

3.2 Preparedness

Principle

- 3.2.1 Maintain appropriate standards of preparedness so that interoperability in response and community recovery is optimised.

Legal Requirements

- 3.2.2 The general legislative requirements relevant to preparedness in Tasmania are outlined here and incorporated in the arrangements described later in this section. A summary of other legislation that is relevant to Tasmanian emergency management is provided in Appendix 5.3.
- 3.2.3 The Tasmanian Government has the primary responsibility for providing protection for the lives and property of its citizens. This includes maintaining services including but not limited to: police, fire, ambulance, medical/health for the community. Implicit in this responsibility is the collaborative relationship with councils and other Non-Government Organisations because of their unique relationship with their local community networks. Further, increasing privatisation/corporatisation means that industry and operators/managers of essential goods and services join this partnership as they are best placed to appreciate the consequences of emergencies on the community.
- 3.2.4 The *Workplace Health and Safety Act 1995* establishes requirements so that workers are adequately prepared for their role in the workplace including their relevant roles in emergency management.
- 3.2.5 The *Emergency Management Act 2006* sets complementary requirements for preparedness including:
- a. council responsibilities for:
 - i the provision of resources and facilities for the management of emergencies in their municipal area in accordance with the municipal plan (Section 47)
 - ii the provision of facilities and resources for the municipal State Emergency Service unit as well as the storage and maintenance of the equipment used by the unit and areas for training (arranged in conjunction with the Director State Emergency Service Section 49)
 - b. responsibilities for making appointments for emergency management functions including the State Controller, Regional Controllers, Municipal Coordinators and Deputies (Sections 10-11, 17-18, and 23-24 respectively)
 - c. establishing a number of emergency management committees (Part 2)
 - d. the preparation and maintenance of emergency management plans at municipal, regional and State levels (Sections 32-35) by the relevant committees
 - e. State Emergency Service responsibilities in Section 26 to:
 - i provide advice and services in accordance with emergency management plans, and
 - ii recruit, train and support a volunteer workforce.

Current Tasmanian Arrangements

Overview

- 3.2.6 Preparedness Management Authorities maintain processes and arrangements so they are able to report on relevant State preparedness activities (eg status of capability, and outcomes from validation activities). Committees and sub-committees work cooperatively with the Management Authority in these activities.
- 3.2.7 Support Agencies and other organisations maintain processes and arrangements so that they are adequately prepared to fulfil their roles in emergency management and facilitate ‘business as usual’ for as long as possible, as well as manage organisational recovery of workers and services after the emergency.
- 3.2.8 Owners/operators of specific facilities maintain processes and arrangements so they can manage emergencies at their sites and assist their emergency management partners to be effective in response and recovery.

Consultation Framework

- 3.2.9 The consultation framework is outlined in Section 2 of this plan. This framework is coordinated by the State Emergency Service with the SEMC and is maintained with the support of State Government, councils, Non-Government Organisations and other organisations.
- 3.2.10 The purpose of the framework is to enable information flow, consultation, and collaboration to maintain effective arrangements at State, regional and municipal levels. It can also support response and community recovery operations due to its defined hierarchical nature, authority established in the Act and arrangements in plans.
- 3.2.11 This framework does not prevent or affect other groups forming for emergency management in Tasmania.

Capacity and Capability

- 3.2.12 Capacity and capability is the element of preparedness that maintains processes, systems, assets and supplies so that resources for response and community recovery can be assigned in a safe and efficient manner. Factors that contribute to this include but are not limited to:
- human resource management specifically recruitment, retention, training and succession planning for roles and responsibilities across the PPRR spectrum (especially key decision makers, and temporary secondment during operations). Workers can be responsible for more than one function in emergency management as long as this will not lead to unmanageable gaps, or be likely to generate conflict in performance of duties.
 - stakeholder or relationships management with emergency management partners
 - education, training and awareness programs for emergency management workers and the community (eg public and environmental health programs and services). The State Emergency Service coordinates nominations for national courses for emergency management officers.
 - maintaining ‘fit for purpose’ resources. Where adequate resources are not maintained on stand-by, agreements with redundancy are maintained including arrangements for payment as required. Typical resources include but are not limited to:

- i response/community recovery specific equipment and supplies/stockpiles
- ii contact lists, forms/templates/proformas for operations (including hand-overs), maps, location aids (including spatial locations for important areas or facilities) and access to GIS and desktop mapping services. A State level contact guide across the PPRR spectrum is included in Appendix 5.7. This list is provided to support planning (not operations)
- iii facilities and resources for Emergency Operations Centres, Emergency Coordination Centres and centres for community recovery (eg evacuation, recovery, information etc).

Community Warnings and Public Information

- 3.2.13 This includes processes for managing public enquiries, issuing warnings and providing public information.
- 3.2.14 Warnings are developed in line with the 6 criteria identified by the International Telecommunications Union. These are: coordination, consistency, multiple channels, completeness, coverage and control.
- 3.2.15 Specific consideration is given to providing community warnings and public information to community groups with special needs (eg physical disabilities, language/cultural barriers) that can impair the capacity to access and appreciate the warnings/public information being provided.
- 3.2.16 ABC Local Radio has the optimum capacity to broadcast public warnings and a Commercial Radio Code of Practice exists to assist with the timely dissemination of public warnings in emergencies and authorised groups maintain relevant arrangements with broadcasters for this purpose.
- 3.2.17 Other methods for providing public warnings/information include but are not limited to:
 - a. TV 'screen crawls' with supporting announcements
 - b. web based information
 - c. call centre services (eg Tasmanian Emergency Information Service) that ideally interface with the National Relay Service
 - d. community meetings
 - e. community based information centres
 - f. messages provided in multiple languages as and when required.
- 3.2.18 Protocols for working with the media are maintained at all levels (municipal, regional and State) and national guidelines for the broadcast of emergency public warnings are available. The Government Communications Office within the Department of Premier and Cabinet can support the development of protocols through its established arrangements with media.

Emergency Management Plans

- 3.2.19 Emergency management plans required by the *Emergency Management Act 2006* are maintained at municipal, regional and State levels. They are reviewed at least every two years after approval and describe the current governance and coordination arrangements for prevention and mitigation, preparedness, response and recovery for: defined geographic areas, ad/or a defined scope (eg a specific hazard or function). Other State and Commonwealth legislation also establishes requirements for emergency plans. Requirements for plans described in the Act do not prevent the development or maintenance of other emergency plans. Appendix 5.5 provides more detail about emergency management plans in Tasmania.
- 3.2.20 Arrangements in plans aim to be flexible and scalable for all-hazards (from natural causes, accidents and other events with intentional causation) and are required to be comprehensive, clearly addressing the PPRR spectrum.

- 3.2.21 Specific planning lessons identified recently include but are not limited to:
- a. more consideration of areas of specific vulnerability (eg aged care facilities, child care centres, culturally and linguistically diverse groups etc)
 - b. broader control and coordination arrangements between all levels of Government. This includes maintaining escalation processes that are triggered by both requests for, and offers of assistance, as well as:
 - i mechanisms to enhance the integration and coordination of response and community recovery operations
 - ii working with groups not traditionally associated with Whole-of-Government emergency response (eg industry/infrastructure owners and the media)
 - c. communicating arrangements to a broader group of stakeholders (eg providing spatial locations to the Department of Primary Industries and Water GIS Desktop Mapping unit on an 'as needs' basis)
 - d. maintaining arrangements to manage offers of assistance from groups who are not usually active in emergency management networks (eg the community, industry, private enterprises, community groups, celebrities etc).
- 3.2.22 The State Emergency Service maintains a management system for emergency management plans required by the Act, and Appendix 5.5 includes a summary list of the plans that are current at the time of issue of this plan. This list is updated at scheduled times and it is maintained on the State Emergency Service website.

Validations

- 3.2.23 Validation activities include debriefs, exercises and workshops/meetings where arrangements for emergency management are examined to assess the likelihood of the effectiveness of arrangements in emergencies.
- 3.2.24 Debriefs for operations and exercises are a standard component of validation programs. Regional Committees and response Management Authorities maintain processes and supporting resources so that debriefs for response and recovery can be facilitated, and the findings can be recorded and shared in a consistent and timely manner.
- 3.2.25 Exercises are conducted when:
- a. the arrangements have not been activated since the last review of the plan. Where a plan or a set of arrangements within a plan are new, consideration is given to exercising them prior to issue
 - b. substantial changes have occurred, or are imminent:
 - i to the plan or interfacing plans/related legislation
 - ii with key personnel, positions or functions across the PPRR spectrum
 - iii relevant to new/emerging sources of risk, and the subsequent likely exposure/vulnerability to them.
- 3.2.26 Delivery of exercises is guided by exercise management advice from Emergency Management Australia or the National Counter Terrorism Committee.

Lessons Identified

- 3.2.27 Processes for reviewing outcomes of operations and exercises include arrangements so that the findings are recorded and reported through the consultation framework (usually from debriefs).
- 3.2.28 It is the responsibility of each organisation to verify findings relevant to its activities and implement remedial action, which could include:
- addressing gaps
 - acknowledging excellence
 - working collaboratively with other stakeholders to improve or strengthen emergency management capability.

Administration Systems

Information Management

- 3.2.29 Management Authorities and Support Agencies maintain processes so information is shared during operations in an appropriate and timely way. This includes but is not limited to processes for operational logs and situation reports.
- 3.2.30 For the response Management Authority, this also includes arrangements for progressively conducting impact assessments and reporting the results so the State and Commonwealth Governments can assess the need for financial assistance. Impact assessment factors include but are not limited to:
- number of injuries/deaths
 - number of private homes affected
 - number of private homes evacuated
 - number of businesses and primary producers affected
 - impacts on community assets/infrastructure
 - impacts on Government property/premises (eg land, buildings, infrastructure etc) and resources (especially council and State Government assets)
 - commitment of the resources of responding agencies (eg emergency services)
 - likely clean-up and community recovery timeframes
 - the current and/or likely media interest.
- 3.2.31 Facilities are maintained so that identified individuals and groups from the emergency can be registered. These can include but are not limited to:
- affected persons (eg people who are evacuated/their families)
 - casualties
 - other stakeholder groups (eg businesses)
 - spontaneous volunteers
 - witnesses
 - potential donors/sponsors (equipment, services, supplies)

Financial Administration

- 3.2.32 Organisations maintain processes for cost capture during response and community recovery, as in the first instance these expenses are met from within existing operating budgets.
- 3.2.33 Ideally cost capture systems are simple to use, widely accessible to those who require it, and can be aligned with each organisation's existing cost capture, invoicing and payment arrangements, as well as relevant State financial arrangements (eg RAF Request for Additional Funds, and TRRA Tasmanian Relief and Recovery Arrangements). It also includes maintaining processes so liability claims made by individuals under the *Emergency Management Act 2006* can be managed.
- 3.2.34 Any significant changes required for cost capture during response and community recovery operations are included in relevant training and awareness programs.
- 3.2.35 The Department of Treasury and Finance provides State level advice for the recording and control of expenditure in emergencies.

Performance Management

- 3.2.36 The State Controller reports annually to the Minister on details about authorisations or declarations made for each state of emergency, and 'any other matters required by the Minister' (Section 63 *Emergency Management Act 2006*).
- 3.2.37 SEMC Advisory Agencies and Management Authorities provide reports and advice to the SEMC through the SEMAG as required.
- 3.2.38 Groups in the consultation framework are responsible for reviewing the effectiveness and progress of their own activities.
- 3.2.39 Committee chairpersons arrange for the review of outcomes from validations to inform the development/adjustment of relevant emergency management strategies.

Summary

- 3.2.40 Figure 3 shows a summary of preparedness processes for emergency management in Tasmania.

Figure 3: Summary Processes for Preparedness for Tasmanian Emergency Management

