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Government
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Emergency Management

June 2016

SOUTH AUSTRALIA'S DISASTER RESILIENCE NEWSLETTER

State Emergency Management Plan (SEMP) Review



In November 2015, as part of the final development of the Emergency Management (Miscellaneous) Amendment Bill 2016, the State Emergency Management Committee (SEMC) determined the need to undertake a major review of the SEMP. A Terms of Reference was prepared by the Department of Premier and Cabinet and agreed to by SEMC at its meeting on 28 January 2016.

Since that time the Steering Group has sought and received submissions from stakeholders to allow a broad ranging review of the SEMP in line with the terms of reference. The Steering Group has met fortnightly to consider the submissions, and has conducted two half day workshops to examine some issues in greater detail. The workshops were facilitated by Professor Paul Arbon to ensure that discussion could occur by all parties. Further dedicated meetings have been held to specifically examine some issues and more are planned.

As a result of the work underway, it is proposed to deliver a new SEMP that improves on what has been in place before. Issues around size and readability are being addressed as is accessibility. Recent changes to the Emergency Management Act that were proposed from the last SEMP review in 2009 have now progressed through Parliament which will now be added to the SEMP.

These changes have acknowledged that local government as a sector has a role in the emergency management area and the new SEMP will address the roles and functions that local government have agreed to take on in support of the Control Agency.

The SEMP review maintains the roles of the Control and Supporting Agencies as per the current arrangements and will further reinforce other key areas that were identified in the submissions as being key to our state's arrangements. A number of areas are to be explained in more detail and learnings from other jurisdictions and incidents within our own jurisdiction will be addressed.

Once the technical content is complete the plan will then be reviewed by a commercial editor to ensure readability and simple writing styles.

The updated SEMP is currently expected to go to the July SEMC meeting for approval. This will allow an implementation to occur in time for the 2016-2017 Fire Danger Season.

Questions on the status of the project can be directed to the Chair of the SEMP review working Group, Chief Superintendent Scott Duval, scott.duval@police.sa.gov.au

Aged Care Flood Hazard Resilience Scorecard

In January 2011, SA Health commenced the Residential Aged Care and Country Hospital Risk Assessment Review and Planning Activities Project aimed at assisting emergency management planning in residential aged care facilities, country hospitals and retirement villages. With funding by the State and Commonwealth Governments through the Natural Disaster Resilience Program (NDRP), phases 1 and 2 of the project focussed on bushfire risk. Phase 3 of the project has an expanded scope to cover a wider range of hazards including flood, extreme heat and earthquake.

SA Health, in partnership with the Department of Environment, Water and Natural Resources (DEWNR) and the SA State Emergency Service (SASES), has developed a Flood Hazard Resilience Scorecard to assist residential aged care providers to understand, plan and prepare for flood emergencies.

The Flood Hazard Resilience Scorecard is based on the work of the Torrens Resilience Institute and will assist residential aged care providers to understand their preparedness for flooding and plan for measures to improve their resilience.

A desktop analysis has been undertaken to identify residential aged care facilities that

may be at risk of flooding using flood maps that have been produced by local and state government. In the near future, aged care providers identified as having a facility at risk of flooding will be receiving the Flood Hazard Resilience Scorecard.

Information regarding DEWNR's Flood awareness mapping can be found at: www.waterconnect.sa.gov.au/Hazard-Management/Flood-Awareness

For further information regarding flood preparation and actions, please visit the SASES website: www.ses.sa.gov.au, call 8463 4171 during office hours or email at seshq@sa.gov.au



Each decision and action makes us more vulnerable to disasters – or more resilient to them. Thus disaster risk reduction involves every part of society, every part of government, and every part of the professional and private sector." United Nations International Strategy for Disaster Reduction.



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Building Resilience in Culturally and Linguistically Diverse (CALD) Communities

When disasters and other emergencies occur, certain population demographics may be more impacted than others. These groups include people living in poverty, homeless, people with disabilities, children, elderly, or individuals with language barriers.

Migration has become the greatest contributor to Australia's population growth in recent years with the Australian Bureau of Statistics reporting that 25% of Adelaide's population is now born overseas.

CALD communities can be more susceptible to the impacts of natural disasters and hazards due to factors such as language barriers and a reduced understanding of emergency management processes in Australia.

Red Cross has received funding for a project, *Building Resilience in Culturally and Linguistically Diverse Communities*, through the State Government's Natural Disaster Resilience Program. The project aims to increase CALD communities' understanding and knowledge of disaster preparedness to build individual and community resilience.

Red Cross has commenced collaboration with committed community leaders from CALD

communities who will volunteer to be trained and supported to deliver information sessions through their communities and networks, helping them to prepare, respond and recover from natural disasters and emergencies.

The SES, MFS and CFS will be involved and have the opportunity to work with the CALD Community Trainers, supporting them to communicate the key messages of their agencies into CALD communities.

This means that in the event of an emergency, CALD communities will be in a better position to reduce the disruption caused and to manage their own recovery, thereby improving their overall wellbeing and reducing pressure on support services.

The project will improve volunteers' job prospects, develop their leadership skills, and equip them with knowledge on how to access information to assist families and communities in the event of an emergency.

The preparedness concept and materials used in this project will be based upon the four steps of Emergency REDiPlan (REDiPlan) but modified to be culturally appropriate for each target community (CALD REDiPlan).

REDiPlan is a national community education program run by Australian Red Cross that has been delivered to over 3000 participants in SA.

If you would like to learn more about this exciting project or if you know anyone within your community or networks who would like to be a CALD Community Trainer, please contact Catherine Maynard, Project Officer - CALD Communities by telephoning (08) 8100 4618 or emailing cmaynard@redcross.org.au



Exercise Team Spirit 16



The Central Exercise Writing Team (CEWT) is responsible for planning and coordinating the annual multi-agency 'Team Spirit' exercise. This year 'Team Spirit' will be held on Wednesday 12 October 2016 in the State Emergency Centre (SEC). The aim is to exercise all Functional Services operating in the SEC after a major earthquake has occurred in Adelaide and its surrounds.

The exercise scenarios used in 'Team Spirit' every year are identified via risk management processes and also the need to exercise the SEC in preparation for a variety of major emergencies that could have an impact at state-level. The 'Team Spirit' exercise program is sponsored by the State Response Advisory Group (SRAG).

This year the exercise has been developed to engage as many of the Functional Services that would have a role in the response, management and recovery from the resulting impact of a major earthquake.

The last significant Adelaide earthquake occurred on 1 March 1954 and had its epicentre at Darlington, some 12 km to the south of city. It took place in the early hours of the morning and had a reported magnitude of 5.6.

Planning is in the early stages and the usual chaos is expected to occur. All agencies are expected to have some involvement. Having spoken to a seismologist in preparation for the exercise, it's surprising to learn that South Australia frequently experiences small earthquakes (with a magnitude of 1 or 2).

Recently recorded South Australian earthquakes are listed on the following website:

<http://www.ga.gov.au/earthquakes/>

SA can expect an earthquake with a higher magnitude (5 or 6) every 17 years, with the recent Kangaroo Island earthquake (19 June 2016, 11.24am, Magnitude 4.8) being the largest experienced near Kangaroo Island in 50 years.

Earthquakes are unique hazards in that they are rare but can be very damaging and unpredictable in effect. Some likely issues that may occur include death and injury, access/egress blockages, infrastructure disruptions (IT, water, sewage, gas, etc) and possible widespread homelessness.

Contrary to popular belief, an earthquake may not occur on the fault line itself, but in a fault area and only causes problems if it occurs in an area where there are lots of buildings and other infrastructure.

Not being located near a tectonic plate, the probability of a large earthquake in Australia is very low, but given the large urban areas in South Australia and the higher number of fault lines/areas compared with other states, our risk is slightly higher.

If you would like to prepare for Team Spirit by having a short discussion exercise that will explore the issues that may be experienced by your team before you need to consider supporting other agencies, please contact Abigail Walters on (08) 8260 0057 or abigail.walters@sa.gov.au



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NATIONAL RESEARCH FORUM IN TASMANIA



In May, representatives from South Australian emergency management agencies, namely Department of Environment, Water and Natural Resources (DEWNR), Country Fire Service (CFS), Metropolitan Fire Service (MFS) and South Australian Fire and Emergency Services Commission (SAFECOM), attended the Bushfire and Natural Hazards Cooperative Research Centre (BNH CRC) Research Advisory Forum, or 'RAF' as they are known.

Despite being held in chilly Hobart, this RAF recorded the largest number of attendees, with over 130 researchers and end users present.

The presentations focused on the themes of Policy, Economics, Decision making and Community Resilience.

The full list of projects and the presentations given at the RAF are provided online by the CRC at:

<http://www.bnhcrc.com.au/events/2016-raf-tasmania>

Some of the insights that stood out included:

- historically, young men under 29 are the most likely to die in floodwaters, according to research from Macquarie University
- average annual benefits of mitigation in the Brown Hill and Keswick Creeks increased by over 250% when intangible and non-market values are included in the economic assessment according to estimates from the University of Western Australia
- economic diversity of regions can be a useful way of estimating resilience to natural disasters, according to Victoria University

- there are a large number of social risks from disasters that are identified but 'unowned' and an imbalance between public and private risk ownership, according to workshops with end users held by Victoria University
- the simulations of future scenarios for greater Adelaide provide interesting insights into exposure and mitigation for earthquakes, fires, floods and coastal inundation, according the University of Adelaide, and
- the average income of communities directly affected by the Brisbane River Floods of 2010-11 actually INCREASED on average after the floods occurred, according to economic sector analysis by Deakin University.

These are a small selection of insights that also covered such matters as:

- the retention of volunteers
- calculating a Disaster Resilience Index
- team monitoring tools ([as per article below](#))
- community warnings, and
- many other topics.

The CRC is undertaking this research for the benefit of the emergency management sector across Australia.

I would encourage anyone with an interest in the future of emergency management to look at the presentations and research project materials on the BNH CRC website and contact the research leaders of these projects if you have any questions or wish to be involved as an end user.



Team Monitoring Tools

One aspect of monitoring the behaviour and performance of regional and state Incident Management Teams (IMTs) is to examine the information flow and interaction between team members. South Australian Country Fire Service (SACFS) has previously monitored IMTs by examining their compliance with Standard Operating Procedures (SOPs) or other defined procedures.

However, at a regional and state level a different approach was needed to examine each team's unity, communication effectiveness and team cohesiveness. Previous studies in other industries have identified human factors and individual interaction between members as being equally important.

The SACFS and researchers have trialled the Team Monitoring Tool during several state exercises and a field exercise. The hope is to identify strengths and weaknesses of teams' performances and implement a number of strategies to support those teams. SACFS aim to use the tool on a regular basis so that team members become comfortable with its use.



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i-Responda

What is this i-Responda program I hear such great things about?

The i-Responda program is about empowering local councils to make informed decisions when providing support to community emergencies and assisting the emergency services.

The key principle behind this is the ability of councils to do 'Ordinary Operations' in "Extra Ordinary Situations", using an established decision-making framework (called i-Responda).

What does this mean? Let's look at an example; a local council is asked to assist the Country Fire Service (CFS) respond to a bushfire by providing a water tanker and operator to resupply the fire trucks from a safe area.

The council follows the simple i-Responda flowchart that prompts a series of questions which enables the council to make a decision based on its capacity and preparedness to respond to the request. These questions would include:

- Is a suitable water tanker available?
- Is there a trained, suitable and agreeable staff member available?
- Has a risk assessment been conducted and was there a positive result?

Of course there are many more things to consider throughout the response process, and the i-Responda framework helps with this as well.

The program uses a variety of methods to achieve this:

- All hazards approach training module for council Staff
- Joint operating guidelines between the CFS and local government
- Bushfire Support training for council staff
- Joint operating guidelines between the State Emergency Service (SES) and local government
- Flood and extreme weather training for council staff
- Hazardous material training for council staff
- Incident management training for councils
- Relationship building between local government, emergency services and the state.

Some of these resources are currently in use across the local government sector, while some are being developed, and others will be released in coming weeks.

What are some things that emergency services need to know about the i-Responda framework?

- Councils will be following a framework when asking questions. They are not challenging the request; they are following a decision-making tool to provide the best outcome for the community.
- Councils will operate under a command, control and coordination model. This means that they are responsible for their own staff and resources (command).
- The framework has been developed in conjunction with emergency services.

i-Responda is not just about bushfires! The i-Responda framework is the base framework but is not based on a particular hazard. It has been designed to suit the all-hazards approach.

The subsequent guidelines and training sessions have been tailored to the range of common hazards across South Australia (SA).

So far 60 out of all 68 SA councils have participated in the program; some have fully implemented the framework, and some are still at the beginning of the journey.

Over 2000 local government staff have undertaken at least one of the i-Responda training modules. This number continues to grow.

i-Responda is a Local Government Association of South Australia initiative with elements of the program funded through the National Disaster Resilience Program (NDRP).

If you would like more information on the i-Responda program please contact Scott Loechel, i-Responda Program Manager at the LGA. scott.loechel@lga.sa.gov.au



Major challenges ahead for emergency management training

The challenges presented by a growing training gap are addressed in a paper presented at the recent Australia & New Zealand Disaster and Emergency Management conference on the Gold Coast in May.

Researcher Heather Crawley, the Manager of the Centre for Emergency Management Studies at TAFE NSW Riverina Institute, believes that the implications of these gaps is an emergency management workforce unprepared for the leadership challenges ahead and the potential to compromise the growth of a shared responsibility for disaster risk reduction.

"This, in turn, could exacerbate the challenges for a sector trying to match scarce resources to growing needs," Ms Crawley says.

Her conference paper, titled 'The State of Training', examines the state of Vocational Education and Training (VET) offerings for non-operational/ leadership roles for emergency management in Australia.

The state of training and education are reviewed in light of the convergence of an industry that is 'set to grow' given the impacts of climate change, with a training system that has diminishing resources and minimal structure.

The industrial landscape, the role of VET, and the current state of

training and education in emergency management are examined by Ms Crawley in the paper along with suggestions about a possible future.

In preparing her paper, Ms Crawley conducted research on the characteristics of the existing training system, the expansion of the sector, and the existing levels of provision of VET and higher education.

Stakeholders were also surveyed to provide a snapshot of views about the type of training that might be required in future and what barriers exist to accessing this training.

Ms Crawley says there are well documented reasons to focus on preparing future leaders for

catastrophic disasters.

"The majority of the people who will take up these leadership roles will come from within the sector," she says.

"Building the skills and knowledge of the workforce to provide leadership for future disasters must encompass the spectrum of training opportunities from VET through to higher education, enable access, and offer entry points and pathways to progress the professionalisation of the sector," she adds.

Further information and a copy of 'The State of Training' is available from Ms Crawley by emailing heather.crawley2@tafensw.edu.au.