

People at risk in
emergencies framework
for South Australia

Implementation Plan

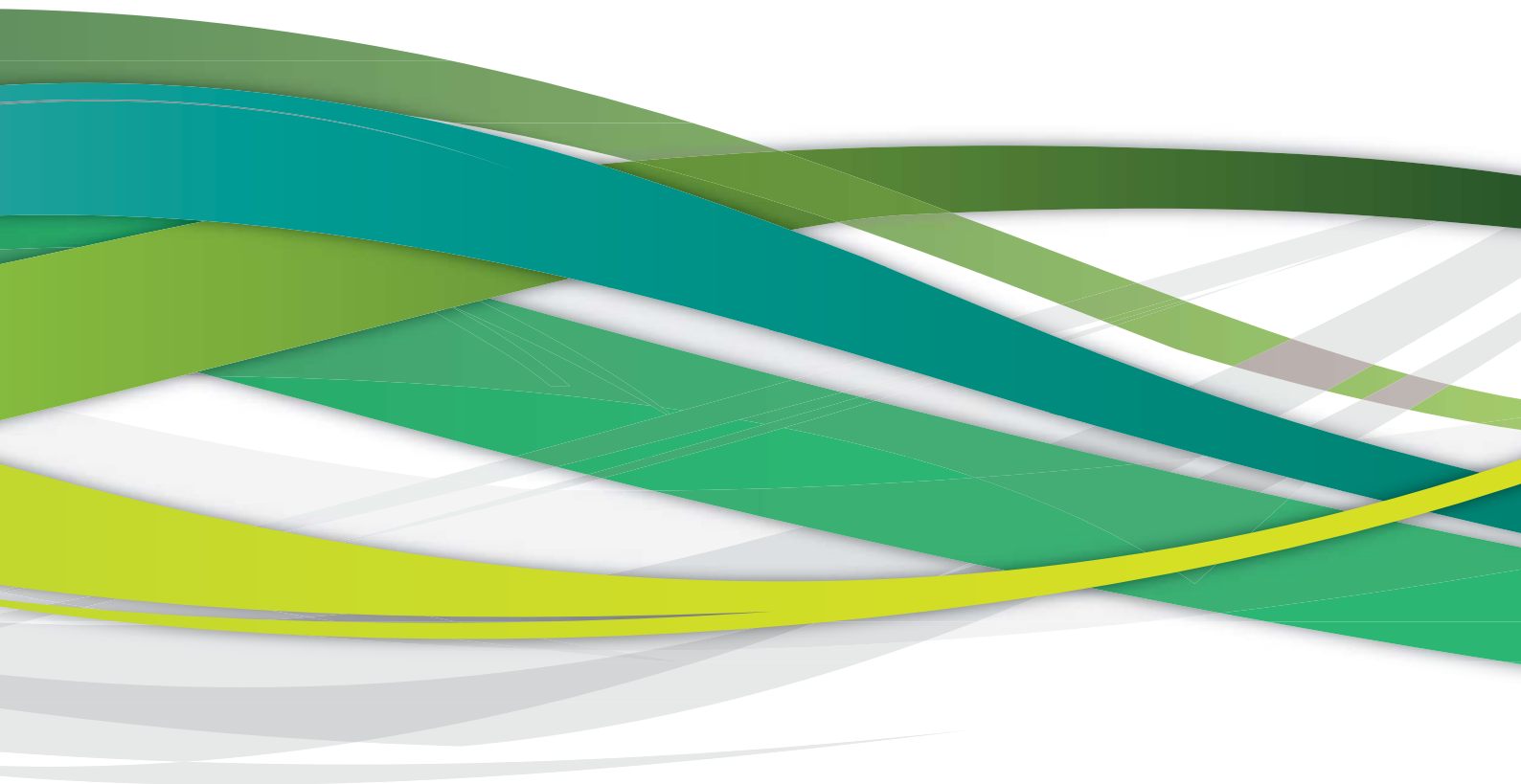


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1. Introduction

1.1 A framework for shared action

The *People at risk in emergencies framework for South Australia* provides guidance for how State and Local governments, business, 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 has been 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, do and can 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.

1.2 Purpose and scope of the Implementation Plan

The purpose of the Implementation Plan is to outline strategic actions that will support organisations across South Australia to operationalise the principles and strategies of the *People at risk in emergencies framework* in their plans, strategies and everyday work.

This Implementation Plan should be read

- i) as the work plan for the members of the *People at risk in emergencies Action Group*; and
- ii) in conjunction with the *People at risk in emergencies framework for South Australia*.

This Implementation Plan is a living document and is expected to be updated as part of a regular review process by the *People at risk in emergencies Action Group*.

1.3 An engagement approach to implementation

The consultation which informed the development of the *People at risk in emergencies framework* identified that:

- The guiding principles and strategies within the 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; and that
- Lasting behaviour change will happen when organisations embed the framework in their own strategic and operational planning, and self-identify the most relevant actions.

In response, the framework outlines an engagement approach to implementation. This means that the actions contained within the Implementation Plan aim to:

- i) Engage organisations who may play a role in the framework's implementation; and
- ii) Support organisations to identify and lead actions in their regular operations.

The framework details two key mechanisms for implementation:

- The *People at risk in emergencies Action Group*, which will be responsible for the delivery of this Implementation Plan; and
- A saleable opt-in *Community of Practice* that aims to share knowledge, experiences and understanding within and between organisations with an interest in the safety and wellbeing of people at risk in emergencies.

1.4 How this Implementation Plan was developed

This Plan was developed based on the outcomes of extensive consultation with community sector organisations and emergency management agencies through project workshops, individual meetings and discussions with the Project Reference Group.

Through project consultations between August 2017 and January 2018, more than 200 possible actions were identified through different lines of questioning. For example, people were asked:

- What is important for the framework?
- What are the key enablers and barriers of actions in their sector?
- What is one key action that would make a big impact in implementing the *People at risk in emergencies framework*?
- What actions could they as individuals undertake in their role within their organisation?

From this, the Project Working Group synthesised possible actions into

- i) actions of state significance that would make a positive contribution to the operationalisation of the framework (see Section 2), and
- ii) smaller scale actions which may motivate organisational actions through engagement (documented as an Appendix to the Communications Plan).

It is important to note that this Implementation Plan has been developed with regard to the State Emergency Management Committee Strategic Plan 2017-2022 and the SA Disaster Resilience Strategy (currently in development). Wherever possible, actions have been aligned to avoid duplication and maximise opportunities for collaborative action.

It is also important to note that it is outside of the scope of this Implementation Plan to prepare detailed project concepts for each action. It is recommended that detailed project concepts be prepared for each action following the formation of the *People at risk in emergencies Action Group*.

2. Work plan

The following table (Table 1) presents a summary of the key actions for this Implementation Plan as drafted by the Project Working group, reviewed by the Project Reference Group and through one-on-one meetings with key stakeholders.

Links to the Framework, Disaster Resilience Strategy and SEMC Strategic Plan are identified and lead agencies and partners for actions have been proposed in negotiation with key stakeholders.

In some instances (as marked *) there is no lead agency identified, as stakeholder feedback has indicated the actions represent a significant body of new work which organisations cannot deliver upon with existing resources. In some instances (e.g. Action 5) a national approach may be more effective (than a State based approach), due to the interaction of Federal, State and local arrangements and regulations.

As such, it is proposed that these actions constitute significant new projects and it is recommended that the project concepts be further developed with a view to exploring potential collaborations, lead agencies and funding sources.

The following acronyms are used in Table 1:

ANZEMC CORS	Australia-New Zealand Emergency Management Committee - Community Outcomes and Recovery Sub-Committee
AFAC CETG	Australian and New Zealand National Fire and Emergency Services Council (AFAC) - Community Engagement Technical Group
CFS	Country Fire Service
DCSI	Department of Communities and Social Inclusion
LGA	Local Government Association
MFS	Metropolitan Fire Service
NDRS	National Disaster Resilience Strategy
PPRR	Prevention Preparedness Response Recovery
SACOSS	SA Council of Social Service
SAFECOM	SA Fire and Emergency Services Commission

Table 1: Work Plan 2018-2021

Action	Rationale and description	Link to People at risk in emergencies framework	Link to Disaster Resilience Strategy	Link to SEMC Strategic Plan	Action lead	Partners
<p>1. Establish the <i>People at risk in emergencies</i> Action Group.</p>	<p>The purpose of the Action Group is to drive actions that will operationalise the framework.</p> <p>The Action Group will:</p> <ul style="list-style-type: none"> • Lead, coordinate and deliver on Actions in this plan, and the associated Communications Plan • Be accountable for the Implementation Plan and report on progress to the State Emergency Management Committee (SEMC) via the State Mitigation Advisory Group (SMAG) • Be led by an Independent Chair identified by an EOI process • Comprise members appointed through an EOI process, with members leading or contributing to actions • Be administered by an Executive Officer who will provide administrative support, hold Action Group members to account, report on progress to SMAG and support the Community of Practice. 	<p>Thread 1 – Adopt a whole of community approach</p> <p>Thread 4 – Leading action together</p>		<p>SR2.3 Support resilience in at risk people</p>	<p>SAFECOM and Red Cross</p>	

Action	Rationale and description	Link to People at risk in emergencies framework	Link to Disaster Resilience Strategy	Link to SEMC Strategic Plan	Action lead	Partners
<p>2. Establish the <i>People at risk in emergencies Community of Practice.</i></p>	<p>The purpose of the Community of Practice is to facilitate the exchange of knowledge and experience between organisations with an interest in people at risk in emergencies.</p> <p>The Community of Practice will:</p> <ul style="list-style-type: none"> • Comprise of an informal, unbranded communications network (email list, social media groups, website etc.) where members can share information, experiences and knowledge • Utilise and build on existing service provider networks and forums • Provide an effective communications channel with the Action Group to support the Implementation and Communication Plans • Contribute to Emergency Management sector consultations • Support the dissemination of disaster resilience information by service providers as envisaged by SEMC Strategic Plan Task SR 2.3. 	<p>Thread 1 – Adopt a whole of community approach</p> <p>Thread 4 – Leading action together</p>		<p>SR 2.2 Build resilience in the community</p> <p>SR2.3 Support resilience in at risk people</p> <p>SR 2.4 Partner mapping and agreements</p>	<p>Red Cross as part of existing NDRP Funded Project “Community Serve Organisations Shared Responsibility Project”.</p>	<p>SA Health</p> <p>SACOSS</p> <p>Community Centres SA</p> <p>Peak bodies in social services sector</p>

Action	Rationale and description	Link to People at risk in emergencies framework	Link to Disaster Resilience Strategy	Link to SEMC Strategic Plan	Action lead	Partners
3. Review the NDRP funding model to ensure it supports outcomes sought by the framework.	<p>The purpose of this action is to ensure that the NDRP fund is accessible to organisations who work with people at risk, and that the fund is used to support projects that build resilience with people at risk.</p> <p>This will include:</p> <ul style="list-style-type: none"> • review of the funding model to minimise the current barriers that community sector organisations experience when seeking funding • ensure that organisations connected with people at risk are aware of the competitive funding that is available to support disaster resilience activities[e.g. through the Community of Practice (Action 2) and showcase event (Action 3)] • Amend the criteria for competitive applications to ensure new projects are aligned to the <i>People at risk in emergencies framework</i> • ensure recipients of disaster resilience funding are well connected with each other to facilitate collaboration, an exchange of experiences and avoid duplication. 	Thread 4 – Leading action together		WG 4.3 Risk based investment plan and tool	SAFECOM	

Action	Rationale and description	Link to People at risk in emergencies framework	Link to Disaster Resilience Strategy	Link to SEMC Strategic Plan	Action lead	Partners
4. Clarify roles and responsibilities for organisations who provide regular services to people at risk.	<p>The purpose of this action is to develop a common understanding of what organisations are required to do before, during and after an emergency to maintain the safety and wellbeing of their clients.</p> <p>This will:</p> <ul style="list-style-type: none"> • build a consistent approach to undertaking PPRR activities with people at risk across government, private and not-for-profit service providers • establish an understanding of the way that roles can change at the different stages of an emergency (i.e. roles in prevention, preparedness, response and recovery) • clarify where organisations have a contractual duty of care to clients and/or requirement to assist them to prepare emergency plans • identify the differing regulatory requirements which vary from organisation to organisation, and sector to sector and identify potential for standardisation • utilise the knowledge and reach of Peak Bodies to help clarify roles/responsibilities and communicate the findings with service delivery agencies • provide a forum for organisations to consider their moral/societal obligation to their clients in addition to contractual or formal requirements. 	Thread 1 – Adopt a whole of community approach		SR 2.4 Partner mapping and agreements	This is a new project opportunity without an identified lead*	SACOSS DCSI SA Health

Action	Rationale and description	Link to People at risk in emergencies framework	Link to Disaster Resilience Strategy	Link to SEMC Strategic Plan	Action lead	Partners
<p>5. Identify strengths and gaps in how emergency management activities are tailored to people at risk.</p>	<p>SEMC Strategic Plan task 2.3.1 involves mapping of existing projects associated with people at risk to understand synergies and identify gaps.</p> <p>This task provides an opportunity to identify how well emergency management activities are being tailored to the individual capabilities of people at risk.</p> <p>This action will</p> <ul style="list-style-type: none"> • identify what is working well and where improvements are needed • ensure that the needs of people at risk are adequately addressed in emergency management activities • ensure future priorities are informed by need, real risk and not just anecdotal data • build on the work of the previous national stocktake. 	<p>Thread 3- Tailor approaches to individual capabilities</p>		<p>AHA 1.2 Strengthen links across PPRR</p> <p>SR2.3 Support resilience in at risk people</p>	<p>SA Health</p>	<p>Emergency management agencies</p> <p>Peak bodies in the social services sector</p>

Action	Rationale and description	Link to People at risk in emergencies framework	Link to Disaster Resilience Strategy	Link to SEMC Strategic Plan	Action lead	Partners
<p>6. Ensure clear and consistent emergency preparedness messaging.</p>	<p>An Emergency Management Community Engagement Sector group has recently been established in SA to coordinate activities from various agencies who have a responsibility for facilitating community safety activities. The direction of this group is guided by the NDRS, and national positions established by ANZEMC/Community Outcomes and Recovery Sub-committee (CORS) and AFAC Community Engagement Technical Group (CETG).</p> <p>The purpose of this action is to work through this group to ensure that emergency preparedness messaging that aims to engage people at risk is clear, consistent and relevant.</p> <p>This will:</p> <ul style="list-style-type: none"> • coordinate a best-practice and collaborative approach in communicating and engaging people at risk, including adoption of national and international standards and guidelines (e.g. accessibility and tailoring of approaches, use of universal symbology, etc.) • ensure that organisations who provide preparedness messaging targeted at people at risk in emergencies are providing consistent, relevant, clear and targeted information and programs • support a co-ordinated effort and reduce confusion and contradictory messaging. 	<p>Thread 1 – Adopt a whole of community approach</p> <p>Thread 3- Tailor approaches to individual capabilities</p>		<p>AHA 1.5 centralised public information</p>	<p>CFS</p>	<p>Emergency management agencies</p> <p>Red Cross</p> <p>SACOSS</p> <p>Peak bodies in community services sector</p>

Action	Rationale and description	Link to People at risk in emergencies framework	Link to Disaster Resilience Strategy	Link to SEMC Strategic Plan	Action lead	Partners
7. Develop the capacity of organisations who support people at risk.	<p>The purpose of this action is to support organisations working with people at risk to improve their own preparedness for emergencies, and to build the resilience of their clients.</p> <p>This will</p> <ul style="list-style-type: none"> • build the capacity of organisations to prepare, respond and recover from emergencies, and maintain capacity to support their clients • facilitate best practice emergency and business continuity planning (e.g. ACOSS toolkit) • build adaptive and coping capacities for emergencies at all levels in an organisation (e.g. frontline staff, managers, executive and directors) through training, exercising, evaluation and review • ensure that organisations can access accurate, relevant and targeted tools and resources (e.g. how-to guides, fact sheets, training materials etc.) • make it easy for people and organisations to participate, given the constrained environment that many organisations operate within. 	<p>Thread 1 – Adopt a whole of community approach</p> <p>Thread 4 – Leading action together</p>		<p>SR 2.2 Build resilience in the community</p> <p>SR2.3 Support resilience in at risk people</p> <p>SR 2.4 Partner mapping and agreements</p>	<p>Red Cross as part of existing NDRP Funded Project “Community Servive Organisations Shared Responsibility Project”.</p>	<p>CFS SES MFS SACOSS LGA Community Centres SA Torrens Resilience Institute</p>

Action	Rationale and description	Link to People at risk in emergencies framework	Link to Disaster Resilience Strategy	Link to SEMC Strategic Plan	Action lead	Partners
<p>8. Pilot community emergency management planning that actively involves people at risk, and their advocates.</p>	<p>One of the four threads of the framework is to ‘Adopt a Whole of Community Approach’. Doing so requires a sharing of responsibility and authority with local communities, and practical assistance to develop community-level capacity to plan for emergencies.</p> <p>The purpose of this action is to pilot community level emergency management planning in ways that actively consider the experiences, needs and capabilities of people at risk and the organisations that support them.</p> <p>This will:</p> <ul style="list-style-type: none"> • bring together a wide range of community stakeholders to plan for emergencies at the local level • ensure that people at risk and the organisations that support them are heard and actively involved in the process – and that their needs are addressed • build knowledge and capacity of individuals and organisations about opportunities to strengthen the resilience of people at risk at the local level. 	<p>Thread 4 – Adopt a whole of community approach</p> <p>Thread 3 – Tailor approaches to individual capabilities</p>		<p>SR 2.2 Build resilience in the community</p> <p>SR2.3 Support resilience in at risk people</p>	<p>This is a new project opportunity without an identified lead*</p>	

Action	Rationale and description	Link to People at risk in emergencies framework	Link to Disaster Resilience Strategy	Link to SEMC Strategic Plan	Action lead	Partners
<p>9. Ensure the needs of people at risk are considered in State and Local Emergency planning and policy.</p>	<p>The purpose of this action is to ensure that the principles of the <i>People at risk in emergencies framework</i>, along with diversity and inclusion requirements, are fully integrated into emergency management planning and policy.</p> <p>This will:</p> <ul style="list-style-type: none"> • ensure that emergency management arrangements, planning and policy are inclusive, addressing the principles and strategies of the <i>People at risk in emergencies framework</i> and <i>SA Disability Access and Inclusion Plan</i> • use the development and review of plans and policies as opportunities to consider the needs of people at risk • facilitate relevant consideration of the capabilities of people at risk through PPRR activities undertaken by State and Local Governments • ensure that people at risk and the organisations that support them are included and involved in government decision making around emergencies. 	<p>Thread 3- Tailor approaches to individual capabilities</p>		<p>AHA 1.2 Strengthen links across PPRR</p> <p>AHA 1.3 Work plans and priorities linked to risks and public value</p> <p>WG 4.4 Alignment of governance</p>	<p>DPC</p>	<p>LGA</p> <p>SACOSS</p> <p>Peak bodies in social services sector</p>

Action	Rationale and description	Link to People at risk in emergencies framework	Link to Disaster Resilience Strategy	Link to SEMC Strategic Plan	Action lead	Partners
10. Identify opportunities to incorporate disaster resilience into formal and informal education	<p>The purpose of this action is to contribute to cultural change about emergency education being lifelong and something that happens through everyday life.</p> <p>This will:</p> <ul style="list-style-type: none"> capture the voices of children and young people to understand where and how they want to be educated about emergencies and disaster resilience support existing interest and action seeking to incorporate disaster resilience in primary and secondary education curriculum and learning environments explore opportunities to incorporate targeted information about people at risk in emergencies into tertiary training courses for aged care, disability care and similar care workers. 	<p>Thread 1 – Adopt a whole of community approach</p> <p>Thread 2 – Build on strengths</p>		<p>SR 2.2 Build resilience in the community</p> <p>SR 2.3 Support resilience in at risk people</p>	<p>This is a new project opportunity without an identified lead*.</p>	

Action	Rationale and description	Link to People at risk in emergencies framework	Link to Disaster Resilience Strategy	Link to SEMC Strategic Plan	Action lead	Partners
11. Deliver a showcase event to share successes and learnings.	<p>The purpose of this action is to hold a major event that facilitates the exchange of knowledge, experience and success between local organisations who play a role in the people at risk in emergencies framework.</p> <p>The event will:</p> <ul style="list-style-type: none"> • provide a forum to build a common understanding of current and best practice emergency preparedness, response and recovery focussing on people at risk • motivate action through the sharing of experience and knowledge • bring organisations (who may have limited involvement in emergency preparedness) together with emergency services • highlight and celebrate the important role community sector and other organisations play in improving the safety and wellbeing of people at risk in emergencies. 	<p>Thread 1 – Adopt a whole of community approach</p> <p>Thread 2 – Build on strengths</p> <p>Thread 4 – Leading action together</p>		<p>SR2.3 Support resilience in at risk people</p>	<p>Red Cross</p>	<p>SACOSS SA Health LGA CFS SES MFS</p>

Action	Rationale and description	Link to People at risk in emergencies framework	Link to Disaster Resilience Strategy	Link to SEMC Strategic Plan	Action lead	Partners
12. Develop a Monitoring and evaluation plan for the <i>People at risk in emergencies framework</i>.	<p>The purpose of this action is to support an adaptive learning approach to implementation of the framework, and to develop a clear understanding of what success looks like:</p> <p>This will:</p> <ul style="list-style-type: none"> • identify measures to track the progress of actions in this Implementation plan • develop a monitoring and evaluation plan and methodology that is workable and closely linked with the goals of the framework • establish measures to track activities and successes in the Community of Practice • ensure that monitoring and evaluation results are transparent and contribute to ongoing planning and implementation 	Thread 4 – Leading action together		SR 2.3 Support resilience in at risk people	Executive Officer of Action Group (see Action 1)	Action Group Community of Practice SAFECOM (in alignment with Disaster Resilience Strategy) DPC (in alignment with SEMC Strategic Plan)

3. Accountability and review

The *People at risk in emergencies Action Group* is responsible for achieving the actions in this Implementation Plan. The Executive Officer of the Action Group will report on progress to the State Emergency Management Committee via the State Mitigation Advisory Group.

This Implementation Plan has a three year timeframe. It is anticipated that the Implementation Plan be reviewed annually with the aims of monitoring progress and identifying new opportunities to support the operationalisation of the *People at risk in emergencies framework for South Australia*.

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