

Disability Inclusive Emergency Management Toolkit

Principles
and Practical
Action Guide



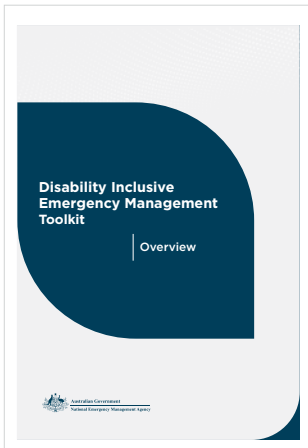
Australian Government
National Emergency Management Agency

We
support

Australia's
Disability
Strategy
2021-2031

Disability Inclusive Emergency Management Toolkit

The Toolkit has four components:



The **Overview** provides essential background on the need for the Disability Inclusive Emergency Management Toolkit. It identifies the challenges faced by individuals with disability during emergencies and emphasises the importance of incorporating their lived experiences and specific support needs throughout all phases of emergency management. The Overview explains who the Toolkit is for and how its components work together to facilitate self-assessment, encourage collaboration and guide tailored action planning. As the foundational element, the Overview should be read first to set the context before exploring the practical tools offered in the Toolkit.



The **Principles and Practical Action Guide** support emergency planners to translate seven principles for disability inclusive emergency management into practical actions for a nationally consistent approach.

The maturity development framework integrates three practice standards (inclusive planning, strategic partnerships, accessible resourcing) to increase the effectiveness of disability inclusive emergency management. Twelve indicators and three maturity levels provide benchmarks against which practices can be measured and improved. Six steps guide emergency planners to engage with the principles and maturity levels to advance practical action. Maturity development roadmaps, case studies and planning templates guide the development of goals, practical strategies and monitoring.



The **Organisational Emergency Preparedness Profile** is for community and disability organisations to self-assess and document their current level of emergency preparedness, capabilities and potential to contribute to disability inclusive emergency management. It prompts organisations to identify areas of strength and plan future actions to strengthen their emergency preparedness.

By evaluating their readiness, organisations can lay the groundwork for forming strategic partnerships with emergency planners, enhancing collaborative efforts and driving progress on inclusive planning and accessible resourcing. As part of a comprehensive self-assessment of disability inclusive emergency management, it helps emergency planners to build strong relationships and more effective responsibility-sharing with community and disability organisations.



The **Resource Map** shares good practice resources for disability inclusive emergency management developed in Australia.

Assessed for their inclusivity and collaboration mechanisms, these resources act as catalysts, sparking innovation and efficiency in emergency management processes. The resources are organised by sector (e.g., disability, community emergency, government). Each is catalogued according to its primary purpose, format and phase of the emergency management continuum. It can be used as an interactive and conversational tool to promote cross-sector learning and shared planning.

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Getting Started

The Principles and Practical Action Guide is for emergency planners who are responsible for developing, coordinating and implementing emergency management plans and procedures across the emergency management continuum (prevention, preparedness, response, relief, recovery, reconstruction, risk reduction).

The guide has 5 components:

①

Principles

Seven Principles guide national consistency in the development of disability inclusive emergency management planning, decision-making and actions across all phases of the emergency management continuum.

②

Practice Standards

Three Practice Standards form the foundation of disability inclusive emergency management:

1. Inclusive Planning
2. Strategic Partnerships
3. Accessible Resourcing

These standards support emergency planners to put the principles into action.

③

Indicators

Each Practice Standard contains four indicators that can be used to assess performance, measure progress and identify areas for improvement.

④

Maturity Levels

A maturity model serves as a compass to guide emergency planners from their current benchmark to higher levels of disability inclusive emergency management. The three maturity levels are: initiate, develop and lead.

⑤

Practical Action Guide

A 6 step Action Guide supports emergency planners to engage with the Practice Standards and Maturity Levels to evaluate their current level of maturity and advance practical action on disability inclusive emergency management.

The Action Guide contains Maturity Roadmaps, Case Studies, and Planning Templates tailored to each Practice Standard, providing emergency planners with a structured approach for maturing disability inclusive emergency management information, planning and practices.

Why is this Guide Needed?

The Principles and Practical Action Guide aims to develop capabilities and advance excellence in disability inclusive emergency management.

Disability inclusive emergency management requires a comprehensive approach to ensuring that emergency management information, planning and practices address the needs of people with disability.

It involves:

- working in partnership with disability representatives, advocates and service providers to increase the effectiveness of disability inclusive emergency management strategies
- co-developing and integrating supportive mechanisms at all stages of emergency management to ensure safety, accessibility and shared responsibility.

A critical step forward in maturing Australia's emergency management system is to measure the extent to which emergency management information, planning and practices are disability-inclusive, and what effect they have on the resilience and well-being of people with disability.

It is important to devise action plans that are both specific in their targets and effective in monitoring outcomes. They must be built on a foundation of exemplary initiatives, ongoing co-development and leadership at all tiers of emergency management.

Benefit

Nationwide, the successful deployment of a strategy for maturity growth and accountability in disability inclusive emergency management will accelerate the enhancement of [Australia's Disability Strategy Outcomes Framework](#). This, in turn, will facilitate tracking of Australia's contributions and advancements in reducing disaster risks for individuals with disability.

This Principles and Practical Action Guide will lay the foundation for developing data-driven insights needed to guide policy development and resource allocation to strengthen the rights of people with disability in emergency management and increase disaster resilience.

Principles

Disability Inclusive Emergency Management

7 principles guide national consistency in the development of disability inclusive emergency management.

Disability Inclusive Emergency Management

Effective disability inclusive emergency management relies on government and emergency services personnel learning the principles and working together with people with disability, their families, service providers, and communities so that everyone is prepared and included.

Autonomy and Safety

Ensure the protection of individuals with disability in emergencies while safeguarding their dignity, self-determination and the freedom to make personal choices by listening and learning from their lived experiences and engaging with them as equal partners in emergency planning.

Person-centred and Strengths-based

Proactively identify the capabilities, contributions and support requirements of people with disability in emergencies. Optimise the inherent strengths, capacities and resources of individuals with disability to effectively prepare for, respond to and recover from emergencies. Identify, understand and pre-plan in partnership with people with disability and their support networks so that individuals with disability get the right help that is matched to their support needs and risk situations.

Non-discriminatory and Collaborative

Make sure that people with disability can get the same emergency information, help and resources as everyone else with no unfair treatment. Ensure that people with disability and their representative organisations are actively involved in all aspects of emergency management planning and decision-making processes. This includes creating equal opportunity for their involvement in the co-development, implementation and evaluation of inclusive emergency management practices across the emergency management continuum: prevention, preparedness, response, relief, recovery, reconstruction, risk reduction.

Key messages

- Nationally consistent policy is needed to remove the barriers that people with disability experience in emergencies.
- Co-designing with people with disability and their support network creates more inclusive and effective emergency management for everyone.
- Person-centred and capability-focused approaches to inclusive disaster risk reduction are grounded in the international human rights treaties which underpin the Principles.
- Adopting human rights-based approaches can support leadership on developing disability inclusive emergency management policy, practice, information and planning, ensuring that no one is left behind.

Diversity, Representation and Inclusion

Foster inclusive environments where diversity is represented and people with disability can fully participate in all phases of emergency management. This involves ensuring accessibility, removing barriers, addressing cultural assumptions and intentionally creating a welcoming atmosphere where everyone can contribute meaningfully.

Accessibility and Quality

Ensure that environments, information, services and resources are not only accessible to people with disability but also useful, supportive and of high quality. This involves removing attitudinal, environmental, institutional and communication barriers to participation and safety, and ensuring that accommodations are available before, during and after disasters.

Learning and Capacity development

Work collaboratively with individuals with disability and their support networks to co-develop disaster risk reduction activities together. Implement, monitor and evaluate these activities to ensure they meet the support needs of people with disability before, during, and after disaster.

Data and Evidence

Use evidence-based data to understand the preparedness, capabilities and support needs of people with disability and community-based service providers. Make informed decisions on how to effectively include and support people with disability before, during and after disaster.

Practice Standards

This integrated framework prioritises a cohesive approach to maturity development, focusing on three interrelated practice standards that form the foundation of disability inclusive emergency management.



Inclusive Planning is driven by the lived experience of disability and dedicated to ensuring that the support requirements of people with disability are thoroughly considered and met throughout each phase of the emergency management continuum.



Strategic Partnerships recognise the connection between people with disability and their supporting services. It is dedicated to understanding the preparedness levels of diverse organisations and recognising their important contributions to effective disability inclusive emergency management.



Accessible Resourcing focuses on the strategic pre-planning and deployment of both intangible and tangible assets to address the support needs of people with disability in emergencies. It includes building cross-sector mechanisms for continuous improvement of effective plans and practices that contribute to the safety and well-being of people with disability at all stages of the emergency

Indicators

The focus of these standards is on developing consistency, efficiency and quality as we progress our capability in disability inclusive emergency management across Australia. For each Practice Standard, there are four indicators to guide practical actions of emergency planners. Organisations can use these indicators to assess performance, measure progress and identify areas for improvement.



Indicators

This standard is driven by the lived experiences, access needs and specific support requirements of individuals with disability in emergencies. It enhances the identification, profiling and incorporation of their needs into emergency management strategies.

This standard is dedicated to ensuring that the unique requirements of people with disability are thoroughly considered and met throughout each phase of the emergency management continuum

1. Proactively partners with disability representative and advocacy organisations to: (a) understand the barriers people with disability face in emergency situations and (b) improve how their support requirements are identified, profiled and addressed in emergency management plans.
2. Facilitates access to person-centred emergency preparedness to ensure people with disability can make emergency plans tailored to their support needs and risk situation and which respect their right to choice and control.
3. Co-designs emergency management strategies in partnership with people with disability to improve the availability of timely and accessible emergency management strategies that protect their safety and well-being (e.g., information and communications, transportation, sheltering, continuity of required services and supports, etc.)
4. Involves people with disability, their representatives and advocates in the co-design and practice of inclusive emergency management to ensure the effectiveness of accessible emergency management across the continuum: prevention, preparedness, response, relief, recovery, reconstruction, risk reduction.



Strategic Partnerships

Indicators

This standard recognises the connection between individuals and their supporting services. It focuses on capturing the emergency preparedness of all collaborators including disability advocates and representative organisations as well as the diverse range of service organisations across the community, disability, health and social welfare sectors.

This standard is dedicated to understanding the preparedness levels of diverse organisations, their role and contributions to developing disability inclusive emergency management.

It focuses on collaborative partnerships to develop organisational emergency preparedness capabilities and the strategic integration of aware, capable and prepared community and disability organisations into emergency management to increase the effectiveness of disability inclusive emergency management at each stage of the continuum.

1. Builds high-quality communication between government, disability representative organisations and community service providers to: (a) understand the roles and contributions of diverse organisations and sectors to disability inclusion, community safety, and well-being and (b) improve how these capabilities are identified, profiled, and integrated into emergency management plans and practices.
2. Collaboratively evaluates organisational emergency preparedness, capabilities and contributions to facilitating person-centred emergency preparedness and maintaining continuity of services and supports for people with disability across all stages of the emergency management continuum.
3. Develops targeted strategies in partnership with emergency service agencies to strengthen organisational capabilities in person-centred emergency preparedness and service continuity planning.
4. Evaluates the effectiveness of capacity development strategies on increasing organisational emergency preparedness and communicates progress to strengthen collaborative actions for disability inclusive emergency management.



Accessible Resourcing

Indicators

This standard is about proactive collaboration between government bodies, disability advocates and representative organisations, and a broad spectrum of community service providers across health, disability and social welfare sectors.

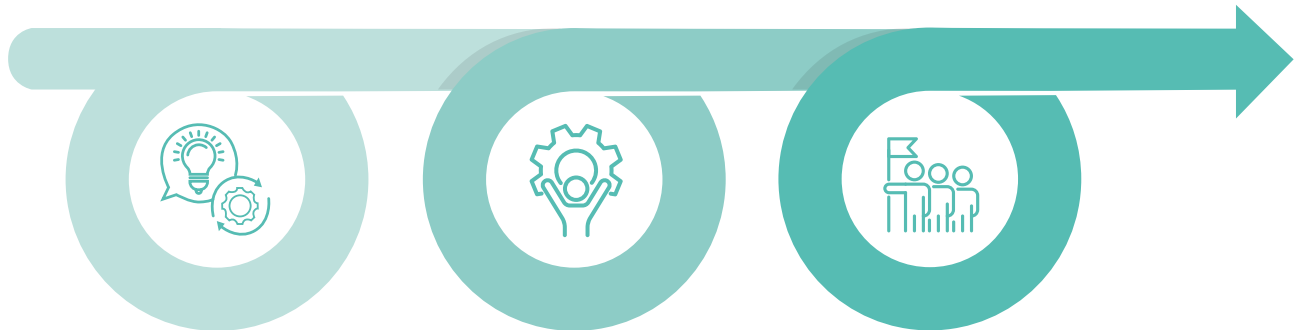
This standard focuses on the strategic deployment of both intangible (e.g., knowledge, skills, networks) and tangible assets (e.g., accessible resources and infrastructure) to foster inclusive communication, planning and practices in partnership with capable and prepared organisations.

This standard includes building cross-sector capability for continuous improvement of effective plans and practices that contribute to the safety and well-being of people with disability at all stages of the emergency management continuum.

1. Identifies and maps information about the availability of inclusive and accessible resources including capabilities and material assets for disability inclusive emergency management purposes (e.g., matching accessible resources to the support requirements of people with disability at all stages of the emergency management continuum).
2. Pre-plans for how to mobilise organisational capabilities and accessible resources for disability inclusive emergency management at all stages of the emergency management continuum (e.g., dissemination of emergency communications in accessible formats through trusted networks, training/deploying skilled staff and volunteers, providing accessible transport, venues, etc.).
3. Develops mechanisms to strengthen and sustain cross-sector communication and uses feedback to enhance effectiveness of accessible resourcing across all stages of the emergency management continuum.
4. Participates in the design, implementation, evaluation and enhancement of training and capacity development for ongoing advancement of disability inclusive emergency management throughout all stages of the emergency management continuum.

Maturity Levels

A maturity model serves as a compass to guide emergency planners from their current benchmark to higher levels of disability inclusive emergency management. The 3 maturity levels are: initiate, develop and lead.



Initiate:

We are in the process of establishing the foundation for disability inclusive emergency management plans and practices.

Develop:

We are actively developing formal processes and procedures for implementing and documenting disability inclusive emergency management plans and practices.

Lead:

We have embedded formal processes and reporting mechanisms for sustained cross-sector action on disability inclusive emergency management planning and practice and undertake evaluation to monitor effectiveness.

Practical Action Guide

The Practical Action Guide contains Maturity Roadmaps, Case Studies and Planning Templates tailored to each Practice Standard.

A 6 step Self-Assessment Process supports emergency planners to engage with the Practice Standards and Maturity Levels to evaluate their current level of maturity and advance practical action on disability inclusive emergency management.

Together, these tools provide emergency planners with a structured approach for engaging with the Practice Standards and Maturity Levels to advance practical action on disability inclusive emergency management.

First Nations engagement

When working through the Practical Action Guide, emergency planners are invited to consider the plans they have in place for engagement and trust building with First Nations communities, particularly those with disability, their carers and families.

The following checklist can support self-assessment and reflection on emergency planning with First Nations communities.

- We collaborate with the local First Nations organisations (e.g., Aboriginal Community Controlled Organisations (ACCOs), land councils and local media organisations for communication and service announcements etc.) to address the unique needs and challenges faced by First Nations people, particularly those with disabilities, their carers and families in an event of emergency.
- We co-design or consult with First Nations communities to involve them in the planning, development and implementation of programs, services, or policies.
- We establish and maintain connections with local First Nations leaders to engage with the broader community to ensure local Indigenous knowledges are incorporated into all levels of disaster management plans.
- We have plans that adhere to existing local emergency and disaster recovery plans to ensure the plans are relevant and effective for the First Nations community contexts.
- We implement inclusive hiring practices to ensure Aboriginal and/or Torres Strait Islander representation within the organisation to promote and support them in leadership and decision-making roles.

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) specifically highlights the rights of persons with disabilities in Articles 21 and 22:

- **Article 21** calls for targeted measures to improve the economic and social conditions of First Nations peoples, emphasising the inclusion and support of persons with disabilities
- **Article 22** urges the creation of policies and programs that focus on the rights and needs of First Nations people with disability, ensuring they receive appropriate support within their communities.

Inclusion is intersectional

It is important to recognise that different aspects of people's identity intersect. This can expose people with disability to overlapping forms of discrimination, marginalisation and exclusion. It is important to consider other elements of diversity (e.g., gender, sexual orientation, language and cultural differences, etc.) to support more comprehensive and inclusive emergency management. When engaging in the self-assessment process, prioritise diverse representation across all stakeholder groups engaged in disability inclusive emergency management.

The following checklist can support self-assessment and reflection on practices to embed intersectionality as a core component of disability inclusive emergency management.

- We ensure that our stakeholder engagement includes diverse groups, with particular attention given to those who are exposed to overlapping forms of discrimination, marginalisation and exclusion that increase disaster risks (e.g., including but not limited to women with disability, culturally and linguistically diverse people with disability, individuals with disability across the spectrum of gender and sexual identities).
- We establish robust mechanisms for feedback from diverse community members, using this input to continually refine and improve our emergency management practice.
- We provide training on intersectionality, adapt our communication strategies and regularly review our policies and procedures to ensure that they do not unintentionally exclude or discriminate against any group.
- We collect and analyse data on the impact of emergencies on various demographic groups to identify and address barriers and needs.

Self-Assessment Process

The following 6 steps support emergency planners to evaluate their current level of maturity, develop practical action plans and monitor progress.

1 Understand the Standards and Maturity Levels

- Begin by thoroughly understanding the practice standards for Inclusive Planning, Strategic Partnerships and Accessible Resourcing
- Review the Maturity Roadmaps to understand the distinct elements within each maturity level (Initiate, Develop, Lead)
- Review the Case Studies, Planning Templates and Resource Toolkit
- Review the Organisational Emergency Preparedness Profile to understand the potential contributions of disability and community organisations to inclusive emergency management.

2 Assess current state

- Conduct a comprehensive assessment to determine your organisation's current maturity level within each practice standard. Identify areas of strength and those requiring development by comparing current practices against the framework
- Enlist participation, critical reflection and contributions from:
 - government entities, emergency services, utilities providers and planning committees
 - disability advocacy and representative organisations
 - community, health, disability and social welfare service providers
- Explore and share examples concerning:
 - disability inclusive emergency management actions that you have fully or partially taken
 - facilitators of your progress
 - barriers you are encountering
 - beneficial outcomes of current practices.

3 Develop an action plan

- Based on the assessment, create a strategic action plan that outlines steps to progress from the current maturity level to the next
- Consult the Maturity Roadmaps to select goals that will help you progress within the current or next level of maturity
- Include milestones and timelines
- Define roles and contributions of different stakeholders in implementation
- Identify risks to implementation and progress and how you will manage them
- Identify available tools and resources to assist.

4 Implement and collaborate

- Implement the action plan, beginning with the initiate stage if starting fresh, or the appropriate stage based on your assessment
- Work with disability representatives, advocates and service providers to promote joint planning. Consider their readiness, skills, accommodations, available resources and contributions.

5 Document and communicate progress

- Keep transparent and readily accessible documentation of progress and communicate this with all stakeholders
- Share lessons learned and celebrate milestones to sustain motivation and continuous improvement.

6 Evaluate and iterate

- Regularly evaluate the effectiveness of the actions taken and progress towards the next maturity level
- Discuss and resolve challenges, barriers and roadblocks to progress
- Gather feedback from all stakeholders, including the disability community and use this to refine your approach and update your action plan as needed.



Inclusive Planning

Action Guide

Inclusive Planning is driven by the lived experience of disability and dedicated to ensuring that the support requirements of people with disability are thoroughly considered and met throughout each phase of the emergency management continuum.

Inclusive Planning Maturity Roadmap



	Initiate	Develop	Lead
Distinct Element	<p>Awareness & Engagement:</p> <p>Committed to disability inclusion and beginning to engage with the disability community to understand their strengths and support requirements.</p>	<p>Plan Development:</p> <p>Creating and refining inclusive emergency management plans informed by direct input and ongoing feedback from people with disability.</p>	<p>Inclusive Excellence:</p> <p>Consistently demonstrating and maintaining best practices in inclusive emergency management, fostering a culture of continuous improvement and sharing expertise with others.</p>
Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise and include the diverse perspectives of people with disability. <input type="checkbox"/> Invite dialogue with disability representatives and advocates. <input type="checkbox"/> Assess current emergency management plans for inclusivity gaps. <input type="checkbox"/> Establish a baseline of needs and barriers for people with disability in emergencies. 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop inclusive emergency management plans with input from the disability community. <input type="checkbox"/> Train personnel on disability awareness and inclusive practices. <input type="checkbox"/> Implement protocols for accessible information dissemination. <input type="checkbox"/> Document and evaluate inclusivity within emergency management exercises. 	<ul style="list-style-type: none"> <input type="checkbox"/> Integrate inclusive planning at all levels of the organisation. <input type="checkbox"/> Lead by example, showcasing successful strategies. <input type="checkbox"/> Innovate with new methods and/or technologies to enhance inclusivity. <input type="checkbox"/> Mentor and support other organisations in adopting inclusive emergency management practices.



Inclusive Planning Case Studies



Initiate

Self-assessment

Our emergency management plan includes a community profile with details on the demographics of our communities (e.g., population density, age distribution, gender, language and cultural considerations, socio-economic status).

Our plan acknowledges the vulnerability people with disability face in emergency situations, but oversimplifies their needs by combining them with other populations (e.g., children, elderly, long-term conditions) and/or disadvantaged groups (e.g., people experiencing homelessness). This approach misses the nuances of their experiences and specific support requirements in emergencies. To address this, we must refine our plans with a deeper understanding of the capabilities of people with disability and the precise assistance they require.

Presently, our engagement with the community is mostly unidirectional, focusing on disseminating information without fostering dialogue. We often rely on second-hand information from service providers to assess the support needs of people with disability, rather than engaging directly with individuals who have firsthand lived experience. We currently have limited knowledge and connections to the disability sector. However, we recognise the need for a more inclusive conversation. We aim to establish direct connections with disability representatives and advocates including people with lived experience of disability to develop our understanding and networks but have not yet made headway towards this goal.

Our key challenge:

We don't have sufficient understanding about the disability and advocacy organisations operating in our community.

Goals:

1. Develop targeted outreach to connect with disability representatives willing to participate in emergency planning. Listen and learn from the experiences and needs of people with disability in emergencies. Share what we learn with others including the disability community and our emergency planning team
2. Review the Resource Toolkit to see what actions others have taken and select resources to help us get started.



Self-assessment

In addition to a comprehensive community profile, our emergency management plan includes information about the support needs of people with disability in emergencies. Our current plans recognise certain obstacles, such as the accessibility of emergency information and services like transportation during evacuation. However, we lack tested strategies for overcoming these issues for people with disability. To rectify this, we have embarked on a collaborative process with disability advocates, service providers and individuals themselves to understand their experiences and ascertain their readiness, abilities and support needs in emergencies. We are actively co-developing and integrating effective solutions for the barriers they face into our emergency response protocols.

In organising community events and activities, we are committed to fostering greater inclusivity and ensuring that people with disability have ample access, participation and support. By partnering with disability organisations, we aim to enhance our outreach and provide individuals with disability the information, tools and supports they need to be more resilient in emergencies.

Embracing a person-centred approach has allowed us to establish two-way accessible communication, essential for listening, understanding and responding to the support needs of people with disability before, during and after disasters. This dialogue not only illuminates factors that heighten their risk in emergency situations but also promotes joint learning and collaborative problem-solving to mitigate these risks.

Our key challenge:

Our reliance on familiar disability groups for outreach has narrowed our focus and reach. Engaging with a wider array of organisations and people with different support needs and lived experiences of disability will deepen our understanding and help us reach more isolated individuals and groups.

Goals:

1. Identify and engage new partners by creating a list of potential organisations across different sectors including those not traditionally involved in disability outreach but who serve other groups at disproportionate disaster risk. Initiate contact to explore partnership opportunities
2. Establish a set of guidelines for new partnerships that defines roles, expectations and communication channels. Ensure that the framework supports diversity, representation and inclusion
3. Launch small-scale outreach initiatives with new partners to test the impact on the dissemination of risk information to people with disability and their support networks.



Self-assessment

Our emergency management plan includes essential information about the strengths/capabilities and contributions of people with disability in emergencies. It identifies specific barriers to the safety and well-being of people with disability in emergencies.

We have established integrated processes for ongoing collaboration with disability representatives and advocates to identify and remove barriers to the safety and well-being of people with disability during emergencies. Our joint efforts ensure that disability considerations are embedded into emergency management planning, and conversely, that emergency preparedness is a consistent feature of disability inclusion action plans. This collaborative approach is carried through our emergency drills, enhancing our overall preparedness and resilience practices. Partners help us to pay attention to individuals and groups who may be overlooked in our emergency plans. They help us to make sure that our plans take into consideration how different aspects of people's identity (e.g., age, gender and sexual identity, culture, language, etc.) intersect and expose them to overlapping forms of discrimination. We keep our partners informed on how their feedback is used to improve accessibility and inclusion throughout all emergency phases. Continuous improvements inform how we profile people with disability and plan for their support needs in our emergency management plans.

We've established formal partnerships with people with disability and their representatives to identify and remove barriers to their safety during emergencies. We work with advocacy groups and local service providers to consistently integrate disability-inclusive practices into community disaster plans, targeting those who might be overlooked. We provide programs and resources to enhance emergency preparedness skills for people with disability and their caregivers, prioritising inclusivity and accessibility. We ensure disability representation in our practice drills and community exercises. Our processes include strong feedback channels to keep disability representatives informed about how their insights have improved accessibility and inclusion across all emergency phases.

Our key challenge:

We would like to involve a wider range of disability representatives in emergency planning and practice drills but we need to make sure that they have a good understanding of emergency management first.

Goals:

1. Partner with peak bodies to identify and invite people with disability not yet involved in emergency planning
2. Provide training to disability representatives that covers the fundamentals of emergency management.



Inclusive Planning: Assessment

Current Assessment

Date: _____

When it comes to inclusive planning, our current maturity level is: (check one)

Initiate

Develop

Lead

Things that are working well:

Instruction: Get the team and partners together to talk about what's working well to inform future actions.

Challenges to our progress include:

- _____
- _____
- _____
- _____

Actions we could take to overcome the challenges:



Inclusive Planning: Action Plan

To strengthen our capabilities at this maturity level and/or progress toward the next, our goals for this period are:

Instruction: Examine the four indicators of inclusive planning along with the associated actions on the maturity roadmap. From your review, determine up to four realistic goals that align with these standards. Your selected goals should reflect high quality achievable outcomes within the scope of practices outlined and your proposed timeline for completion.

Actions we will take to achieve our goals include:

Instruction: Consult the provided resource map for a curated selection of ideas, tools and strategic guidance designed to support your action plans. Each resource has undergone an evaluation to ensure it meets standards for inclusivity in emergency management planning and practice.

Milestones:

Instruction: Use a ledger like this sample for tracking milestones and their review.

Date	Milestone Description	Responsibility	Review Notes	Status

Risk mitigation and management strategies:

Instruction: Identify risks to implementation progress and how you will manage them.

Action Plan Review:

Instruction: Go over the plan with your emergency planning team and partners. Work together to make it better and get their support. Decide on realistic timeframes to check progress (e.g., monthly, quarterly, annually).



Strategic Partnerships

Action Guide

Strategic Partnerships recognise the connection between people with disability and their supporting services. It is dedicated to understanding the preparedness levels of diverse organisations and recognising their important contributions to effective disability inclusive emergency management.

Strategic Partnerships Maturity Roadmap



	Initiate	Develop	Lead
Distinct Element	<p>Partnership Exploration:</p> <p>Identifying and reaching out to potential partners to explore opportunities for collaboration and inclusive emergency management. Learning about their level of preparedness.</p>	<p>Partnership Formalisation:</p> <p>Solidifying collaborative relationships with partners, defining roles and developing joint strategies for inclusive emergency preparedness, response and recovery.</p>	<p>Partnership Integration:</p> <p>Embedding coordinated emergency management efforts across various sectors and partners, serving as a model for effective partnership and inclusion.</p>
Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Identify potential community and disability organisations for partnerships. <input type="checkbox"/> Initiate conversations on collaboration and roles in emergency management. <input type="checkbox"/> Share resources and information to build trust and mutual understanding. <input type="checkbox"/> Draft a roadmap for developing strategic partnerships. 	<ul style="list-style-type: none"> <input type="checkbox"/> Formalise agreements and roles with partner organisations. <input type="checkbox"/> Co-develop training and preparedness programs with partners. <input type="checkbox"/> Establish clear communication channels for emergency coordination. <input type="checkbox"/> Implement joint emergency drills and simulations with partners. 	<ul style="list-style-type: none"> <input type="checkbox"/> Lead multi-agency task forces for inclusive emergency management. <input type="checkbox"/> Share best practices and learnings from partnership experiences. <input type="checkbox"/> Evaluate and refine partnership strategies for continuous improvement. <input type="checkbox"/> Advocate for policies that support and strengthen community partnerships.



Strategic Partnerships Case Studies



Initiate

Self-assessment

Our approach to understanding and documenting the capabilities of disability representative/advocacy organisations and community-based service organisations for emergency preparedness is currently inadequate. While our team members are somewhat familiar with various disability and community organisations – knowing their functions and the populations they serve – this knowledge is not formally captured or integrated into our emergency planning. Our insights into their disaster risk awareness and preparedness are gleaned from informal interactions, lacking verification and formal documentation.

We distribute emergency-related information to disability and community organisations to raise awareness about local disaster risks and encourage them to prepare their organisations, staff and service recipients for emergencies. Nevertheless, our engagement with these organisations is sporadic, often driven by short-term funding or specific projects, and tends to be reactive, focusing on seasonal risks. Our engagement with disability and community organisations typically involves one-way communication, where we disseminate information and outline the extent of support that can be expected from emergency services. Although we sometimes conduct workshops and gather feedback, we do not systematically assess the effectiveness of these sessions in enhancing organisational emergency preparedness.

Our key challenge:

We need to “get our house in order” to ensure our internal policies and procedures can support strategic partnerships. At the same time, we need to identify and develop our networks with community and disability organisations to support our inclusive planning and engagement.

Goals:

1. Review our emergency management plans and policies to identify and map current partnerships and gaps
2. Use our current networks to identify potential community and disability partners and reach out to them to invite participation in emergency planning. Use the organisational emergency preparedness profile to guide our initial conversations so we learn about their preparedness and potential contributions to inclusive emergency management.



Self-assessment

We've instituted a systematic approach to collect and utilise data from disability and community organisations regarding their services and emergency preparedness. This initiative is aimed at crafting a comprehensive community profile that informs inclusive emergency planning. We're committed to maintaining and refining this profile to stay abreast of how these organisations can aid in diminishing disaster risks and bolstering community resilience. Our strategy is evolving to ensure that engagement with disability representatives and diverse community service organisations transitions from occasional to consistent, with an emphasis on providing specific support and training tailored to the needs of these organisations.

Our engagement with diverse disability and community organisations is proactive and collaborative. We don't wait for opportunities; we create them, ensuring that our interaction isn't limited to responses to invitations but is driven by a structured engagement plan backed by dedicated resources. This plan focuses on enhancing the capacity of disability and community organisations, encompassing service continuity and person-centred emergency preparedness planning. We collaboratively establish clear objectives, measure outcomes, and use evaluations to refine our capacity development strategies, thereby optimising the effectiveness of our engagements for inclusive emergency planning purposes. Recognising the diverse readiness levels among community organisations, we're crafting targeted outreach and communication strategies to extend reach and increase our network, fostering shared learning and strong partnerships with diverse organisations for emergency planning purposes.

Our key challenge:

We lack knowledge about the organisational preparedness of community and disability services in our community.

Goals:

1. Invite community and disability organisations to complete the organisational emergency preparedness profile and use what we learn to prioritise our outreach strategies
2. Partner with aware, capable and prepared community and disability organisations to help us develop greater organisational capability in person-centred preparedness and service continuity planning. Leverage their knowledge and approaches to help other organisations to get started. Monitor improvements with the organisational emergency preparedness profile.



Self-assessment

We have established a comprehensive system for consistently collecting, analysing and monitoring data on the emergency preparedness of disability and community organisations. This allows us to keep our information current and deepens our understanding of their roles in disaster risk reduction and resilience enhancement. Our strategy has evolved to provide targeted, continuous training and support, enabling us to identify and collaborate with well-prepared organisations for more inclusive emergency planning and community resilience efforts.

Our leadership in advancing organisational capability for person-centred emergency preparedness and continuity planning is evident as we ensure comprehensive coverage in disaster scenarios. Our engagement extends beyond conventional workshops, providing interactive learning experiences that prompt a re-evaluation of preparedness strategies on both personal and organisational levels. This helps us to ensure whole-of-community preparedness and resilience building so that nobody is left behind in emergencies.

We foster collaborative partnerships across community, disability and emergency sectors to co-create solutions, supporting individuals and organisations to tackle challenges to the safety and well-being of people with disability in emergencies. This helps us to jointly strengthen community resilience. This collaborative approach promotes a culture where emergency preparedness is a shared responsibility. By integrating our efforts with disability inclusion plans, pre-event recovery strategies and resilience reporting, we help community organisations not just participate, but take the lead in emergency preparedness initiatives.

Our key challenge:

We noticed that staff turnover in the community and disability sector has set us back in terms of reliable contacts, even within our former partner organisations.

Goals:

1. Create a system that ensures critical emergency planning knowledge is documented and easily transferrable
2. Develop community engagement programs to build relationships that endure beyond individual staffing changes
3. Leverage technology platforms to maintain continuity of communication and information sharing regardless of staff changes.



Strategic Partnerships: Assessment

Current Assessment

Date: _____

When it comes to strategic partnerships, our current maturity level is: (check one)

- Initiate** **Develop** **Lead**

Things that are working well:

Instruction: Get the team and partners together to talk about what's working well to inform future actions.

Challenges to our progress include:

- _____
- _____
- _____
- _____

Actions we could take to overcome the challenges:



Strategic Partnerships: Action Plan

To strengthen our capabilities at this maturity level and/or progress toward the next, our goals for this period are:

Instruction: Examine the four indicators of strategic partnerships along with the associated actions on the maturity roadmaps. From your review, determine up to three realistic goals that align with these standards. Your selected goals should reflect high quality achievable outcomes within the scope of practices outlined and your proposed timeline for completion.

Actions we will take to achieve our goals include:

Instruction: Consult the provided resource map for a curated selection of ideas, tools and strategic guidance designed to support your action plans. Each resource has undergone an evaluation to ensure it meets standards for inclusivity in emergency management planning and practice.

Milestones:

Instruction: Use a ledger like this sample for tracking milestones and their review.

Date	Milestone Description	Responsibility	Review Notes	Status

Risk mitigation and management strategies:

Instruction: Identify risks to implementation progress and how you will manage them.

Action Plan Review:

Instruction: Go over the plan with your emergency planning team and partners. Work together to make it better and get their support. Decide on realistic timeframes to check progress (e.g., monthly, quarterly, annually).



Accessible Resourcing

Action Guide

Accessible Resourcing focuses on the strategic pre-planning and deployment of both intangible and tangible assets to address the support needs of people with disability in emergencies. It includes building cross-sector mechanisms for continuous improvement of effective plans and practices that contribute to the safety and well-being of people with disability at all stages of the emergency management continuum.

Accessible Resourcing Maturity Roadmap



	Initiate	Develop	Lead
Distinct Element	<p>Resource Assessment:</p> <p>Assessing current resources for inclusivity and accessibility, setting the stage for a more strategic approach to resource allocation during emergencies.</p>	<p>Resource Allocation:</p> <p>Implementing a planned and practiced approach to the allocation of accessible resources, ensuring they are effectively utilised during emergencies.</p>	<p>Resource Mastery:</p> <p>Commanding a comprehensive and adaptive approach to managing accessible resources, setting industry standards and driving innovation in resource accessibility for emergencies.</p>
Actions	<ul style="list-style-type: none"> <input type="checkbox"/> Inventory existing resources and identify gaps in accessibility. <input type="checkbox"/> Engage with disability representatives, advocates and service providers to understand resource needs. <input type="checkbox"/> Begin to develop a plan for resource allocation in emergencies. <input type="checkbox"/> Set objectives for identifying and improving accessible resources. 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a systematic approach to pre-plan the mobilisation of resources. <input type="checkbox"/> Train staff and partners in the use of accessible resources. <input type="checkbox"/> Document and test the effectiveness of resource distribution in drills. <input type="checkbox"/> Create feedback mechanisms to continually assess resource needs. 	<ul style="list-style-type: none"> <input type="checkbox"/> Establish a standard for disability accessible resources across all emergency phases. <input type="checkbox"/> Lead initiatives for cross-sector sharing of inclusive resources. <input type="checkbox"/> Innovate in resource accessibility, setting benchmarks for others. <input type="checkbox"/> Embed resource inclusivity into continuous improvement frameworks.



Accessible Resourcing Case Studies



Initiate

Self-assessment

While we acknowledge the critical role of accessible community assets in disability inclusive emergency management, we have not yet formalised a process for identifying and mapping these resources. Our current identification efforts are confined to assets we own and maintain. The evaluation of their accessibility is sporadic and rudimentary.

To enhance our inclusive strategies, it's crucial to recognise and harness both tangible and intangible assets, such as the knowledge and skills that promote disability inclusion. While we possess some basic information in this area, it remains undocumented. We lack formal collaboration with community organisations to deploy these assets effectively in emergencies.

Establishing agreements with other organisations is a necessary step to ensure a coordinated and efficient emergency response that safeguards individuals with disability. This action has yet to be undertaken.

Our key challenge:

We have excellent relationships but struggle with the process of formalising agreements with community partners for use of their assets. We have two pressing issues: 1) mobilising transportation options that can accommodate people and their assistive technology when an evacuation is called; 2) making sure people with disability have an accessible place to evacuate to.

Goals:

1. Invite community and disability organisations to complete the organisational emergency preparedness profile and analyse findings to gain a better understanding about their accessible resources and preferences for asset-sharing and mobilisation. Follow up with organisations that may be able to support with accessible transportation and sheltering in emergencies
2. Co-design standard agreement templates to be more user-friendly and easier to understand. This will help us to be ready to invite partnership and execute formal agreements for resource mobilisation with the right organisations
3. Build a database to track the status of partner assets and agreements. This will help us to maintain current information for inclusive emergency planning.



Develop

Self-assessment

We are at the forefront of proactively identifying and mapping community assets crucial for disability inclusive emergency management. Our approach is methodical, with established procedures and structured plans in place. We have clear lines of responsibility for negotiating the use of these assets in inclusive emergency management efforts.

Our collaboration extends to government agencies, community organisations and other stakeholders, from whom we actively gather comprehensive data on available assets. We meticulously document both tangible and intangible assets, detailing their accessibility features and how these can be leveraged to meet the support needs of people with disability. This includes clear plans for how assets will be utilised to ensure access to emergency warnings, provide accessible transportation options and secure accessible sheltering options.

Our efforts have fostered robust collaboration and shared learning with community and disability organisations. This has led to more effective collaboration for facilitating preparedness in partnership with people with disability and the development measures to protect their safety during emergencies. This ensures a more inclusive and well-coordinated approach to risk reduction. We are extending this approach to develop inclusive emergency management with other groups at greater disaster risk.

Our key challenge:

Time, staffing and resources to maintain and sustain our efforts.

Goals:

1. Review related plans and practices to identify areas where we can streamline and integrate processes. For example, review our climate action, disability inclusion and disaster recovery plans and processes. We develop greater efficiencies through integrated planning and more efficient resource utilisation
2. Examine how we can leverage technology and data systems to streamline our processes without compromising the quality of our relationships and information.



Self-assessment

We conduct thorough, periodic reviews and updates of our asset mapping for disability inclusive emergency management, incorporating insights from the community, especially individuals with disability and their support networks. Our routine planning sessions ensure open lines of communication, and through solid partnerships and prearranged agreements, we facilitate the smooth coordination and deployment of assets for inclusive planning, response and recovery.

Our comprehensive mobilisation plans are inclusive and accessible. They are deliberately crafted to meet the varied needs and capabilities of all community members. We utilise Geographic Information System (GIS) technology to produce dynamic maps that showcase the locations and accessibility features of assets, enhancing our strategies for inclusivity. This was made possible by leveraging an existing dashboard that collects information about local infrastructure, health and aged care facilities. Expanding this to include community and disability assets strengthened inclusive planning and response strategies.

By integrating and analysing data, we identify and bridge gaps in our approach, fostering a cycle of continuous improvement anchored in collaborative learning. Our commitment to resource allocation, including funding and personnel, and efficient coordination mechanisms, underscores our robust response capabilities.

Feedback mechanisms are embedded in our processes, ensuring our strategies are reviewed and honed regularly, allowing us to remain agile and responsive to the changing needs and dynamics within our community.

Our key challenge:

While we've made good progress with improving accessibility for people with disability in emergency management, progress is uneven across our communities/region leading to inconsistent community capability. We need to find ways to strengthen capacity for greater equity and inclusion across the whole community/region.

Goals:

1. Engage a community of practice to share inclusive emergency management strategies with other organisations in a two-way exchange to develop and strengthen everyone's capabilities
2. Share our approach and resources with others through case studies, white papers, conferences and publications. Showcase our efforts on our website and link people to these examples through our communications and social media campaigns
3. Initiate a peer review and mentoring program to facilitate mutual support across organisations as we expand capability for inclusive emergency management.



Accessible Resourcing: Assessment

Current Assessment

Date: _____

When it comes to accessible resourcing, our current maturity level is: (check one)

- Initiate** **Develop** **Lead**

Things that are working well:

Instruction: Get the team and partners together to talk about what's working well to inform future actions.

Challenges to our progress include:

- _____
- _____
- _____
- _____

Actions we could take to overcome the challenges:



Accessible Resourcing: Action Plan

To strengthen our capabilities at this maturity level and/or progress toward the next, our goals for this period are:

Instruction: Examine the four indicators of accessible resourcing along with the associated actions on the maturity roadmap. From your review, determine up to four realistic goals that align with these standards. Your selected goals should reflect high quality achievable outcomes within the scope of practices outlined and your proposed timeline for completion.

Actions we will take to achieve our goals include:

Instruction: Consult the provided resource map for a curated selection of ideas, tools and strategic guidance designed to support your action plans. Each resource has undergone an evaluation to ensure it meets standards for inclusivity in emergency management planning and practice.

Milestones:

Instruction: Use a ledger like this sample for tracking milestones and their review.

Date	Milestone Description	Responsibility	Review Notes	Status

Risk mitigation and management strategies:

Instruction: Identify risks to implementation progress and how you will manage them.

Action Plan Review:

Instruction: Go over the plan with your emergency planning team and partners. Work together to make it better and get their support. Decide on realistic timeframes to check progress (e.g., monthly, quarterly, annually).





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