Disaster Resilience Strategy for South Australia
Introduction and background

The Disaster Resilience Strategy will provide a first step in creating a road map to resilience for South Australia, making recommendations on areas where Government, business, the non-government sector and community can work together to positively contribute to building the disaster resilience of South Australian communities.

Following an extreme weather event in September 2016, that included a State-wide power outage, an independent review (Burns Review) was conducted to review the response and adequacy of the State’s prevention, preparedness, response and recovery arrangements.

This project will address elements of Recommendation 33 of the Burns Review that highlighted the need to develop practical policy outcomes that support resilience.

This document captures the ‘Discovery’ stage of this project, completed over 17 weeks from September 2017 to February 2018.

Methodology

User Centred Design (UCD) is a framework of processes where the needs, wants and limitations of end users are given extensive attention at each stage of the design process.

The Discovery stage is designed to provide a contextual understanding of user needs with regards to disaster resilience, the existing landscape and to challenge any preconceived ideas about what is required.

Details on this process here.

Why User Centred Design?

Disaster resilience cuts across sectors. Addressing disaster resilience requires big picture thinking and a collaborative and innovative approach working across organisational boundaries, both within and outside the public sector. Stakeholders and citizens need to be effectively engaged in understanding the issues, and involved in identifying possible solutions. This will ensure that the outcomes demonstrate public value.
Problem statement
Problem Statement:

“If a community is not resilient they are at greater risk during an event and their recovery is delayed.”

Why a problem statement?

We are often too close to a problem to effectively design a solution.

We dive into solution mode without really understanding if it will resolve anything.

How was the problem statement derived?

In 2016 the National Strategy for Disaster Resilience Steering Group ran a sector workshop to identify priorities in the emergency management sector.

67 problem spaces were identified across 9 themes. The number 1 issue that arose was a problem statement on resilience.
Mobilisation

Project set-up
Governance Structure

Project Steering Group
- Malcolm Jackman, Chief Executive SAFECOM
- Miriam Lumb, Project Manager, Disaster Resilience Strategy, SAFECOM
- Karen Ballintyne, Director Policy and Public Value, Department of the Premier and Cabinet
- Fiona Dunstan, CFS Manager Information Operations, SAFECOM Functional Lead Public Information
- Jai O’Toole, Manager, Emergency Services, Australian Red Cross
- Anthony Penney, Business SA, Executive Director, Industry & Government Engagement

What we did
- Assigned Project Manager & Team
- Project Plan developed
- Stakeholder identification
- Established governance & reporting mechanisms
- Knowledge review: What do we know already?
- Research planning
“In Discovery we aim to understand the problem - it is the developing of empathy for what people experience”
“Ensures the team frames their understanding of the problem around the users’ experience and challenges their preconceived ideas about what the problem might be.”

It’s about **USER** needs

**NOT**

**GOVERNMENT** needs

**What happens in Discovery?**

- Identify our users
- Establish our research goals
- Develop a research strategy
- Develop interview and survey questions
- Conduct interviews, workshops and surveys
- Share findings with the team
- Identify pain points, needs and opportunities and affinity map
- Identify & group into themes
- Identify opportunities/concepts

**Resources**

Discovery took **10** people contributing over **4** months

More information here
Discovery Research Goals

- A shared vision and definition of what disaster resilience is and associated key messages
- A narrative for emergency management that supports resilience and identifies potential barriers
- A better informed Government and stakeholders who have further considered their role and have direction on how they can contribute

Why?

During the Discovery stage we undertook research to understand the user’s perspective when it came to disaster resilience, what their expectations were as well as potential areas for improvement.

The research will be used to:

- Identify pain points, needs and opportunities that can be addressed through concepts we will test and explore.
- Inform the design and development of minimum viable products (pilots).
What did we ask people?

- What does disaster resilience mean to you? (meaning/definition in SA context)
- What, if any steps, have you/your business taken to be more resilient to an emergency/disaster? (Why/Why not?)
- What programs/ideas/services/ legislation do you think could make SA more resilient to disasters? (Ideas/opportunities)
- What do you think might be preventing you from being more resilient to an emergency /disaster? (barriers)
- Do you have thoughts on the roles and responsibilities of others (business, communities, Government, non-Government)?
### We heard from over 500 people

Plus over 300 from the Red Cross ‘People at Risk Project’

<table>
<thead>
<tr>
<th>Category</th>
<th>Participants</th>
<th>Additional From Red Cross Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>State &amp; Federal Govt.</td>
<td>157</td>
<td>+94</td>
</tr>
<tr>
<td>Community Members</td>
<td>151</td>
<td></td>
</tr>
<tr>
<td>Business/private sector</td>
<td>93</td>
<td>+13</td>
</tr>
<tr>
<td>Local government</td>
<td>68</td>
<td>+67</td>
</tr>
<tr>
<td>Non-Government</td>
<td>37</td>
<td>+137</td>
</tr>
<tr>
<td>Agency counterparts: NSW, VIC, QLD, WA, TAS, NZ</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

**Adelaide:** 226 people

**Regional SA:** 213 people

**Peri-urban SA:** 75 people

---

- **32 in-depth interviews,** 41 participants
- **18 workshops,** 353 participants
- **20 guided conversations,** 31 participants
- **75 online surveys**
What did we learn?

Discovery Findings
5 high level categories emerged from the research & data analysis

Communications
Planning
Roles and Responsibilities

Behaviour
Infrastructure
<table>
<thead>
<tr>
<th>What did we learn?</th>
<th>Red Cross People at Risk findings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Top 10 of 34 themes</strong></td>
<td><strong>Adopt a whole of community approach</strong></td>
</tr>
<tr>
<td><strong>Our Culture, attitudes &amp; behaviours are barriers</strong></td>
<td><strong>Leading action together</strong></td>
</tr>
<tr>
<td><strong>Messaging needs to be engaging &amp; constructive</strong></td>
<td><strong>Build on strengths</strong></td>
</tr>
<tr>
<td><strong>Communities need to be connected &amp; support each other</strong></td>
<td><strong>Tailor approaches to individual capabilities</strong></td>
</tr>
<tr>
<td><strong>We need to listen to &amp; engage with communities</strong></td>
<td><strong>Double edged sword of resilience:</strong> “The more support people are given, the more dependent and less resilient they may become”</td>
</tr>
<tr>
<td><strong>Critical infrastructure doesn’t meet expectations</strong></td>
<td></td>
</tr>
</tbody>
</table>
Opportunities

47 opportunities have been developed to address the findings under all 34 themes of the user research.

What’s next? (‘Alpha’ stage)

- Desktop research & stakeholder consultations with users to determine viable opportunities
- Co-design sessions with users to create concepts
- Evolve concepts through usability testing eg. EM sector (gov and non-gov), small business and community members.
Thank you to all those who contributed

For more information please contact:
Miriam Lumb
Project Manager, SAFECOM
miriam.lumb@sa.gov.au
0437 246 298