

People at risk in emergencies framework for South Australia

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- Catalyst Foundation
- City of Onkaparinga
- Community Housing Council of SA Inc.
- Department for Communities and Social Inclusion (Disability Policy Unit and State Recovery Office)
- Department for Education and Child Development
- Multicultural Communities Council of SA
- Office of the Commissioner for Children and Young People
- SA Council of Social Service
- SA Country Fire Service
- SA Fire and Emergency Services Commission
- SA State Emergency Service.

Consultation with the emergency management sector occurred through the State Mitigation Advisory Group, which has representation from the following organisations:

- Attorney General's Department, SafeWork SA
- Australian Red Cross
- Bureau of Meteorology
- Department for Education and Child Development
- Department of Environment, Water and Natural Resources
- Department of Planning Transport and Infrastructure
- Department of the Premier and Cabinet, Office of Digital Government
- Department of the Premier and Cabinet, SEMC Secretariat
- Department of State Development
- Local Government Association
- Primary Industries and Regions SA
- SA Country Fire Service
- SA Fire and Emergency Services Commission
- SA Health
- SA Metropolitan Fire Service
- SA Police

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We also wish to acknowledge the individuals and organisations who participated in consultation activities which have informed this framework.

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Executive Summary

South Australians
working together
to improve the
wellbeing, knowledge,
connection and security
of people who are
most at risk in
emergencies.

Build on strengths

Adopt a whole of community approach

- We all experience elements of vulnerability and resilience.
- A wide range of people and organisations are building resilience with people at risk.
- People and organisations who connect with people at risk on a regular basis are often well placed to support them to prepare for emergencies.
- Some people at risk are not well connected with regular support services, which is why the whole community needs to be involved.
- All people, including people at risk, have knowledge, experiences and capabilities to draw upon.
- A strengths based approach reinforces individual autonomy and supports people to understand how their individual capabilities can be drawn upon in preparing and responding to emergencies.
- Education about emergencies occurs best in a community context.

Tailor approaches to individual capabilities

Lead action together

- Some people have differing abilities to prepare for, respond to and recover from emergencies, and may require individual and/or prioritised support.
- Tailoring communications, language and messaging is critical to ensure that people most at risk are not excluded.
- Tailoring emergency preparedness, response and recovery activities is important to ensure that all people can participate.

- All people, including people at risk, need encouragement to lead actions that increase their preparedness for emergencies.
- Disaster resilience and the interests of people at risk need to be embedded into organisational culture.
- Organisations can lead by building resilience for emergencies as part of regular services and supports for people at risk.
- Leadership can be inspired in many ways, including sharing stories of success and demonstrating good practice.



Foreword

Red Cross has been supporting communities through disasters for more than 100 years. More often than not, it's the people living with existing challenges who are hardest hit by emergencies and have the longest recovery journey. They also have the best understanding of their individual circumstances.

People most at risk are best supported to prepare for and respond to emergencies by the people closest to them. Incorporating emergency preparedness activities into the everyday services, support and activities for people at risk presents a great opportunity to strengthen people's independence and ability to manage their own wellbeing, while also reducing suffering when emergencies occur.

In developing this framework, we have heard from communities, service providers, businesses and the emergency services sector about the great opportunities to work together. This work is about how we significantly increase our investment in disaster resilience, in response to a changing climate and society, so that we can reduce the major social, health, and economic burdens on individuals and communities post disaster. Red Cross is committed to leading actions that reduce the impacts of emergencies on people most at risk, and I encourage other organisations to consider how they can contribute.

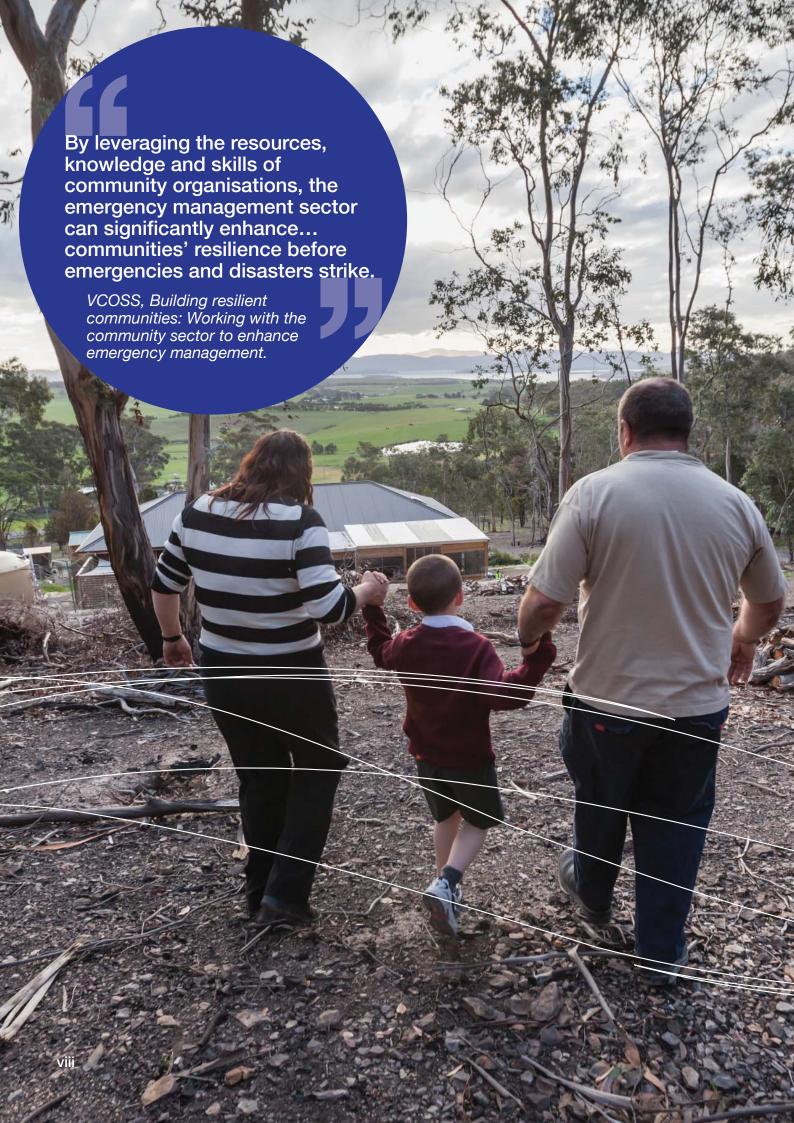
Mark Groote,

Director South Australia, Australian Red Cross



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1 Introduction

1.1 We all experience risk and resilience

All South Australians are shaped by our life experiences. What we have been through contributes to our individual and collective resilience. These experiences also contribute to how we prepare for, cope with, adapt to and recover from emergencies.

We are all more at risk at different points in our lives. There is an inherent fluidity of vulnerability and resilience, and our circumstances are always changing. This means the extent to which we can prepare for, cope with and recover from emergencies also changes from time to time.

Some people's circumstances mean they might have more difficulties than others coping when emergencies happen. People living with certain risk factors are over-represented in emergency impacts and have a longer recovery journey¹. This highlights the need for emergency services, businesses and community sector organisations to tailor how they work with people most at risk.

For others, living with risk factors has the unintended benefit of developing strengths that can be drawn upon during emergency events. Others again may be generally resilient, but find themselves more at risk following a life disruption, such as moving to a new community or coming home after an operation.

Some people experience having little control over decisions affecting them and this may undermine their ability to make decisions and take actions to prepare for emergencies. These factors highlight that there are many things to be considered in ensuring the safety and wellbeing of people at risk in emergencies.

Centrally, because all people experience elements of vulnerability in different ways and at different times, and because everyone's experience is unique, we need to tailor the way we support people to prepare for, respond to and recover from emergencies.

Doing so requires a concerted effort across the entire community, given that no one organisation or sector holds the requisite skills, knowledge, or relationships with people who may find themselves at risk in an emergency.

¹ For example, of the 173 people who died as a result of the Black Saturday fires, 44% had chronic or acute clinical health conditions, 16% were aged 70 years or more and 9% were aged under 12 (Blinko 2012)

1.2 A framework to guide how we can work together

This framework provides guidance for how State and Local governments, businesses, non-government organisations, community groups and individuals can work together to strengthen the preparedness, safety and wellbeing of people who are most at risk in emergencies.

Although this project was driven from the South Australian emergency management sector, the framework recognises that all sectors of society, especially organisations that connect with people at risk on a day-to-day basis, can and do play critical roles.

The framework identifies a preferred way forward for all stakeholders, and contains strategies for organisations to incorporate into their own planning and operations.

1.3 How was this framework prepared?

This document is the culmination of work by a number of organisations over many years.

The framework was written by Australian Red Cross, and informed by:

- Research and best practice review
- Workshops and surveys with community sector organisations who directly support people at risk
- Engagement with emergency management agencies, and communications and infrastructure service providers
- Work completed by the State Recovery Office, Department for Communities and Social Inclusion during Stage One of the project and documented in a comprehensive Project Report.

1.4 Definitions

A range of definitions are used to describe important concepts about emergencies as they relate to people at risk. The Australian Institute of Disaster Resilience (AIDR) hosts a glossary of important terms and definitions². The consultations that informed this project identified the following terms and definitions to be most useful for creating a common language for multiple sectors. These definitions are drawn from the AIDR glossary, local emergency management arrangements and other sources.

Community includes family, neighbours, friends and for some people, community services, businesses and government organisations that support them in their daily living. The term:

- Often refers to a group of people who live in a defined geographical area
- Is often a group of people who share a common culture, values and norms and who are arranged according to a social structure that has evolved over time
- Might refer to a group at the local, national or international level
- May describe a group of people that come together because of specific or broad interests³.

Community sector organisations are government, not-for-profit, private sector and community based organisations that promote, provide or carry out activities, facilities, services, support and social contact to enable people to lead independent and fulfilling lives.

Disaster resilience is the capacity of communities to prepare for, absorb and recover from emergencies and to learn, adapt and transform in ways that enhance these capacities in the face of future events⁴. Four important capabilities that underpin disaster resilience are wellbeing, knowledge, connection and security⁵.

Emergency is defined as a serious disruption to the functioning of a community or a society caused by widespread human, material, economic or environmental losses which exceeds the ability of the affected community or society to cope using its own resources⁶.

Emergencies are sometimes referred to as **disasters**. This framework adopts the language of emergencies, as consultation identified that people at risk more readily identify with the term emergency than disaster. This means people at risk are more likely to take actions to prepare for emergencies, rather than disasters, which can appear to be outside a person's control or something that they would never experience.

People at risk is used to refer to individuals who are less able to prepare for, respond to or recover from an emergency event because they are experiencing factors that undermine their wellbeing, knowledge, connectedness and/or security. The term **vulnerable persons** is sometimes used to describe people at risk, but this term is avoided in this document because being at risk does not mean a person is inherently vulnerable.

Resilience refers to the ability of individuals, communities or countries to anticipate, withstand and recover from adversity – be it a natural disaster or crisis. Resilience depends on the diversity of livelihoods, coping mechanisms and life skills such as problem-solving, the ability to seek support, motivation, optimism, faith, perseverance and resourcefulness⁷.

² https://knowledge.aidr.org.au/glossary/?wordOfTheDayId=&keywords=&alpha=&page=1&results=50&order=AZ

³ http://www.ifrc.org/Global/Documents/Secretariat/201501/1284000-Framework%20for%20Community%20Resilience-EN-LR.pdf

⁴ https://www.bnhcrc.com.au/file/6043/download?token=JFFwtsP7

⁵ http://www.preparecenter.org/sites/default/files/beyond_vulnerability.pdf

⁶ http://www.safecom.sa.gov.au/site/emergency_management.jsp

 $[\]textbf{7} \ \text{https://knowledge.aidr.org.au/glossary/?wordOfTheDayId=\&keywords=resilience\&alpha=\&page=1\&results=50\&order=AZ} \\ \textbf{2} \ \text{https://knowledge.aidr.org.au/glossary/?wordOfTheDayId=\&keywords=resilience\&alpha=\&page=1\&results=50\&order=AZ} \\ \textbf{3} \ \text{https://knowledge.aidr.org.au/glossary/?wordOfTheDayId=\&keywords=resilience\&alpha=\&page=1\&results=50\&order=AZ \\ \textbf{4} \ \text{4} \$

2 Why has this framework been prepared?

The research and engagement that informed this framework identified seven reasons why we need to work together as a state to strengthen the disaster resilience of people most at risk in emergencies (see Figure 2.1).

Figure 2.1 Rationale for the framework.

Minimise life changing disruptions Emergencies can have devastating impacts on our lives. They can affect us physically, emotionally, mentally, financially, socially, existentially and more. These impacts are often hidden, can extend for years after the event, and may be worse for those of us who are living with pre-existing risk factors. They can erase or slow development gains or people's aspirations.

Our changing world Our world is changing climatically, socially, demographically and developmentally. Emergencies are happening more frequently and are becoming less predictable. Our changing world means more people are finding themselves to be at risk when emergencies strike.

Social obligation to care

People are at the centre of our society. We have a moral obligation as a community to care for all our members, especially those who are more at risk. Expectations to care increase during and after emergency events.

Fluidity of vulnerability and resilience While it is tempting to group and define certain people as being 'at risk', we know that it is not this simple. We all experience elements of vulnerability at times, and elements of resilience at other times. Sometimes we experience both at the same time. This fluidity means we need a whole of community approach if we want to build the resilience of those most at risk.

Reduce reliance on services A disaster resilient community is less reliant on emergency and social services. It also means assistance from emergency services and community sector organisations can be targeted to people who need it most.

More efficient to work together There are thousands of organisations, and many more individuals working hard to support others to lead independent and fulfilling lives. All these activities are directly and indirectly building resilience for emergencies. Time and effort can be saved if we work together.

Respects independence

All people want to have control in their lives, and have capabilities, knowledge and life experiences that contribute to individual and community resilience. We need to interact with all people in ways that strengthen independence and autonomy.

3 Who is this framework for?

People at risk often receive significant support from those who are closest to them. In many cases, they also receive assistance from a broader support network, including their families, neighbours and friends, as well as from community groups, businesses, government agencies and service providers.

This is true in everyday life and also during emergencies. For example, the Beyond Bushfires Community Resilience and Recovery study that tracked health and wellbeing following the Black Saturday fires in Victoria⁸ found that people relied first and foremost on family and friends, and secondly relied on agencies.

This illustrates why a wide range of people and organisations can and do play an important role in building disaster resilience. As noted by the National Strategy for Disaster Resilience:

Disaster resilience is the collective responsibility of all sectors of society, including all levels of government, business, the non-government sector and individuals. If all these sectors work together with a united focus and a shared sense of responsibility to improve disaster resilience, they will be far more effective than the individual efforts of any one sector⁹.

3.1 Clarifying a shared action approach

A shared action approach recognises that while emergency management agencies provide a great service to our communities, they are not the only ones who can and should take action to prepare for, respond to and recover from emergencies, and enable people at risk to do the same.

It is important to recognise that not all roles are the same. Sharing action and sharing responsibilities does not mean a reduction in the roles and responsibilities of emergency management agencies. At the same time, it does not mean that community sector organisations are expected to take on additional functions that sit well outside their organisational mandate.

The best outcomes for people at risk will occur when organisations across the community understand how they can positively contribute to the disaster resilience of people at risk as part of their everyday business.

To support this outcome, this framework seeks to clarify the roles that different sectors play as it relates to the safety and wellbeing of people at risk in an emergency. Table 3.1 provides an example of some of these roles.

⁹ National Strategy for Disaster Resilience, https://www.ag.gov.au/EmergencyManagement/Documents/NationalStrategyforDisasterResilience.PDF

Table 3.1: Some of the roles that support the outcomes sought by this framework.

r (E	Emergency nanagement sector	 Leadership and advice Tailor risk assessments, planning, communications and operations to individual capabilities of people at risk Draw upon the knowledge and expertise of community sector
	Federal, State and Local government agencies	 Embed disaster risk reduction principles into service delivery Consider the needs of people at risk in plans and policies relating to emergencies Co-ordination of support services for people at risk
	Community sector organisations	 Business continuity planning Incorporate emergency preparedness messaging into existing service delivery for people at risk Contribute relationship, knowledge and skills to preparedness, response and recovery activities Connect people at risk with information and support services Understand what clients, customers and shareholders expect of them
F S	Private sector	Business continuity planningWork with organisations who support people at risk
	Community and ndividuals	 Take responsibility for own safety Check up on neighbours, those around you and people at risk that you know Encourage others to be prepared Acknowledge when you may need support, and reach out for assistance

Detail about the proposed approach to implementing this framework is provided in **Section 6.**

4 Strategic Direction

4.1 Vision

South Australians working together to improve the wellbeing, knowledge, connection and security of people who are most at risk in emergencies.

4.2 Aims

The overarching aims of this framework are to:

- Reduce the impacts of emergencies on people who are most at risk in our communities;
- Identify the best ways for individuals and organisations to work together to increase the safety and wellbeing of people most at risk in emergencies;
- Facilitate a greater sharing of responsibility for emergency preparedness, response and recovery as a wider range of organisations play a role in supporting people most at risk.



4.3 Guiding principles

- 1 It starts at home Primary responsibility for personal safety rests with the individual, the individual's immediate support network and the local community. It is important that people are supported to access the assistance they need to ensure their safety and wellbeing.
- 2 Everyone can contribute Every individual contributes particular capabilities, experience, local knowledge, cultural diversity and history to their community. Collectively, these capacities and strengths support the development of individual and community resilience.
- 3 In a community context Everyday interactions between people at risk and government agencies, service providers, businesses and other people in a community context is where the most effective activities to prepare for emergencies takes place. We need to make the most of existing opportunities in everyday life to improve disaster resilience.
- 4 Coordination is critical Agencies that plan and prepare for emergencies can achieve better outcomes by working together with community sector organisations who connect with people at risk through their everyday work. Networks and collaboration between community sector organisations and emergency management organisations will support people to become more disaster resilient.
- **5 Privacy and autonomy** Strategies to build resilience need to take account of the individual's personal choice and privacy, and seek to strengthen people's control over their lives.

4.4 The four threads of shared action

This framework outlines four intertwining approaches for increasing the safety and wellbeing of people most at risk in emergencies. These are:

- Adopt a whole of community approach
- Build on strengths
- Tailor approaches to individual capabilities
- Lead action together.

For each thread, this framework offers a description and strategies.

5 People at risk in emergencies framework

5.1 Adopt a whole of community approach

All people are potentially at risk in an emergency, and equally have characteristics that contribute to their resilience. For example, someone who is not traditionally 'at risk' might find themselves to be at risk if they experience an emergency immediately following a major personal crisis or disruption. Equally, someone who is living with chronic illness may not be significantly at risk in the same emergency if they have plans for what to do in an emergency, and are well connected with the assistance they require.

This highlights the complexity of seeking to plan for people at risk in emergencies, because it is not a static or neatly defined group. In addition, some people who might find themselves to be at risk in a particular emergency may be socially isolated and disconnected from formal support services.

There are added complexities for businesses and organisations which are internally focused or regulated by a head office and do not have well developed or formalised local connections. When faced with emergencies and have responsibilities for people at risk, staff and local management may find themselves isolated from their formal support systems and confronted with a situation and responsibility they had never anticipated.

It is for these reasons that the whole community needs to be involved in building disaster resilience. To do so, we need to position preparing for emergencies as something that happens through the course of everyday life with the various touchpoints that people at risk, and the people that care for them, have in the community.

Some touchpoints are formal and well defined, such as a contractual caring arrangements, while others are less structured, such as the relationship between a pharmacist and a customer, or the occasional chat between neighbours.

In supporting this whole of community approach, we know from research and consultation that all

people need to be supported to understand the risks they live with, services and supports available to them, and how they can take action themselves to be prepared for emergencies. Similarly, organisations who work with people at risk on an everyday basis need support to participate in emergency planning, and to fully articulate their role.

We would like to be included in emergency planning. We are local and have local connection with experience in mental health support for vulnerable communities

Survey respondant

The best outcomes for people at risk will occur when people and organisations across the community share information, experiences and resources, and work together in emergency preparedness, response and recovery.

Strategies

- **5.1.1** Position planning for emergencies as a whole of community activity that brings people and organisations together to understand collective strengths and vulnerabilities.
- **5.1.2** Through emergency preparedness activities, encourage people to consider how they could support others they know who are more at risk in an emergency.
- **5.1.3** Consider the needs of people at risk at all levels of organisational planning (for example, strategic plans, risk management plans, operational procedures).
- **5.1.4** Organisations understand what is expected of them as it relates to the wellbeing of people at risk before, during and after an emergency.
- **5.1.5** Promote complementary messaging about emergency preparedness.



5.2 Build on strengths

People at risk have knowledge, experiences and capabilities that can be drawn upon before, during and after emergencies. For example, there is considerable research about the way in which older Australians have mobilised social capital and other resources to support others in emergencies.

It is important that emergency preparedness, response and recovery activities with people at risk adopt a strengths based approach that aims to build upon existing capability rather than focussing on an individual's vulnerabilities. For example, there has been a tendency to leave children and youth out of emergency preparedness, thinking they lack the emotional skills to discuss potential impacts of an emergency. However, there is increasing evidence that active involvement in emergency preparedness helps to manage fear and increases children and youth wellbeing following an emergency.

A strengths based approach:

- Reinforces the autonomy and agency of individuals
- Supports people to understand how their individual capabilities can be drawn upon in preparing for, responding to and recovering from emergencies
- Helps people to identify the areas where they may need assistance from others in emergencies.

Learning together and a lifelong learning approach are examples of taking a strengths based approach. This is because people often learn the most about emergencies through everyday life in a community context, rather than through 'once-off' community education programs. In addition, the lived experiences of others can be a powerful motivator for people to take action to prepare for emergencies.

We need lifelong learning about emergencies because life is always changing, people change and abilities change.

Participant, Gawler workshop In adopting a strengths based approach to working with people at risk, it is important to recognise that some people and communities have their individual strengths undermined by living within a disempowering society that provides limited opportunity or resources for them to make decisions for themselves. This often extends to emergencies, meaning they have limited resources or ability to make decisions about how they will prepare, respond and recover.

Strategies

- **5.2.1** Ensure emergency preparedness activities with people at risk build upon people's strengths, and develop their wellbeing, knowledge, connection and security¹⁰.
- **5.2.2** Support individuals, community, business and organisations to assess their own strengths and capacities, and make informed decisions about what they will do in an emergency.
- **5.2.3** Share individual, community and organisational experiences of preparing for emergencies.
- **5.2.4** Adopt a lifelong learning approach when working with people at risk, and ensure that engagement about emergencies is ongoing, and not a point-in-time activity.

10 These are identified as four key capabilities which underpin disaster resilience.



5.3 Tailor approaches to individual capabilities

Some people have differing abilities to prepare for, respond to and recover from emergencies and may require individual and/or prioritised support. For example, some people need information in a different language to enable them to prepare themselves for an emergency, while other people may need more time or special equipment when evacuating.

Tailoring communications, language and messaging to the requirements of people who will receive them is critical to ensure people most at risk are not excluded. This is also important to ensure all people can participate and in turn build their own resilience.

A strong theme in the consultation was that the tailored assistance an individual may require changes over time with their individual circumstances.

Agencies who work with people at risk at all phases of emergencies need to understand that talking about and preparing for emergencies can be a stressful process and undermine a sense of safety for some people.

Strategies

- **5.3.1** Support people to prepare and plan for emergencies in a manner that is tailored to their situation, capabilities, languages and communication approaches.
- **5.3.2** Enable the participation of people at risk and their advocates in emergency management projects, processes and decision making.
- **5.3.3** Regularly evaluate and review communications, messaging and techniques tailored to people at risk to ensure that community needs are being addressed.
- **5.3.4** Provide services to people at risk during and following an emergency event which are tailored to individual capabilities.

We find it difficult to even discuss preparedness with our clients due to increasing their levels of anxiety ... imagine how they feel getting lots of text messages.

Participant, Port Adelaide workshop

5.4 Leading action together

It is important that everyone in our communities is encouraged to take action to increase preparedness for emergency events.

Experience has taught us that leadership by individuals, businesses and community sector organisations before, during and after an emergency event, will support the actions of emergency management agencies.

Role clarity is important. Consultation has identified that leadership, support and positive action by Government agencies are needed to enable a consistent and whole of community approach to building disaster resilience for people most at risk.

Similarly, community sector organisations, businesses and community groups can lead positive change by building resilience for emergencies as part of regular services and supports for people at risk. They can also build better support for their clients, by understanding where their role lies within a response phase in an emergency. During the consultations, it became clear that collaboration before an emergency is essential to a coordinated and effective response during and after the incident.

For organisations with formal mandates, it is critical that anticipating emergencies, and their impacts on people at risk, informs strategic planning and decision making agendas. It is likely that this will need significant cultural change to be driven within some organisations.

Strategies

- **5.4.1** Share information, resources, knowledge and experiences between emergency services, businesses, community sector organisations and individuals, including complementary messaging.
- **5.4.2** Incorporate emergency preparedness into assessment processes for regular services or programs for people at risk.
- **5.4.3** Provide incentives for community sector organisations to use existing tools to benchmark themselves and take action, and find opportunities to showcase organisations that are taking positive action.
- **5.4.4** Support the development and implementation of Diversity and Inclusion Action Plans in Emergency Services and incorporate content about working with people at risk in training for workers and volunteers.

6 Implementation arrangements

6.1 Authority

A *Disaster Resilience Strategy for South Australia* is being prepared by the South Australian Fire and Emergency Services Commission and is due for completion in June 2018. It is intended that this framework will sit under the Disaster Resilience Strategy and provide guidance about people at risk in emergencies.

This framework will make a significant contribution to the achievement of the State Emergency Management Committee Strategic Plan Strategic Task SR2.3 – support resilience in at risk people.

The framework will be endorsed by the State Emergency Management Committee and will form part of the arrangements of the State Emergency Management Plan.

Other organisations are encouraged to incorporate the principles and strategies of the framework as part of their planning and operations.

6.2 Approach to implementation

The approach for implementing this framework is underpinned by the following points that were identified through consultation:

- The guiding principles and strategies within this framework are applicable to multiple audiences, which include emergency management agencies, community sector organisations, Federal, State and Local government agencies, the private sector and individuals;
- Lasting behaviour will happen when organisations draw the links between this framework and their own strategic priorities, and voluntarily identify the actions that are most relevant to their organisation;
- There is strong interest and need for improved communications and coordination within and between organisations who have an interest in the safety and wellbeing of people at risk in emergencies;
- A mechanism, and leadership, is needed to support this desired communications and coordination;
- Achieving long term action and cultural change requires us to focus on opportunities that do not require significant ongoing financial commitment.

In this way, the approach for implementing this framework is an engagement approach rather than a compliance approach. This means that the actions contained within the Implementation Plan aim to engage organisations who may play a role in the framework's implementation, and support them to identify and lead actions within their own organisation.

To achieve this, an approach to implementation has been developed with the key elements of an Action Group and Community of Practice. The Action Group will be responsible for the delivery of an Implementation Plan and is nestled within a broader open opt-in Community of Practice for communications and networking (see Figure 6.1).

Figure 6.1: Approach to implementation of the People at risk in emergencies framework.

Action Group

Exists to support the operationalisation of the framework

Ultimate responsibility for Implementation Plan

Action-oriented and time bound

Reports to State Mitigation Advisory Group

Membership via EOI process

Administration provided by Executive Officer, who also supports the Community of Practice

Community of practice

Exists to motivate and showcase action through communications and engagement activities

Voluntary / Opt-in

Communications within existing networks and through new forums

Actions are self-driven based on organisational priorities

Supported by Action Group and Executive Officer

The Action Group will have ultimate responsibility and accountability for the Implementation Plan. The focus of this group is to lead, coordinate and deliver on priority actions that will operationalise the framework. This will be achieved through projects that support organisations to incorporate the framework's principles and strategies into their everyday business.

The Action Group will be nestled within a broader Community of Practice that aims to share knowledge, experiences and understanding within and between organisations with an interest in people at risk in emergencies. This Community of Practice does not seek to create new ongoing structures but rather strengthen existing effective networks/communications. This will be important to sustaining ongoing action.

6.3 Implementation Plan

To support the use of the framework in an ongoing manner, an Implementation Plan has been prepared.

The Implementation Plan outlines actions of State significance that are needed to assist organisations to mainstream the principles and strategies of this framework in their plans, strategies and everyday work.

A Communications Plan that sits alongside the Implementation Plan will outline actions required to help communicate the finalised framework and implementation plan.

6.4 Monitoring and evaluation

An action in the Implementation Plan is to prepare a monitoring and evaluation framework to measure success in the operationalisation of the framework. It is envisaged that the monitoring system will focus both on monitoring progress of actions in the Implementation Plan, as well as establishing measures to track activities and successes in the Community of Practice.

6.5 Review of the framework

The framework will be reviewed in five years' time (June 2023), by which time it is anticipated that all actions in the original Implementation Plan will have been achieved, and wider action taken through the Community of Practice.

There will be an annual review and update of the Implementation Plan, led by the Action Group and in consultation with the Community of Practice.



