



STATE EMERGENCY MANAGEMENT PLAN

GUIDELINE A RECOVERY GOVERNANCE AND OPERATIONS

STATE DISASTER RECOVERY COORDINATION FRAMEWORK



**Government
of South Australia**

STATE EMERGENCY MANAGEMENT PLAN (SEMP)		
Part 1 Arrangements	Part 2 Strategies, Guidelines and Frameworks	Part 3 Supporting Plans
Governance arrangements, roles and responsibilities, and structures in place to reduce risk from hazards, and to plan and prepare for, respond to and recover from emergencies.	Various strategies, guidelines and frameworks that support the state's emergency management arrangements.	Required plans that support the state's emergency management arrangements (including hazard plans, capability plans, control agency plans, functional support group plans, zone emergency management plans and operations manuals).

Figure 1: The SEMP is a series of documents split over 3 parts with accompanying annexes. This Guideline sits under Part 2 of the SEMP.

The *Guideline* can be found at: <https://www.recovery.sa.gov.au/>

State Disaster Recovery Coordination Framework – Guidelines Review

This *Guideline* is reviewed every two years.

The custodian of the *Guideline* is the State Emergency Management Committee (SEMC) who may delegate this responsibility to a sub-committee of SEMC. At the time of publication, the Strategic Advice and Coordination Sub-Committee has been delegated this responsibility.

Document Control

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PURPOSE

This *Guideline* outlines the overarching governance arrangements for coordinating and delivering recovery support and services following emergency events of different scales, as well as recovery-related roles and responsibilities for agencies and other stakeholders.

Recovery is the process of restoring or improving the livelihood and health, as well as the economic, physical, social, cultural and environmental assets, systems and activities of a disaster affected community. It is a complex process that provides an opportunity to enhance community resilience and to ‘build back better’ to avoid or reduce future hazard/disaster risk.

Governance is the arrangements, legal frameworks and policy mechanisms to guide, coordinate and oversee strategic and operational disaster recovery.

AUTHORITY

The *Emergency Management Act 2004* (SA) (the Act) sets out the arrangements under which emergencies and disasters are managed in South Australia, while the State Emergency Management Plan (SEMP) outlines the responsibilities, roles, authorities, and systems by which emergencies and disasters are managed. This Guideline sits under Part 2 of the SEMP.

SCOPE AND AUDIENCE

This *Guideline* forms part of the State Disaster Recovery Coordination Framework (Framework) and is for recovery practitioners, decision-makers and those seeking additional guidance on the governance arrangements adopted in South Australia.

Although the *Guideline* is particularly focussed on government agencies, it can be helpful for recovery workers in private and non-government organisations (NGOs), as well as for communities and the public.

STATE GOVERNANCE ARRANGEMENTS

APPROACH TO RECOVERY GOVERNANCE

Governance of emergency management is guided by four key principles i.e., *Prevention, Preparedness, Response and Recovery* (PPRR). Governance of recovery operations is further guided by the *National Principles for Disaster Recovery* and includes the establishment of clear and robust:

- ♦ authority, roles and responsibilities for key stakeholders;
- ♦ governance leadership, including the appointment of key individuals and establishment of organisations to facilitate effective recovery governance;
- ♦ policies, mechanisms, and legal arrangements to guide recovery program development, delivery, monitoring and review;
- ♦ oversight, risk, compliance, and assurance arrangements for recovery programs.
- ♦ Good governance needs to be transparent, inclusive, collective and efficient if it is to address recovery needs and avoid creating or compounding disaster risks.

RECOVERY DOMAINS

Effective recovery requires an integrated, multi-disciplinary approach to needs analysis, community engagement, planning and service delivery. Aspects of recovery are conceptually grouped into the following four interrelated functions, applicable in an all hazard environments:

- ♦ **Human and social**
- ♦ **Economic**
- ♦ **Built environment (infrastructure)**
- ♦ **Natural environments**

During the immediate aftermath of an event, formal and informal mechanisms and/or sub-groups based on domains may be established to ensure to resolve immediate- or medium-term matters (more information about the domains can be found in the *State Disaster Recovery Coordination Framework*).

ARRANGEMENTS FOR EVENTS OF DIFFERENT SCALES

Effective governance provides the structure and leadership to ensure recovery is focused on achieving clear objectives and outcomes. There are varying governance arrangements for different scales of events in South Australia. These are described below and outlined in Table 1.

Recovery coordinated at state level

When a recovery event is complex or of a scale that exceeds the capacity for recovery at a community level, it will be coordinated by state government, with Community Recovery Coordinators appointed as relevant. The aim of state-coordinated disaster recovery programs is to help communities reach a point where they can successfully facilitate their own recovery, i.e., they are sustainable and resilient.

The State Recovery Coordinator is the Chief Executive of the Department of the Premier and Cabinet (DPC) or the person acting in the position. They are appointed on an ongoing basis by the State Emergency Management Committee (SEMC) under Section 12 of the Act. The role coordinates emergency recovery operations during an emergency that has not been declared under Sections 22, 23 or 24 of the Act.

Where an emergency has been declared, the State Recovery Coordinator may appoint an Assistant State Coordinator - Recovery under Section 16(2) of the Act. The Assistant State Coordinator – Recovery (ASC-R) coordinates recovery efforts during a state-led recovery program (the role of State Recovery Coordinator is suspended relating to and for the declaration of an emergency declaration).

Chief Executives of agencies involved in recovery efforts are responsible for their own portfolio contributions for recovery planning and program delivery. All agencies involved in recovery operations are to engage with affected communities and stakeholders during the development of plans and delivery of recovery activities following an emergency.

When a significantly complex recovery effort is required, two key groups are instituted at the state level:

1. The **State Recovery Coordination and Planning Group (SRCPG)** focuses on consequence management, longer-term recovery planning and the establishment of funding avenues for recovery.
2. The **State Recovery Operations Group (SROG)** focuses on immediate operations such as water replenishment, relief and recovery centre support, as well as waste and carcass management.

Both groups are chaired by the State Recovery Coordinator, ASC-R or their delegate. Where the event is less complex but still requires state government coordination, these activities may be undertaken solely by the SRCPG.

The strategic planning groups are usually complemented by the establishment of formal and informal committees at the community level or around specific recovery domain or topics (e.g., supply chain challenges). During state coordinated recovery events, groups and committees should supplement and support each other.

Regardless of the scale of the event, government as a collective, is still likely to have some involvement in smaller events.

Recovery coordinated at community level

Where an event is localised or within the capacity of local government or community arrangements, recovery will be coordinated at the community level.

State government departments relevant to the type of event will provide initial advice and access to tools in support of community coordinated recovery. These tools and advice seek to complement (not replace) any community recovery plans that may exist through such groups as emergency management zones or local community groups.

The *Local Government Association Joint Operating Guideline – Recovery* describes how councils and the Local Government Functional Support Group (LGFSG) will work with State Government in recovery.

Coordinators and committees at community level

The State Recovery Coordinator or ASC-R may appoint one or more community recovery coordinators and/or recommend the establishment of one or more community recovery committees to support the recovery activities in localised areas or regions.

For large or complex events in which state government recovery coordination is required, one or more Community Recovery Coordinators (CRCs; previously known as the Local Recovery Coordinator) will be appointed by the State Recovery Coordinator. They will report to the State Recovery Coordinator or their delegate. In this circumstance, positions are funded by state government. The number of appointments is dependent on the scale and geography of the event.

Groups or committees, including one or more Community Recovery Committees (CRCtees) may be established for the duration of the recovery effort, or for shorter periods of time to achieve specific tasks. Where groups or committees last for longer periods, membership may often change over time.

In smaller or less complex events, a CRC may be appointed to guide and support an affected community's development of a recovery plan. In these cases, state government recovery representatives, relevant community members, and LGFSG is likely to review the need for a CRC together immediately after an event, in line with the below:

- ♦ CRCs may be drawn from a variety of sources, such as local government, community leaders, community organisations, or regional state government staff
- ♦ CRCs may operate on a part-time or full-time basis

The identification and/or appointment of a CRC in a non-state government coordinated recovery event will not attract state government funding.

Where an event is within the capacity of a community to coordinate recovery, a council can appoint a Council Community Recovery Coordinator (CCRC). When a CCRC position is established, a Local Recovery Committee (LRC) may also be formed to facilitate coordination of recovery efforts in the community.

The LRC is chaired by the CCRC. The CCRC may support the establishment of other relevant groups commensurate to scale and issues.

TABLE 1: RECOVERY GOVERNANCE COORDINATION BY SCALE OF EVENT

Scale of event	Governance arrangements	Example of event
Large/catastrophic event where complexity exceeds capacity of local government or requires greater support, coordination, and oversight	<p>State government (DPC) coordinates recovery efforts, which involves various agencies, local government with input from non-governmental organisations (NGOs), local communities, organisations and businesses</p> <p>Governance structures are:</p> <ul style="list-style-type: none"> ◆ SRCPG and SROG <ul style="list-style-type: none"> ○ chaired by State Recovery Coordinator when undeclared emergency ○ chaired by ASC-R when undeclared emergency ◆ CRC(s) appointed, facilitated and funded through DPC for declared and undeclared events ◆ Community Recovery Committee(s) chaired by CRC(s) 	<p>River Murray Floods, commencing 15 December 2022</p> <p>Bushfires of 2019-20</p>
Medium event to Smaller, less complex event	<p>Recovery coordination is led at the community level, with varying involvement of specific government agencies depending on the nature of the hazard causing the damage.</p> <p>Governance structures are:</p> <ul style="list-style-type: none"> ◆ SRCPG chaired by State Recovery Coordinator ◆ CRC may be appointed, identified through engagement between state government, local government and community, not funded by state government ◆ CCRC might be appointed by council assisted by government agencies ◆ Local Recovery Committees(s) chaired by CCRC(s) as needed might be established 	<p>Severe weather and flooding event, January-February 2022</p>
Small, localised event	<p>Recovery coordination is at the community and local government level with input from non-government organisations (NGOs), local organisations and businesses. There is likely to be some government agency involvement, depending on the hazard.</p> <p>Governance structures are:</p> <ul style="list-style-type: none"> ◆ CCRC(s) might be appointed by councils ◆ Local Recovery Committee(s) chaired by CCRC(s) might be established 	<p>Lucindale and Cherry Gardens fires 2020</p>

ROLES AND RESPONSIBILITIES

Responsibility for all aspects of emergency management, including disaster recovery, is shared between governments, individuals, industry, NGOs and communities. While the responsibilities may not be equal, they all have a responsibility to work collaboratively with the impacted community to provide a range of recovery activities, programs and services.

TABLE 2: RECOVERY ROLES AND RESPONSIBILITIES

Name of entity	Listed responsibilities
Emergency Management Cabinet Committee (EMCC) <i>Established by Cabinet to support the Premier in undertaking the Premier's responsibilities under the EM Act.</i>	<p>The Premier is the Minister responsible for the Act.</p> <p>EMCC provides strategic oversight of South Australia's security, emergency and recovery management arrangements and executive leadership during and after a significant security event or natural disaster.</p> <p>During an event, the EMCC will make executive government decisions in relation to public messaging, prioritising the allocation of government resources, and appointing Duty Ministers.</p>
State Emergency Management Committee (SEMC) <i>A high-level, strategic planning committee chaired by Chief Executive, Department of the Premier and Cabinet</i>	<p>SEMC is established under Section 6 of the Act.</p> <p>SEMC is asked with leadership and oversight of emergency and recovery management planning, preparation and review of the SEMP, conducting risk assessments, and assuring emergency and recovery management arrangements, amongst other things.</p> <p>SEMC may also establish sub-committees to enable it to fulfill its responsibilities.</p>
Chief Executives of State Departments	They contribute (based on portfolio) to preparedness, prevention, response and recovery under the SEMP.
State Coordinator, i.e., Commissioner of Police	They manage and coordinate response and recovery operations in accordance with the Act and the SEMP.
State Recovery Coordinator	<p>They liaise closely with the State Coordinator and lead state-coordinated recovery planning and recovery operations, during an emergency that has not been declared. This include:</p> <ul style="list-style-type: none"> ♦ chairing recovery operational and strategic groups when established. ♦ briefing the Premier, Duty Minister, EMCC, SEMC, and other government agencies on recovery operations, planning and preparedness. ♦ liaising with duty ministers appointed for recovery. <p>They appoint a CRC(s), when required and may recommend the establishment of a Community Recovery Committee to support the recovery activities in localised areas/regions. They support Community Recovery Coordinator(s) to undertake local recovery.</p> <p>They also ensure the lessons management process of any state-coordinated recovery operations is followed.</p>

Name of entity	Listed responsibilities
Assistant State Coordinator – Recovery (ASC-R)	<p>They have the functions and powers under the Act as delegated by the State Coordinator and coordinate all recovery operations during a declared emergency. They are authorised to coordinate recovery operations and direct use of resources for the purposes of recovery after a declared emergency</p> <p>ASC-R may be appointed to specific parts of the state, specific types of hazards, or specific events.</p>
State Recovery Coordination and Planning Group (SRCPG) <i>Executive-level group chaired by State Recovery Coordinator, Assistant Coordinator - Recovery or delegate</i>	<p>The group provides longer-term recovery planning and strategic advice to the State Recovery Coordinator or ASC-R.</p> <p>They also provide leadership and coordination for recovery operations and proactively identify consequences and re-establishment opportunities for the State.</p> <p>SRCPG remains active as required during recovery operations, or at the discretion of the State Recovery Coordinator, ASC-R, or delegate.</p>
State Recovery Operations Group (SROG) <i>A senior state-level operational group chaired by State Recovery Coordinator or delegate</i>	<p>SROG provides operational and tactical advice to the State Recovery Coordinator or ASC – R, makes decisions on their behalf of the State Recovery Coordinator or ASC-R and provides leadership and coordination in the implementation of recovery operations.</p> <p>They assist the State Recovery Coordinator or ASC-R in fulfilling their role and responsibilities under the Act and the SEMP.</p> <p>SROG remains active as required during recovery operations, or at the discretion of the State Recovery Coordinator, ASC-R or delegate.</p>
State Recovery Operations Domain Sub-Group/s	<p>These groups are established or appointed by the State Recovery Coordinator or ASC-R as determined by presenting recovery issues.</p> <p>These groups lead and coordinate planning and implementation of domain-specific recovery (social, economic, built, and natural) or relevant issues and projects (e.g., supply chain sustainability or waste management).</p>
Resilience, Recovery and Engagement Subcommittee (RRE) <i>Chaired by CE SAFECOM</i>	<p>This subcommittee supports SEMC by providing advice on issues within its remit.</p> <p>They coordinate the development and implementation of strategies and policies related to disaster resilience and recovery, public information, communication, and community engagement.</p>
Community Recovery Coordinator (CRC)	<p>One or more CRCs are usually identified and appointed during state-led events. They are accountable to the Chief Executive, DPC. Their role includes the following:</p> <ul style="list-style-type: none"> ♦ Participate in emergency management committees and recovery operations as per SEMP. ♦ Establish community recovery governance structures and chair relevant committees. ♦ Guide the development of community recovery plans and ensure progress and completion of outcomes identified in community recovery plans, strategies or other recovery objectives. ♦ Provide regular reports on the recovery efforts.

Name of entity	Listed responsibilities
	<ul style="list-style-type: none"> ◆ Establish and maintain effective communication processes with the public and with other organisations and services working in the recovery effort. ◆ Lead the development of strategies, plans and actions in the recovery process in a unified, efficient, and cost-effective way with a common focus and objective. ◆ Establish and maintain effective strategic partnerships with welfare agencies, local councils and government agencies.
Community Recovery Officer (CRO)	The CRO works alongside the affected community to identify, assess and plan to meet the needs of the community in the early stages of recovery. They also assist the community to develop a community recovery plan.
Community Development Officer (CDO)	The CDO works alongside the affected community to help build capacity, coordinate programs and activities, and monitor their effectiveness. They support the local recovery committee and reference groups to achieve the outcomes of the community recovery plan.
Council Community Recovery Coordinator (CCRC)	The CCRC is appointed by Council to fulfil the role of a CRC at local level/within community and/or work with CRC to support recovery activities.
Local Recovery Committee (LRC)	<p>The committee is usually formed and chaired by the CCRC. They will collect, analyse, and communicate key issues for recovery within the disaster affected area.</p> <p>They create a two-way dialogue that seeks feedback and input from the community about the most pressing issues to be addressed.</p> <p>They identify priorities for action across the domains of social, economic, built, and natural and develop a community recovery and evaluation plan in response to the disaster.</p>

ACTIVATION OF STATE-LED RECOVERY

During high-risk periods, agencies with operational responsibilities for recovery utilise four levels of activation:

- ♦ **Ready**
- ♦ **Lean forward**
- ♦ **Stand up**
- ♦ **Stand down**

When an event is imminent and it is anticipated that the impact will require significant government involvement or coordination, agencies move to a **Ready** level of activation. This involves a review of preparedness arrangements and existing plans, including preliminary scoping for future recovery planning and resourcing should also occur at this time. Agencies and organisations also undertake activities to support the response, such as data collection, communication, engagement and, potentially, scenario planning.

In the early stages of activation for response operations, agencies with recovery roles and responsibilities will move to the **Lean Forward** level of recovery activation. At this time information from response agencies is reviewed and analysed, discussions with possible service delivery agencies are undertaken, governance arrangements are confirmed and planning to develop recovery options is underway.

When intelligence indicates that recovery agencies are required to provide resources to the community, recovery shifts to the **Stand Up** level of activation. This constitutes the relief, short-term recovery and longer-term recovery phases of the recovery life cycle.

Individuals, groups, functions and communities are likely to be at varying stages of recovery. Accordingly, recovery arrangements must be flexible and dynamic to meet the emerging and evolving demands and needs of the community.

The **Stand Down** from formal recovery structures for the impacted individuals and community is part of the planning process and is staged and conducted in conjunction with an appropriate public information strategy. Organisational arrangements are wound down at this time, and responsibility for completing outstanding tasks and actions are formally assigned to, and accepted by, the relevant agency or authority.

Recovery groups should identify, during discussions throughout recovery operations, triggers for commencing Stand Down. These discussions should be informed by the review of recovery plans and reports from functional recovery groups.

Table 2 summarises the levels of activation, timing and activities for each level.

The Control Agency will activate and endorse a safe location for the Emergency Relief Functional Support Group (ERFSG) to immediately establish relief centres and advise the impacted zones, including zone emergency support teams and/or local government areas of the transition and reporting change.

The State Recovery Coordinator (or ASC-R), along with agencies with recovery responsibilities will develop a detailed impact assessment for comprehensive recovery planning.

TABLE 2: TIMING AND ACTIVITIES BY LEVEL OF ACTIVATION

Activation level	Timing	Activities for each level of activation
Ready <i>This occurs before an event</i>	<p>When an event is anticipated or imminent</p> <p>When the State Emergency Centre (SEC) is stood up in preparedness</p>	<ul style="list-style-type: none"> Review of preparedness arrangements and existing plans by all relevant agencies Preliminary scoping for future recovery planning and resourcing Agencies and organisations begin undertaking data collection, communication, engagement and scenario planning The ERFSG reviews existing plans and undertakes preliminary scoping for future relief planning Commencing of relief centre planning
Lean Forward <i>This constitutes the disaster phase of the recovery life cycle</i>	<p>During the early stages of response to an event</p>	<ul style="list-style-type: none"> Community information and demographics are collected for the general area Information from response agencies is reviewed and analysed Possible service delivery agencies are engaged in discussion Governance arrangements are confirmed and recovery planning to develop recovery options ERFSG begins implementing relief centre planning
Stand Up <i>This constitutes the relief, short-term recovery and longer-term recovery phases of the recovery life cycle</i>	<p>When intelligence indicates the event is large and complex</p> <p>Recovery agencies are required to provide resources to the community</p>	<ul style="list-style-type: none"> Recovery operations begin and continue as long as state government coordination is required ERFSG transition from relief centres to recovery centres Recruitment to contract roles begin to occur
Stand Down <i>This constitutes the transition to community in the recovery life cycle</i>	<p>When impacted individuals and the community are placed to lead the ongoing planning process</p> <p>An appropriate public information strategy is conducted in conjunction</p>	<ul style="list-style-type: none"> Organisational arrangements are wound down Responsibility for completing outstanding tasks and actions are formally assigned to the relevant agency or authority Recovery groups have identified triggers for commencing <i>Stand Down</i>, through review of recovery plans and reports from functional recovery groups

TRANSITION FROM RESPONSE TO RECOVERY

For state government, the transition from **response** coordination to **recovery** coordination is influenced by the nature of the disaster and, as a result, requires substantial flexibility. Although response activities might still be underway, transition to state recovery arrangements occurs when the following criteria have been met:

- ◆ The emergency is sufficiently controlled and serious threats and disruption to community life, property and/or environment are reduced.
- ◆ Coordination is no longer required to manage response.
- ◆ Triggers as agreed by the Control leader, Security, Emergency and Recovery in DPC, State Recovery Coordinator are identified. These are usually:
 - The State Emergency Centre (SEC) stands down.
 - Zone Emergency Support Team(s) stop meeting.
 - The State Command Centre of the control agency stands down.

The State Coordinator, State Controller and State Recovery Coordinator or ASC-R meet to consider that the conditions for transition have been met and then identify a time for transition to occur.

When the State Coordinator announces transition to recovery, (either verbally or in writing) the State Recovery Coordinator or ASC-R assumes responsibility for ongoing coordination.

The control agency has the responsibility to ensure a coordinated handover to the state recovery arrangements.

To support a smooth transition, the following occurs:

- ◆ The control agency provides an agreed public information transition plan at the first recovery operation meeting detailing:
 - The sequence of events leading to the transition point
 - Damage assessment data and any impacts known at that point
 - Ongoing response activities
 - Ongoing areas of risk
 - Staged transition points if required for large scale events
- ◆ Support agencies provide reports detailing:
 - Synopsis of activities leading to transition point
 - Impacts identified at this point within their portfolio area
 - Ongoing plan for response/recovery activities within their portfolio area
 - Areas of risk and level of risk.

The State Recovery Coordinator or ASC-R will ensure that a coordinated public information strategy is implemented/continues to reassure the community that services will continue during the period of emergency response wind-down.

The State Recovery Coordinator or ASC-R assumes responsibility for coordinating ongoing collection and reporting of impact data by agencies providing recovery services.

LOGISTICS MANAGEMENT

During state government coordinated recovery operations, logistics activities are undertaken by the Logistics Functional Support Group (LFSG), led by South Australia Fire and Emergency Service Commission (SAFECOM). These activities include:

- ♦ Coordinating the provision of non-agency specific goods and services requested by the State Recovery Coordinator or delegate during recovery operations.
- ♦ Providing advice on the provision of goods and services requested by the State Recovery Coordinator or delegate during recovery operations.
- ♦ Where the State Recovery Coordinator and/or delegate identifies logistics requirements on a scale beyond individual agency management, a request is made via the written form to LFSG. LFSG support compliance with the Emergency Situation Procurement Policy (version 3.1 September 2016) and the South Australian Industry Participation Policy.
- ♦ In the event of a catastrophic disaster, or in anticipation of a catastrophic disaster, the South Australian Government may need to temporarily deploy significant numbers of SA public sector employees for disaster preparation, response, relief and recovery and/or maintenance of critical functions.

RELIEF AND RECOVERY CENTRES

The South Australian Housing Authority is the lead agency managing relief and recovery centres in relation to their responsibility under the SEMP. The ERFSG is responsible for opening and managing emergency relief and recovery centres and coordinating outreach operations during state government coordinated recovery efforts.

Recovery centres may be established to provide services to the community. They are usually Relief Centres that transition into Recovery Centres, mostly in the same physical location. The decision to establish a recovery centre will be made by the State Recovery Coordinator or ASC-R in consultation with the Chief Executive/s of the affected council/s and the ERFSG.

- ♦ Relief centres are established to provide a safe shelter, information, psychosocial support and, more generally, meet the immediate needs of communities, families and individuals directly following a large emergency event.
- ♦ Recovery centres may be established to provide services to the community with a focus on long-term case management of impacted individuals. Recovery centres can be in place for months, after an event depending on its scale and complexity.

Immediately following an event, it is critical to capture the circumstances of affected individuals and families to provide relevant and targeted relief assistance and ultimately recovery services and activities. During state government coordinated recovery events, information is collected in person at Relief and Recovery Centres and via the Recovery Hotline. This information is used in state-level reporting, to determine community needs and deliver case management services within Recovery Centres.

CATASTROPHIC ARRANGEMENTS

During a catastrophic disaster, demand for some services will decrease while others will increase. Some public sector worksites could become inaccessible. Public sector mobilisation supports the Government's commitment to preparation, response, relief and recovery by temporarily redirecting the collective energies of the workforce from less critical priorities to the critical priorities in a catastrophic disaster. These include disaster containment, the protection of life and property and longer-term human and social recovery.

The *South Australian Public Sector Mobilisation Policy* is activated when a major emergency or disaster is declared under the Act or a public health incident or a public health emergency is declared under the *South Australian Public Health Act 2011* and the Premier activates this policy pursuant to the Premier's Direction.

In the event of a catastrophic event, the Premier may consider additional statutory or administrative instruments that are necessary to support longer term recovery arrangements, following advice from the State Coordinator, State Recovery Coordinator or the ASC-R.

IMMEDIATE PRIORITIES FOR RECOVERY

Immediately after an event, there are several priorities that may need to be addressed to support relief and recovery programs. Where a natural disaster has significant scale and complexity, some or all of the below coordination aspects may need to be considered.

DISASTER WASTE MANAGEMENT

Where significant structural loss has occurred, early coordination of property clearing, and safe removal of waste is required. In large-scale events, Green Industries SA have the capability to lead a disaster waste management program in line with State Disaster Waste Management Guidelines. This requires activation by the State Recovery Coordinator or ASC-R.

CARCASS COORDINATION

Immediately after a disaster where significant livestock has been lost, early coordination of safe mass burials and euthanising is required. In large-scale events, Primary Industries and Regions SA (PIRSA) may appoint a carcass coordinator. In conjunction with the Environmental Protection Authority (EPA), they work alongside affected primary producers to identify safe burial locations and ensure safe treatment/euthanasia and/or burial processes in line with the *Managing Animals in Emergencies: A Framework for South Australia*.

WATER REPLENISHMENT COORDINATION

Where water use for firefighting has depleted water sources for people and/or stock, coordinated water replenishment may be beneficial. In state government coordinated recovery efforts, the State Recovery Coordinator may specifically appoint a water replenishment coordinator in a part-time or short-term full-time capacity. This Coordinator will work alongside affected property owners who require water replenishment to facilitate easy replacement of water for drinking purposes or livestock. Please refer to the *Water Replenishment Procedure* for more information.

MANAGEMENT OF VOLUNTEERS

Volunteers play a critical part in helping to deliver recovery activities, within government, non-government and via emergent groups. Engaging with and harnessing this goodwill can facilitate meaningful and useful assistance to communities if, and when, needs exists. During community coordinated recovery, volunteers may provide significant assistance and coordination of volunteers may require additional attention.

Volunteers are individuals, groups or organisations that offer to assist communities impacted by disasters. They provide crucial support and surge capacity to recovery efforts, facilitating community-led recovery and supporting community resilience.

Volunteers can be a planned and structured part of the recovery process, with volunteers identified and pre-registered as part of the preparedness phase of recovery. Volunteering can also be spontaneous in nature and volunteers are encouraged to register via phone, or online registration.

During a state government coordinated recovery effort in South Australia, Volunteering SA&NT (VSA&NT) manage and coordinate spontaneous volunteers. The State Recovery Coordinator (or ASC-R) will activate the established agreement with VSA&NT when the need to register and manage volunteers is evident.

In addition, there are a range of NGOs across South Australia, including community and social service organisations, not-for-profit, charities, local community groups, faith-based organisations and service clubs – all of which are integral to effective recovery. They contribute to initial and longer-term recovery activities, development of policy and practice, and the provision of a range of services for affected communities.

MANAGEMENT OF DONATED GOODS AND SERVICES

Following disaster events, the broader community may offer assistance to affected individuals and communities in the form of financial donations and/or donated goods and services. These offers of assistance provide important support to the people and communities affected by a disaster event. They can play a critical role in relief for affected communities and often form part of a comprehensive recovery program coordinated by jurisdictions.

Unless specific goods are required to assist recovery operations, the public will always be encouraged to donate money in preference to goods. This ensures impacted individuals can obtain what they require and that local economies are supported. During events, the general public can register their donations online through a site activated as appropriate and announced through all communications channels.

Within South Australia, St Vincent De Paul has an agreement with DPC for the administration, management and distribution of clothing, furniture and household goods pre, post and after a disaster.

The corporate sector also plays an important role in recovery planning and management. They are embedded in the affected community in the form of electricity providers, insurance companies, banking, telecommunications, local media, retail outlets, private health providers, private education providers and major employers.

Ideally, these providers are engaged in recovery plans and processes to support whole-of-community recovery. Channelling, coordinating and using the expertise and knowledge of the private sector is part of ongoing improvement in South Australia's recovery program.

Philanthropy is where a community of funders, social investors and social change agents work to achieve positive social, cultural, environmental and community change by leveraging their financial assets and influence to support individuals and communities recover from disaster events.

Recovery managers should be familiar with philanthropic and charitable funding sources. Philanthropic support can, through partnering, enable the capability of the private sector to support communities in their capacity and capability to adapt and respond to impacts of disasters.

ONGOING PRIORITIES FOR RECOVERY

CONTINUOUS IMPROVEMENT

Successful recovery requires a drive for continuous improvement through monitoring and evaluation of how well programs and policies meet set objectives. The South Australia Emergency Management Lessons Management Framework outlines the approach for the state. *Guideline H: Monitoring and Evaluation* outlines a consistent approach to the monitoring and evaluation of any recovery program that will allow the lessons identified to improve future recovery efforts.

The promotion of monitoring and evaluation is also a key requirement by the Commonwealth for community recovery funding under Disaster Recovery Funding Arrangements (DRFA).

CONSEQUENCE MANAGEMENT

Consequence management (or consequence thinking) is the process of predicting, identifying, then managing and minimising, the negative social, economic, and environmental outcomes from an event.

Consequence management involves planning for the impacts and outcomes of unforeseen and unlikely events, including multiple concurrent events and cascading events, which may have extreme or catastrophic consequences.

Agencies and organisations are to ensure consequence management and consequence management thinking are applied to all aspects of recovery.

APPENDIX A: RESOURCES

Key documents/sources on recovery	
Australian Disaster Recovery Framework, Version 3.0, October 2022	The Framework reflects the current approach to recovery and is another step to enhance disaster resilience, and a shared commitment to develop Australia's disaster recovery discipline. https://knowledge.aidr.org.au
Community Recovery Handbook 2018	This document is a comprehensive guide about community recovery in Australia. It is intended for use by planners, managers and those involved in working with communities to design and deliver recovery processes, services, programs and activities. https://knowledge.aidr.org.au
National Principles for Disaster Recovery	The National Principles for Disaster Recovery can be used by communities, governments and recovery agencies to guide our efforts, our approach, our planning and our decision-making. Australian and New Zealand government departments, recovery support agencies and two Australian communities impacted by major disasters have worked in partnership to revise and update the principles. https://knowledge.aidr.org.au/resources/national-principles-for-disaster-recovery/
Emergency Management Act 2004 (SA)	An Act to establish strategies and systems for the management of emergencies in the State; and for other purposes. https://www.legislation.sa.gov.au/legislation/acts
State Emergency Management Plan, 2022	The State Emergency Management Committee (SEMC) is responsible for the State Emergency Management Plan (SEMP), which outlines comprehensive emergency management arrangements. https://www.dpc.sa.gov.au/responsibilities/security-emergency-and-recovery-management/state-emergency-management-plan
Stronger together: SA Disaster Resilience Strategy, 2019	Stronger Together - South Australia's Disaster Resilience Strategy provides a foundation upon which all sectors can work together towards a more resilient South Australia and provides direction for resilience building work across four key focus areas and two cross cutting themes. https://www.safecom.sa.gov.au/initiatives/stronger-together-south-australias-disaster-resilience-strategy/
People at risk in emergencies framework for South Australia	This framework provides guidance for how State and Local governments, businesses, nongovernment organisations, community groups and individuals can work together to strengthen the preparedness, safety and wellbeing of people who are most at risk in emergencies. https://www.dpc.sa.gov.au/_data/assets/pdf_file/0018/34254/People-at-Risk-in-Emergencies-Framework.pdf
Guide to Recovery for Local Government in SA Local Government Recovery Toolkit – Parts 1-5	This Toolkit contains an integrated suite of strategic and operational guidance and resources to assist councils with recovery. It articulates councils' and partners' roles and responsibilities, and the expectations of both. It provides background information, tools and templates that councils can use to plan for recovery both before an emergency event and when an emergency event does occur. Please contact the Local Government Association of South Australia for more information: https://www.lga.sa.gov.au/

APPENDIX B

Acronyms used in the Framework, Guidelines and Procedures

Term	Definition
ASC–R	Assistant State Coordinator – Recovery
ABCD	Asset-Based Community Development
CCRC	Council Community Recovery Coordinator
CDO	Community Development Officer
CRC	Community Recovery Coordinator
CRO	Community Recovery Officer
CRCtee	Community Recovery Committee
DPC	Department of the Premier and Cabinet
DRFA	Disaster Recovery Funding Arrangements
EMCC	Emergency Management Cabinet Committee
EPA	Environmental Protection Authority
ERFSG	Emergency Relief Functional Support Group
LGFSG	Local Government Functional Support Group
LRC	Local Recovery Committee
M&E	Monitoring and Evaluations
NGOs	Non-government Organisations
PPRR	Prevention and Hazard Risk Reduction, Preparedness, Response and Recovery
PR	Public Relations
RRE	Resilience, Recovery and Engagement Subcommittee
SDRCF	State Disaster Recovery Coordination Framework
SEMC	State Emergency Management Committee
SEMP	State Emergency Management Plan
SERM	Security, Emergency and Recovery Management
SRC	State Recovery Coordinator

SRCPG	State Recovery Coordination and Planning Group
SROG	State Recovery Operations Group
VSA&NT	Volunteering SA&NT
ZESTs	Zone Emergency Support Team(s)



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