally through business-as-usual processes, a handover is to occur as per the State Recovery Framework.

The timings to tailor planned recovery operations for a specific event will vary between disasters. Although some response activities might still be underway, transition to recovery will occur when the following criteria have been met:

- ◆ The emergency is sufficiently controlled and serious threats and disruption to community life, property and/or environment have been reduced.
- ◆ Coordination is no longer required to manage response.
- ◆ In the event of a handover, a detailed handover brief has been completed by the control agency and provided to the State Recovery Coordinator, including:
 - A damage assessment
 - A formal letter of transition from the control agency to the State Recovery Coordinator
 - A public information summary
 - A Recovery Needs Assessment report.

Support agencies may also provide reports detailing:

- ◆ Synopsis of activities leading to transition point.
- ◆ Impacts identified at this point within their portfolio area.

- ◆ Ongoing plan for response/recovery activities within their portfolio area.

- ◆ Areas of risk and level of risk.

The transition from response to recovery should be delayed if:

- ◆ Significant emergency risks remain
- ◆ The effects and consequences of the emergency are not yet adequately known
- ◆ Affected communities continue to need emergency relief services
- ◆ Recovery coordinators at relevant tiers are not ready to assume responsibility.

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

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

Relevant agencies will continue to provide information arising from the response phase and support the State Recovery Coordinator as needed. More information on the transition from response to recovery is set out in the State Recovery Framework.

9.4 RECOVERY CENTRES

During response operations, the Emergency Relief Functional Support Group (ERFSG) may, in consultation with the control agency, establish one or more emergency relief centres. During the transition from response to recovery, the ERFSG, in consultation with the State Recovery Coordinator, may transition one or more emergency relief centres to become recovery centres.

Recovery centres may also be established in the first instance, or moved to a more suitable location, during recovery operations to provide services to the community.

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

10. FUNDING ARRANGEMENTS

10.1 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 (DTF) when cost pressures arise.

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

10.2 FINANCIAL ASSISTANCE

DTF administers disaster recovery assistance for local governments following an eligible natural disaster event on behalf of the Treasurer. Following an eligible natural disaster event, local councils can apply for state government assistance through the South Australian Local Government Disaster Recovery Assistance Arrangements (LGDRAA). The financial support available will vary depending on the severity, nature and duration of the event. [The LGDRAA Guidelines](#) provide guidance to local councils for the application for financial assistance.

DPC coordinates agency submissions to Cabinet seeking extraordinary funding assistance for recovery measures to assist impacted communities.

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.

In South Australia, assistance through the Disaster Recovery Funding Arrangements (DRFA) is delivered through DPC. The DRFA is a mechanism through which the Australian Government provides funding to states and territories to share the costs of responding to a disaster.

Financial records are important for reporting expenditure and claiming financial assistance under the LGDRAA and DRFA. It is essential that records show a direct connection between the disaster, relief or recovery assistance sought, the work invoiced and the expenditure claimed.

The recovery.sa.gov.au website provides information on financial and other recovery assistance available to affected communities.

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.

10.3 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 administers the fund and ensures publicly donated money is distributed appropriately and fairly to people and communities affected by an emergency.

When the fund is activated, additional members may be appointed to the committee to ensure local representation and relevant expert knowledge.

11. 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.
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 an event which is beyond current arrangements, thinking, experience and/or 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 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.
Declared Emergency	An emergency that has been declared a state of alert, identified major incident, major emergency, electricity supply emergency or disaster by the State Coordinator, minister or Governor. See also Emergency Declaration.

Term	Description
Declared Disaster	An emergency that has been declared a disaster by the Governor. See also Emergency Declaration.
Disaster	A serious disruption to community life that threatens or causes death or injury in that community and/or damage to property which is beyond the day-to-day capacity of the prescribed statutory authorities and which requires special mobilisation and organisation of resources other than those normally available to those authorities. 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).
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.
Electricity Supply Emergency	The Minister responsible for the <i>Electricity Act 1996</i> (SA) may declare an Electricity Supply Emergency in circumstances where it appears on reasonable grounds that the supply of electricity to all or part of the South Australian community is disrupted to a significant degree or is at risk of disruption to a significant degree (see Section 27B of the Act).
Emergency	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). Note – This is not limited to naturally occurring events (such as earthquakes, floods or storms) but would, for example, include fires, explosions, accidents, epidemics, pandemics, emissions of poisons, radiation or other hazardous agents, hijacks, sieges, riots, acts of terrorism and hostilities directed by an enemy against Australia.
Emergency Declaration	A declaration under either Section 21A, 22, 23, 24 or 27B 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 and drinking water, 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.
Local Police Commander	The person who has overall strategic command of police resources in response to an emergency or incident.

Term	Description
Local Recovery Committee	A committee established at a local or regional level to assist with and support recovery efforts.
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 (state waters)	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.
People at increased risk in emergencies	People who experience additional barriers or challenges before, during and/or after an emergency due to a range of factors such as their communication needs, accessibility needs, age, ability, cultural and linguistic background, gender and sexual identity, housing or economic status or level of familiarity with the local area and local hazards.
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.

Term	Description
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).
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 of Alert	An emergency declaration available to the State Coordinator in circumstances where an emergency that could be subject of a declaration is likely to occur, or likely to occur if steps are not taken to prevent it, or an emergency that has been the subject of a declaration is ending and it is necessary or desirable to exercise powers to facilitate response or recovery operations. (see Section 21A of the Act).
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.
Zone Emergency Management Committee	Zone Emergency Management Committees are responsible for zone level prevention, preparedness and resilience-building activities relevant to their geographic area and priority risks.
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.

12. ACRONYMS

Abbreviation	Full Name
(the) Act	<i>Emergency Management Act 2004 (SA)</i>
ADF	Australian Defence Force
AGCMF	Australian Government Crisis Management Framework
AIIMS	Australasian Inter-service Incident Management System
CBRN	Chemical, biological, radiological and nuclear
CFS	Country Fire Service
COMDISPLAN	Australian Government Disaster Response Plan
DACC	Defence Assistance to the Civil Community Initiative
DEM	Department for Energy and Mining
DEW	Department for Environment and Water
DHW	Department for Health and Wellbeing
DIT	Department for Infrastructure and Transport
DPC	Department of the Premier and Cabinet
DTF	Department of Treasury and Finance
DRF	Disaster Ready Fund
DRFA	Disaster Recovery Funding Arrangements
EADRA	Emergency Animal Disease Response Agreement
EFSG	Engineering Functional Support Group
ERFSG	Emergency Relief Functional Support Group
EMCC	Emergency Management Cabinet Committee
FSG	Functional Support Group
GRN	Government Radio Network
HRRL	Hazard Risk Reduction Leader
ICC	Incident Control/Command Centre
ICCS Plus	Incident Command and Control System
ICT	Information and Communications Technology
IMT	Incident Management Team
LFSG	Logistics Functional Support Group
LGA	Local Government Association
LGBTQIA+	Lesbian, gay, bisexual, transgender, queer, intersex, asexual +
LGDRAA	Local Government Disaster Recovery Assistance Arrangements
LGFSG	Local Government Functional Support Group
MFS	Metropolitan Fire Service

MFSG	Mapping Functional Support Group
NCM	National Coordination Mechanism
NEMA	The National Emergency Management Agency
NEMS	National Emergency Management Stockpile
NERAG	National Emergency Risk Assessment Guidelines
OCPSE	Office of the Commissioner for Public Sector Employment
PIFSG	Public Information Functional Support Group
PIRSA	Department of Primary Industries and Regions
PPRR	Prevention, Preparedness, Response, Recovery
PSMFSG	Public Sector Mobilisation Functional Support Group
SAAS	SA Ambulance Service
SAFECOM	South Australian Fire and Emergency Services Commission
SAPOL	South Australia Police
SCC	State Crisis Centre/ State Control/Command Centre
SEC	State Emergency Centre
SEICCC	State Emergency Information Call Centre Capability
SEMC	State Emergency Management Committee
SEMP	State Emergency Management Plan
SERF	State Emergency Relief Fund
SES	State Emergency Service
SOC	Strategic Operations Subcommittee
SPC	Strategy and Policy Coordination Subcommittee
USAR	Urban Search and Rescue
ZEMC	Zone Emergency Management Committee
ZEMP	Zone Emergency Management Plan
ZEST	Zone Emergency Support Team

13. ADDITIONAL REFERENCE MATERIAL

13.1 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 can 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
- ◆ Fuel distributors and resellers

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 Treasury and Finance (DTF)

Responsibilities

The coordination of significant disruptions to major telecommunications or cyber infrastructure resulting in the loss of telecommunications or cyber 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
- ◆ 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 Industries 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:

- ◆ Responding to outbreaks of fire, both urban and rural, and the rescue of persons in fire endangered areas.
- ◆ Responding to incidents involving the actual or threatened release of hazardous materials.
- ◆ Responding to Marine Pollution (State Waters) in support of the control agency.
- ◆ Responding to Marine Search and Rescue incidents in support of the control agency.
- ◆ Assisting in any other response or recovery operations for which the Fire Services' training and equipment are suitable, for example but not limited to: 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 and dispatch services for MFS, CFS and SES.
- ◆ Assessing fire safety and MFS response within commercial and residential developments, structures, Major Hazard Facilities and Dangerous Goods Facilities.
- ◆ Responding to road crash incidents.
- ◆ Providing Urban Search and Rescue (USAR) services to support other Emergency Services where relevant agencies determine the incident is beyond the capabilities of a local response.
- ◆ Supporting damage assessment.
- ◆ Providing best-practice advice and training to industry and agencies to prevent and reduce the impact of urban fires.
- ◆ Investigating the cause of structure fires.

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 (DHW)

Responsibilities

To protect community health and wellbeing and support patient safety and care through the provision, maintenance and coordination of health, public health, clinical and health service operations.

- ◆ Protect public health through the prevention, management and control of communicable diseases, food and water safety risks and environmental health hazards.
- ◆ Deliver clinical and health services to manage mass casualty incidents and other emergencies requiring significant health and medical resources, including hospital, specialist and emergency healthcare services.
- ◆ Support the health, safety, care and wellbeing of affected individuals and communities, including mental health and psychosocial wellbeing.
- ◆ Coordinate health and medical sector activities relevant to emergency prevention, preparedness, response and recovery.

Participating organisations

- ◆ Local Health Networks and SA Health Services
- ◆ Primary Health Networks
- ◆ Public Health Services and Support Agencies
- ◆ Private Health System
- ◆ Mental Health and Wellbeing Services
- ◆ Aged Care Services
- ◆ Disability and Disability Support Services
- ◆ Commonwealth Department of Health, Disability and Ageing
- ◆ Non-government health and community service organisations

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.
- ◆ Conduct of disaster victim identification activities.
- ◆ Establishing temporary mortuaries.
- ◆ Maintaining the security of property.
- ◆ Statutory investigative requirements.

Participating organisations

- ◆ Coroner's Office
- ◆ Forensic Science Centre
- ◆ Funeral Directors Association

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.
- ◆ Responding to road crash incidents
- ◆ 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.
- ◆ Provision of Urban Search and Rescue support.
- ◆ 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 in emergencies, 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
- ◆ Manage access to the transport network (including State-managed roads, rail and waterways) in support of the control and coordinating agencies.

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

13.2 FUNCTIONAL SUPPORT GROUPS - RESPONSIBILITIES AND PARTICIPATING ORGANISATIONS

Functional Support Group (FSG) lead agencies and organisations, can 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, a 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 Service	◆ 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: · Urban search and rescue (USAR) task forces · Police special or high-risk tactical operations (including MART) · 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.	◆ 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.
- ◆ Work in conjunction with SA Health to determine suitable and appropriate casualty distribution for their ongoing care.

Emergency Relief

Manager	Responsibilities	Participating organisations
Executive Director, People and Strategy, SAHT	◆ Identify and coordinate the provision of practical advice and psychosocial support services required by individuals, families and communities through emergency relief and recovery centres and outreach. ◆ In liaison with Police and/or the control agency, establish emergency relief centres or alternative models to provide hardship payments, temporary accommodation and short-term shelter, information and psychosocial support services. This may include food and drinking water within emergency relief centres and temporary accommodation centres. ◆ In liaison with Police and/or the control agency, or where it is agreed within specific state emergency plans, activate the relevant reunification processes which may include registration of affected individuals and families. ◆ Ensure information on practical advice and psychosocial support is provided within the community through outreach.	◆ Australian Red Cross ◆ Disaster and Recovery Ministries ◆ Foodbank SA ◆ Lions Club of Australia ◆ Other agencies and community groups as required or outlined within ERFSG Plan

Engineering

Manager	Responsibilities	Participating organisations
Senior Manager, SA Water Corporation	◆ Coordinate the protection and restoration of essential infrastructure including: · water supply and sewerage · public and private buildings, including structural assessment, demolition and shoring-up. ◆ Coordinate engineering support to other Control Agencies, Support Agencies and Functional Support Groups once own capabilities have been exhausted or as required.	◆ 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

Local Government

Manager	Responsibilities	Participating organisations
Chief Executive Officer Local Government Association	◆ 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.	◆ Regional LGAs ◆ 68 councils

Logistics

Manager	Responsibilities	Participating organisations
Director, Emergency Management, Resilience and Risk Reduction, SA Fire and Emergency Services Commission (SAFECOM)	Coordinate logistics support to emergency management agencies, participating organisations and affected South Australian communities during preparedness, response, relief and recovery activities for significant emergencies. This may include: ◆ Coordinating the sourcing, prioritisation, staging, movement and tracking of emergency equipment and associated personnel ◆ Coordinating the sourcing, movement and delivery of bulk emergency supplies, including water, food and fuel ◆ Coordinating logistics support requested by control, support and recovery agencies where internal systems are or expected to be overwhelmed ◆ Maintaining situational awareness of logistics requirements, constraints, priorities and emerging risks during activations ◆ Liaising with relevant government, non-government and private sector providers to facilitate the delivery of logistics support during activations.	Nil

Mapping

Manager	Responsibilities	Participating organisations
Department for Environment and Water (DEW)	◆ Provide timely, accurate and integrated spatial information and incident mapping products that support 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.	◆ Location SA (Department for Infrastructure and Transport - DIT) ◆ Office for Data Analytics (Department of Treasury and Finance (DTF))

Public Sector Mobilisation

Manager	Responsibilities	Participating organisations
Office of the Commissioner for Public Sector Employment (OCPSE)	◆ Facilitate public sector mobilisation in support of emergency management activities, with regard to the <i>Emergency Management Act 2004</i> (SA) and the <i>Public Sector Act 2009</i> (SA). ◆ Establish and maintain the South Australian Public Sector Emergency Workforce Mobilisation Pool. ◆ Work with control, support and recovery agencies and functional support groups to ensure mobilisation planning meets operational needs. ◆ Support mobilised public sector employees to fulfil their designated support role through training and information.	◆ South Australian government agencies

Public Information

Manager	Responsibilities	Participating organisations
Officer in Charge, Communication and Engagement Branch SA Police	◆ Provide strategic oversight of public information promulgated to the community by: · 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.	◆ Australian Broadcasting Corporation ◆ Commercial TV Stations ◆ Federation of Australian Radio Broadcasters ◆ Print media ◆ Agency media affairs or equivalent



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