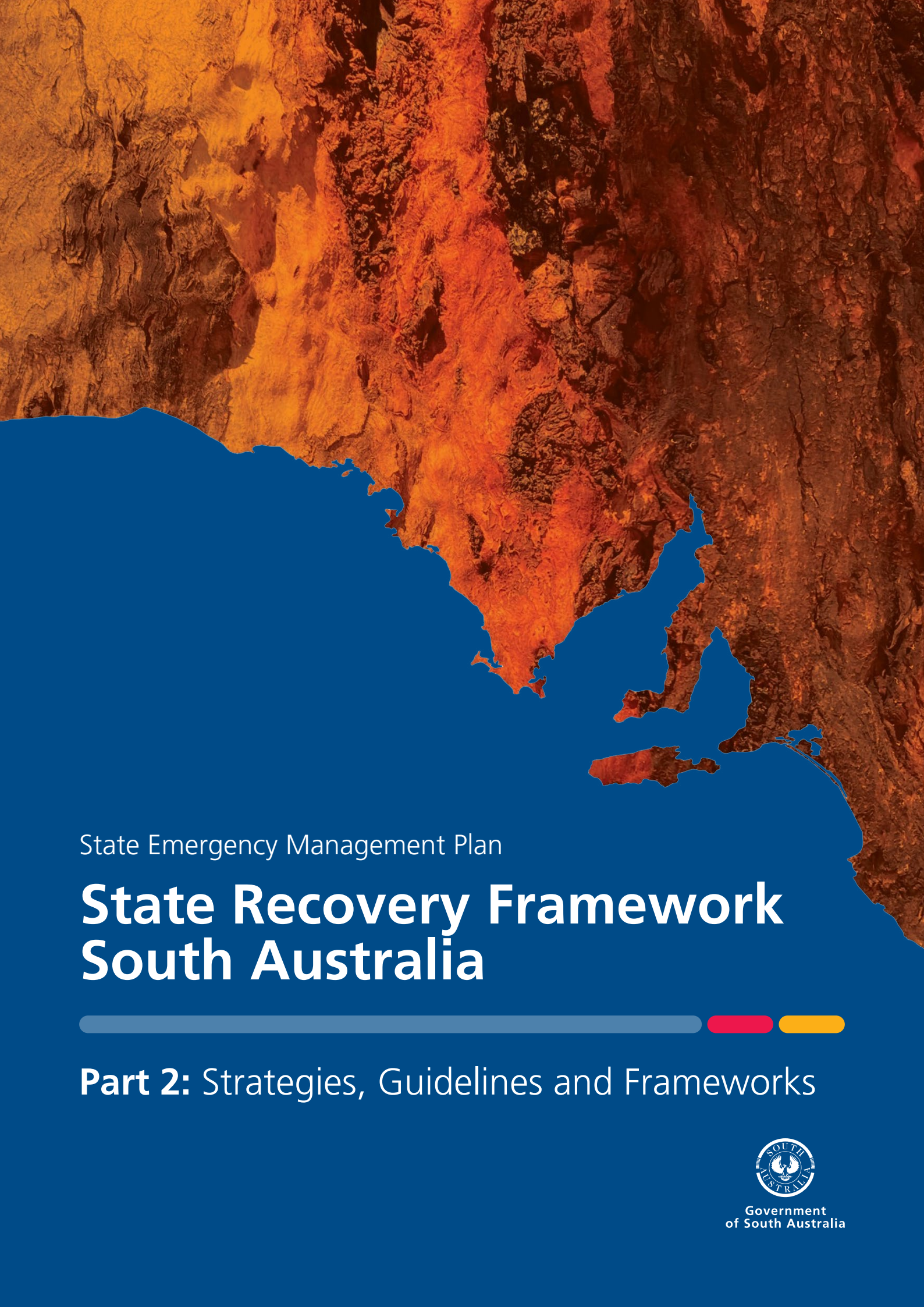




State Emergency Management Plan

State Recovery Framework South Australia

Part 2: Strategies, Guidelines and Frameworks



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).

The [SEMP](#) is a series of documents split over 3 parts with accompanying annexes. This Framework sits under Part 2 of the SEMP. The SEMP is prepared under Section 9(1)(b) of the Emergency Management Act 2004, ensuring the state has effective arrangements in place to enhance the safety and security of the South Australian community.

The custodian of the State Recovery Framework is the State Emergency Management Committee (SEMC) who may delegate this responsibility to a sub-committee of SEMC.

This Framework is reviewed every three years.

The Framework can be found at: www.recovery.sa.gov.au

Document control

Version	Version 2.2
Classification	Official
Authority	State Emergency Management Plan
Managed and maintained by	The Department of the Premier and Cabinet
Review Date	2027
Disclaimer	Users should ensure that they have the current version before taking action based on this Framework

Contents

Acknowledgement of Country	4
1 Introduction	5
Aim	6
Context	6
The four recovery domains	8
SEMP principles	9
Key stakeholders	10
Roles and responsibilities	10
Local context, complexity and at risk populations	13
Building resilience	13
Recovery phases	14
Recovery outcomes	15
2 Preparedness & planning	16
Councils and communities	17
SEMP arrangements (see SEMP Part 1 for further information)	18
Training, exercising and collaboration	18
Financial assistance arrangements	18
Financial management	19
3 Recovery governance and coordination	20
Governance	21
Locally-led arrangements	21
State-led arrangements	22
Transition from response to recovery	27
Transitioning from state-led recovery back to the community	28
Catastrophic arrangements	29
4 Data and intelligence	30
Principles for data collection	31
Key assessments in recovery	31
Data sharing	33

5	Communication and community engagement	34
	Communication	35
	Community engagement	35
6	Donations and volunteers	37
	Donated money	38
	Donated goods	38
	Offers of assistance	39
	Spontaneous volunteers	39
	Spontaneous memorials	39
	Fee waiving and document replacement	39
7	Review, lessons management, monitoring & evaluation	40
	Debrief and review	41
	Lessons management	41
	Monitoring & evaluation (M&E)	41
8	Appendices	42
	Appendix 1: National principles for recovery	43
	Appendix 2: Recovery domain responsibilities	44
	Appendix 3: Recovery outcomes framework	48
	Appendix 4: Communications channels	60
	Appendix 5: Resources	61
	Appendix 6: Acronyms	64

Acknowledgement of Country

We acknowledge this land. The Dreaming is still living.
From the past, in the present, into the future, forever.

1 Introduction



In recent years, disaster events have begun to occur in increasing frequency, intensity, and duration, often creating poly-crises that challenge the way we are able to prepare, respond and recover. Recovery is a complex and lengthy process that is affected by the scale of the disaster and the level of preparation and resourcing available. Recovery efforts aim to support communities through the recovery process. This includes programs and services to help individuals and communities affected by an emergency event to cope with the immediate aftermath and adjust and grow in the changed environment.

Aim

1.1 This Framework aims to:

- Establish a state level governance framework, and management and coordination responsibilities for recovery.
- Describe arrangements for transitioning from response to recovery, activating state level coordination structures and supporting local government (councils) and communities to manage longer term recovery.
- Clarify the roles and responsibilities across government and supporting organisations in relation to recovery in South Australia.
- Ensure that all stakeholders involved in recovery can work together within a planned, coordinated, and scalable framework.

Context

1.2 Recovery is defined in the Framework as:



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

- 1.3 The Framework aligns with the Principles in the SEMP, is subordinate to legislation and existing arrangements and does not subsume existing arrangements at any level.
- 1.4 South Australia's emergency management arrangements are based on an 'all hazards, all emergencies' approach. This Framework is consistent with this approach.
- 1.5 Recovery focuses on, and is informed by, the needs of the affected community and begins in parallel to the response phase. Formal State Government recovery efforts, as described in this Framework, aim to provide structures, resources, and services to support communities to manage and coordinate their own recovery.
- 1.6 Every recovery process is different. Arrangements in this Framework are intended to be applied flexibly, and tailored to meet the circumstances and needs of affected communities.
- 1.7 Government decisions during and following an emergency event should consider alternative structures and innovative approaches when determining the most appropriate recovery arrangements.
- 1.8 This Framework is intended to support recovery operations and emergency management arrangements. Organisations with responsibilities for recovery functions under this Framework are expected to prepare and maintain their own operational arrangements for the implementation, delivery, and management of those specific functions.

- 1.9 The South Australian Government's approach is underpinned by national better practices and alignment with state and national policy documents, including the [Australian Disaster Recovery Framework](#), the [Community Recovery Handbook](#)¹, the [Monitoring and Evaluation Framework for Disaster Recovery Programs](#)² and aligns with and builds on the [National Principles for Disaster Recovery](#), which provide a national framework for recovery management and coordination. (Refer to Appendix 1 National Principles for Disaster Recovery and Appendix 5 Resources).
- 1.10 Recovery coordination and management involves governance structures, planning processes and the management of resources to ensure recovery efforts meet community needs, are effective and efficient, and occur in a planned and coordinated way. Recovery arrangements should be designed and developed with the expectation that integration and/or coordination between stakeholders, in particular government agencies, is required.



Figure 1 – Community at the Centre of Recovery

- 1.11 Recovery is more than replacement of what has been destroyed – it is a complex social process that provides an opportunity to improve and enhance conditions in an affected community. There are four key domains: built, social, natural, and economic.

¹AIDR ²AIDR

The four recovery domains

- 1.12 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 environment:



Social Recovery

Considers the impact an event may have on the health and wellbeing of individuals, families, and communities.



Economic Recovery

Considers the direct and indirect impacts that an event may have on business, tourism, primary production, and the broader economy.



Infrastructure/Built Recovery

Considers the impact on essential infrastructure including services, facilities, buildings and assets, road networks and housing.



Environmental Recovery

Considers the impact on a healthy functioning environment, which underpins the economy and society, e.g., air and water, land, plant and wildlife, parks, cultural and heritage sites.

- 1.13 During the immediate aftermath of an event, further sub-groups based on domains may be established to ensure the resolution of immediate matters (*Refer to Appendix 2 – Recovery Domain Responsibilities*).

SEMP principles

All agencies and stakeholders have a shared responsibility to carry out emergency management activities across prevention, risk reduction, preparedness, response and recovery in accordance with the following principles:

Emergency management:

1. Educates and empowers communities to build resilience through effective stakeholder engagement and collaborative efforts to reduce hazard risks
2. Safeguards people at risk during and following an emergency with specific consideration given to the needs of Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds, older people, people living with disability and people who are experiencing family or domestic violence
3. Protects property, businesses and the environment through effective stakeholder engagement and detailed planning
4. Applies a systems approach to climate change to understand and plan for issues and pressures including increasing frequency, intensity, and duration of weather-related events
5. Is led collaboratively by State Government in partnership with local government, non-government organisations, businesses, and the community, and is supported by the Australian government
6. Employs strong governance and leadership to drive effective and sustainable outcomes
7. Uses comprehensive and integrated planning to enhance systems coordination, information sharing and outcomes
8. Is underpinned by contemporary knowledge, policy and strategy that supports continuous improvement drawn from assessment of risks and consequence thinking
9. Operations are conducted with scalable arrangements to address complexity and consequences
10. Knowledge-sharing and communication is integrated as no single agency on its own can address all aspects of hazard risk reduction or impacts from an emergency.

Key stakeholders

1.14 In the recovery process key stakeholders play a crucial role across the four recovery domains. Depending on the nature of the disaster, the State Recovery Coordination and Planning Group (SRCPG), and State Recovery Operations Group (SROG) will draw their memberships from this list. Stakeholders typically consist of, but are not limited to, the following entities:

- Aboriginal Affairs and Reconciliation
- Department for Education
- Department for Energy and Mining
- Department for Environment and Water
- Department for Health and Wellbeing
- Department for Housing and Urban Development
- Department for Infrastructure and Transport
- Department for Treasury and Finance
- Department of Human Services
- Department of Primary Industries and Regions
- Department of State Development
- Department of the Premier and Cabinet
- Environment Protection Authority
- Forestry SA
- Green Industries SA
- Infrastructure SA
- Joint Operational Support Staff
- Landscape Boards
- South Australian Councils
- Local Government Association
- Non-government and community organisations
- Office for Sport and Recreation
- SA Country Fire Service
- SA Metropolitan Fire Service
- SA Power Networks
- SA Police
- SA State Emergency Service
- SA Tourism Commission
- SA Water
- SAFECOM / SEICCC
- South Australian Housing Trust

Roles and responsibilities

1.15 Local, state and national governments build recovery capacity and support recovery before, during and after emergencies by preparing and providing resources, programs and services; coordinating efforts across government agencies and non-government organisations; addressing regulatory challenges; and restoring essential services.

- 1.16 Early and effective recovery efforts are critical to minimising long term consequences for community wellbeing, the economy and environment. Neglected needs or insufficient recovery support can lead to broader long-term consequences for community wellbeing and cohesion, economic viability, and ecological sustainability.
- 1.17 In South Australia, responsibility for all phases in emergency management [prevention, preparedness, response, and recovery (PPRR)] is shared between State Government, councils, business and industry, non-governmental and community service organisations, as well as communities and individuals. While responsibilities may not be shared equally, all stakeholders are charged with working collaboratively with affected communities to provide a range of recovery activities, programs, and services.

Local Government

- 1.18 In line with the Local Government Act 1999 (SA) councils are required to give due weight in their plans, policies, and activities to regional, state and national objectives. Functions of a council also include:
- Providing for the welfare, wellbeing and interests of individuals and groups within its community.
 - Taking measures to protect its area from natural and other hazards and to mitigate the effects of such hazards.
- 1.19 Councils and State Government agencies may work together on recovery actions to meet community needs and ensure there is a coordinated approach to avoid duplication of effort.
- 1.20 Councils play an enabling role in emergency management because of their strong relationship with local community networks and knowledge of locally available resources. Their knowledge of community strengths and vulnerabilities means they are well placed to determine and respond to local needs and priorities.
- 1.21 When recovery is coordinated by State Government, councils' role is to support recovery within council's capabilities and capacity. Councils involved in state-coordinated recovery should each identify a primary contact to liaise with the relevant Recovery Coordinator.

State Government

- 1.22 In South Australia when an event is complex or of a scale that exceeds local capacity or community arrangements recovery is coordinated by the State Government, on behalf of the State Recovery Coordinator (SRC), through the Department of the Premier and Cabinet's (DPC) Security, Emergency and Recovery Management (SERM) team. The primary role is cross-government recovery coordination, providing leadership, advice, and guidance in recovery arrangements.
- 1.23 Coordination and planning are essential to successful recovery. Recovery is a whole of government effort, with a significant amount of recovery programs and measures being driven and led at agency level. Chief Executives (CEs) of agencies are responsible for their own portfolio contributions for recovery planning and program delivery. This may involve working with non-government and community organisations.

Regardless of the scale of the event, the State Government as a collective, is still involved to some extent. However, the State (typically DPC through the State Recovery Coordinator) only coordinates recovery efforts when the event is of a high or moderate severity (*refer pg 20*).

1.24 The South Australian Government's objectives in recovery are to:

- Support the restoration of social, economic, infrastructure and natural environments to minimise long-term consequences for individual and community wellbeing, the economy and environment.
- Facilitate community participation in recovery planning and decision-making.
- Ensure that government and non-government support is targeted and appropriate.
- Assist communities to rebuild in a way that enhances resilience across the four domains (social, economic, built and environment) and encourages risk management.
- Learn from experience and continually refines arrangements to enhance future recovery processes.

Commonwealth Government and National Structures

1.25 National Cabinet is chaired by the Prime Minister and includes the Premiers and Chief Ministers from each jurisdiction.

1.26 The National Emergency Management Ministers Meeting (NEMMM) brings together Emergency Management Ministers from all jurisdictions, along with the President of the Australian Local Government Association.

1.27 The Australia-New Zealand Emergency Management Committee (ANZEMC) is the peak government body responsible for providing strategic leadership in emergency management. ANZEMC's work spans prevention, preparedness, response, and recovery, to build national resilience and effectively manage natural and human-caused events.

1.28 The National Emergency Management Agency (NEMA) is a single, enduring, end-to-end agency created to better respond to emergencies, help communities recover and prepare Australia for future disasters. NEMA's function is to develop, lead and coordinate the Commonwealth's approach to emergency management, including the support of activities relating to preparedness, response, relief, recovery, reconstruction, risk reduction and resilience for all hazard emergencies and disasters. NEMA provides national leadership and strategic coordination across all levels of government and sectors.

1.29 The Australian Government (through NEMA) is responsible for administering the [Disaster Recovery Funding Arrangements \(DRFA\)](#). These arrangements provide a financial safety net which supports significant recovery efforts within South Australia.

1.30 The Australian Defence Force (ADF) has capabilities and resources that can be useful in providing assistance during recovery from natural disasters. The ADF provides this support under the [Defence Assistance to the Civil Community \(DACC\)](#) arrangements.

1.31 The Australian Government, through NEMA, also supports Disaster Relief Australia (DRA) work to cover their engagement, training, equipment, and deployment.

1.32 The Social Recovery Reference Group (SRRG) provides advice and advocates on behalf of people and communities to ANZEMC, the Community Outcomes and Recovery Subcommittee (CORS), and the Mitigation and Risk Subcommittee (MaRS).

1.33 The National Coordination Mechanism (NCM) brings together agencies of the Australian Government, state and territory governments and industry and private sector stakeholders. The NCM has been embedded as a permanent response tool in the [Australian Government Crisis Management Framework \(AGCMF\)](#) ensuring the government can bring together the relevant representatives of both government and non-government organisations to coordinate, communicate and collaborate during responses to crisis in Australia.

Local context, complexity and at risk populations

- 1.34 South Australia is home to a diverse range of communities, each with its own characteristics and cultures. Recovery efforts should consider the way in which an emergency event may interact with other stressors affecting the community, including social disadvantage and economic pressures, and how cultural and historical values may influence the community's priorities or the significance of particular impacts. Similarly, the needs of people at risk or disadvantage which may affect their ability to participate fully in the recovery process and/or access services must be recognised and addressed.
- 1.35 Where an event is localised or within local capacity or community arrangements, relief and recovery will be coordinated at the local level.
- 1.36 The [People at Risk in Emergencies Framework](#)³ outlines how government agencies, councils and the non-government sector can work together to improve the safety and wellbeing of those most at risk during and following disasters.
- 1.37 Recovery efforts should be assessed and adjusted throughout the recovery period to meet evolving community needs. While some impacts are obvious during and immediately after an emergency event, other impacts and needs will emerge over time.
- 1.38 Governance arrangements and approaches should be flexible, continually reconsidered, and adapted to align with ongoing community needs.

Building resilience

- 1.39 Recovery efforts should aim to build a more resilient community. This may involve rebuilding assets and infrastructure to a higher standard and planning new buildings and settlements to reduce future disaster risk. Recovery efforts should consider and align with broader resilience strategies, such as the [Sendai Framework for Disaster Risk Reduction](#) and the [South Australian Stronger Together - Disaster Resilience Strategy 2019](#).
- 1.40 Community focus on disaster risks after an emergency event may provide opportunities to increase awareness and preparedness for future events. The recovery process may also create new community structures, leaders, and social/cultural assets.
- 1.41 Recovery efforts must also be mindful of future resilience. Poorly planned assistance measures may undermine or create disincentives for private risk management. Poor coordination and management may lead to perceptions of inequality in the distribution of assistance, or exclusion from planning and decision-making, and potentially undermine community cohesion.

³Australian Red Cross

Recovery phases

- 1.42 The recovery process begins during the emergency event, and continues for months, years or even decades.
- 1.43 South Australia’s recovery arrangements are structured across five phases:

Ongoing planning and preparedness	Includes planning, policy development, exercises, and other actions to build resilience and prepare for recovery prior to an emergency event.
Relief and short-term recovery	Covers the period during and immediately after an emergency event (hours to weeks), when recovery efforts are focused on relief and emergency assistance, rapid impact assessment, needs assessment and early recovery planning. During this phase is where the emotional roller coaster from ongoing impacts begins (refer figure 3).
Long-term recovery	Covers medium to long term recovery efforts (months to years), and includes processes for community engagement and participation, ongoing impact and needs assessment, recovery programs and projects.
Transition	Covers the progressive handover of recovery responsibilities to agencies or organisations including government, councils, community-based or industry-led sectors that would normally support recovery environments.
Review	When formal recovery efforts wind down, reviews of recovery arrangements, planning and assistance measures inform continuous learning and improvement.

Figure 2 outlines moving along the phases of recovery over time, with both ends of a disaster acknowledging risk mitigation activities and ongoing community preparedness and resilience building.

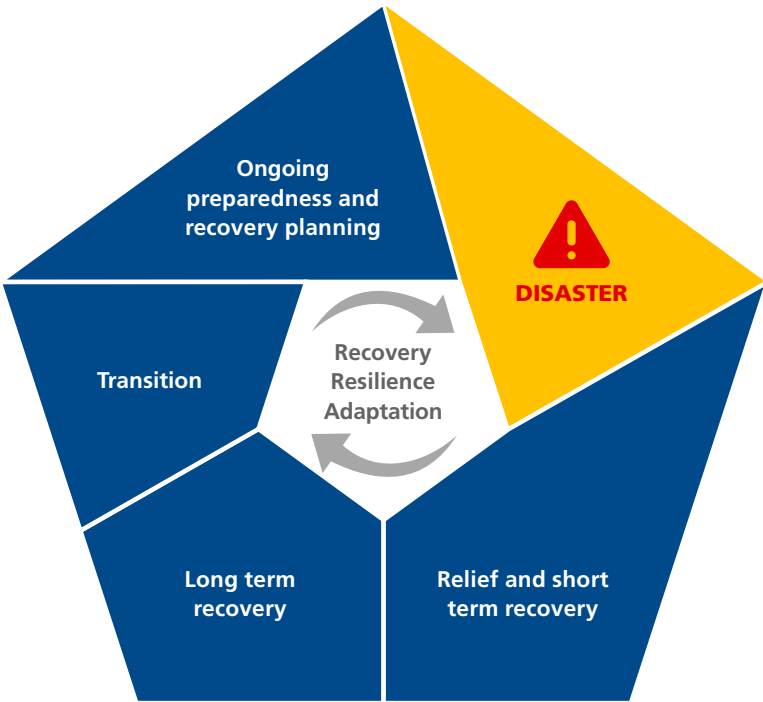


Figure 2 – Recovery over time

Figure 3 below shows the range of emotions and reactions individuals, families and groups can experience over time⁴.

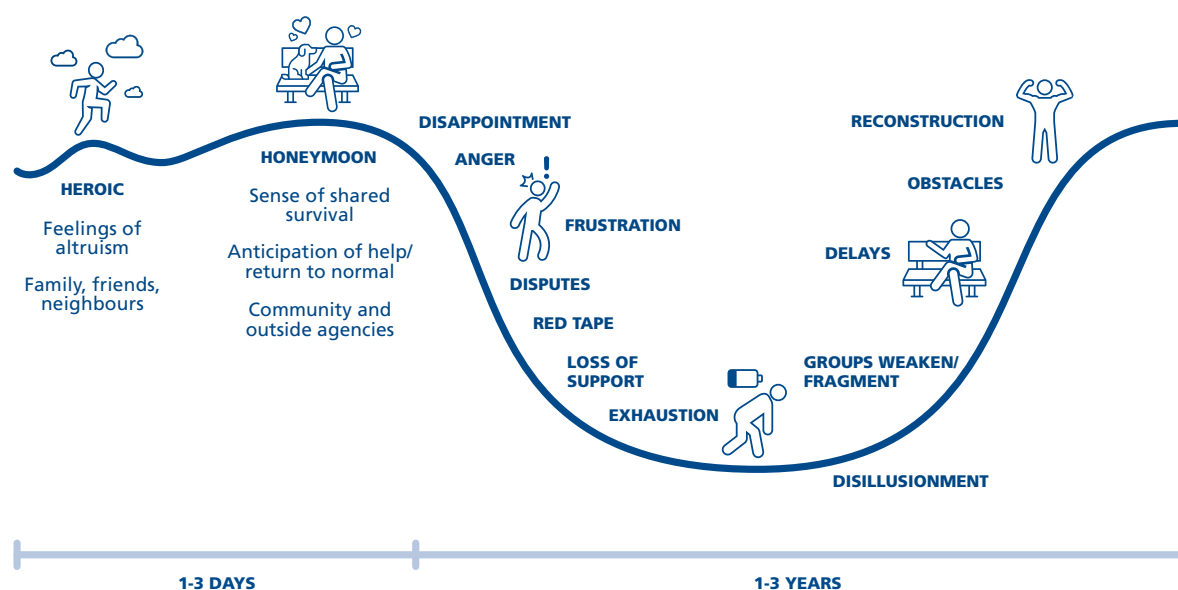


Figure 3 – Emotional phases of recovery

Recovery outcomes

1.44 Recovery is both a process and an outcome. The process of recovery is the restoring, rebuilding, and reshaping the physical, social, economic and natural environments through pre-event planning and post-event actions. Outcomes refer to the results or consequences achieved by recovery programs, supports and activities. These can include changes in individuals' behaviour and levels of functioning, or changes to environmental conditions, as well as business and organisational functioning and capacity.

1.45 There are several steps towards developing community-centred outcomes:

- Define the community/communities - at the beginning of the recovery process information is gathered about the demographics of affected communities, including local industry information and population information. When identifying disaster-affected communities or parts of a community, it is important not to be restrictive in how affected communities are defined. The affected community is not always delineated by a clear geographic area.
- Develop and organise tailored outcomes - sustainable and resilient communities exist when they are characterised by specific disaster recovery outcomes. There is a nationally agreed list of outcomes in the [National Disaster Recovery Monitoring and Evaluation Framework](#). These can be used as a starting point for identifying community outcomes for recovery programs and/or their components. These outcomes can and should be restated according to the community context to which they are being applied. Recovery outcomes can be organised around the four recovery domains: economic, social, built and environment. It is optional to include other domains where outcomes fit, such as governance or cross-domain. (Refer Appendix 3 – Recovery Outcomes Framework).
- Communicate the intended outcomes - program outcomes can be used in various ways to indicate the intent of the program. To develop a shared understanding of the program's objectives, the intended outcomes developed through the preceding steps should be communicated to relevant groups.
- Review and adjust outcomes - some priority outcomes are likely to be identified in the immediate aftermath of the event. However, outcomes cannot be static. Recovery journeys of communities are unique, but they all evolve and change. The outcomes need to be revisited from time to time, but particularly at certain milestones (short-term, mid-term and long-term).

⁴Adapted from Cohen and Ahearn 1980 and DeWolfe 2000

2 Preparedness & planning



Preparedness and planning are a shared responsibility of communities, governments, and non-government organisations.

Risk Reduction Leaders, Control Agencies and Functional Support Groups need to maintain plans to assure their capacity and capability to participate across the prevention, preparedness, response, and recovery continuum.

- 2.1 As shown in figure 2 above, there are many phases of recovery preparedness and planning:
- Planning undertaken prior to an emergency: exercising, review of plans, policies, and procedures.
 - Planning during the response, relief, and recovery phases: development and implementation of recovery plans.
 - Planning after an event: transition plans, reviews, evaluations, lessons learned, training and strengthening resilience.

Councils and communities

- 2.2 Councils are to take measures to protect their areas from natural and other hazards and to mitigate the effects of such hazards. Councils are also responsible for developing and maintaining plans and operational arrangements to deliver identified council functions. The Local Government Association of SA (LGA) provides a Recovery Toolkit.
- 2.3 Communities should be empowered to lead and manage recovery efforts. Leaders and governance structures often emerge naturally from within communities during emergencies. Government efforts should aim to work with existing community structures and emerging leaders rather than impose new structures. Including community, where appropriate, in exercising, consultation and discussions is critical.
- 2.4 Communities are best placed to prioritise and plan recovery activities at a local level by seeking and sharing information from their relevant Zone Emergency Management Committee (ZEMC). Affected people understand the most effective ways to achieve outcomes in their community as they will have their own history, characteristics, values, and dynamics. Preparing a community overview or profile will identify strengths, capabilities, and vulnerabilities. Government recovery efforts should aim to ensure participatory and community-driven planning processes guide recovery efforts.
- 2.5 Long term recovery efforts should recognise that the recovery process is part of the ongoing development, growth, and renewal of communities. Recovery efforts should integrate and support community and regional development initiatives and strategies.
- 2.6 Individuals and businesses are responsible for managing private risks and ensuring appropriate household and business contingency plans and resilience building activities (including insurance) are in place.

SEMP arrangements (see [SEMP Part 1](#) for further information)

The 3 parts of the SEMP ensure arrangements, strategies, guidelines, frameworks, and plans support the State to plan, prepare for, respond to, and recover from emergencies.

- 2.7 Under the EM Act 2004, South Australia Police (SAPOL) is the coordinating agency for all emergency events.
- 2.8 Hazard Risk Reduction Leaders coordinate government or non-government resources to undertake hazard risk reduction activities.
- 2.9 Control Agencies are appointed under the EM Act 2004 in relation to an emergency event. The Control Agency is responsible for ensuring it is adequately prepared to respond to an emergency event.
- 2.10 Support Agencies will support the nominated Control Agency and are subject to direction by the nominated Control Agency.
- 2.11 Functional Support Groups (FSGs) are established by SEMC and are comprised of both government and non-government participating organisations to perform functional roles and capability that support the Control Agency and support agencies. Some FSGs also provide support for recovery operations.

Training, exercising and collaboration

- 2.12 State agencies responsible for undertaking recovery functions should ensure staff have the requisite skills and knowledge through integrating recovery into their plans and arrangements.
- 2.13 Whole-of-government recovery preparedness through recovery exercises outside of emergency activations can assist in planning for recovery. Exercises may include councils, regional committees, and non-government organisations (NGOs). Lessons learned should be reflected in revised plans and arrangements.
- 2.14 Bringing government, NGOs, private sector, and community leaders together in emergency management stakeholder forums fosters collaboration, communication, and engagement, leading to better recovery outcomes.

Financial assistance arrangements

- 2.15 DPC coordinate applications for financial assistance on behalf of the State of South Australia for large scale events.
- 2.16 [Disaster Recovery Funding Arrangements](#)
 - The DRFA is the primary mechanism through which the Australian Government provides disaster relief and recovery funding to states and territories.
 - To be eligible for Australian Government assistance under the DRFA, South Australia's whole-of-state expenditure must meet the eligibility criteria and meet certain thresholds. The DRFA is not available to directly reimburse councils for costs incurred though some council costs can be included in the State's claim.

- A Community Recovery Fund may be activated under DRFA when a community is severely impacted by an emergency event and requires significant levels of support to restore social networks, functioning and community facilities.
- DPC (SERM) is responsible for coordinating advice to the Premier regarding the activation of assistance and claims to the Australian Government under DRFA.

2.17 [Local Government Disaster Recovery Assistance Arrangements \(LGDRAA\)](#)

- The LGDRAA is the primary mechanism through which the South Australian Government provides financial assistance to communities and councils for relief and recovery measures. The LGDRAA includes counter disaster operations, repair/reconstruction of essential public assets and community recovery fund activities.
- DTF is responsible for coordinating advice to the Treasurer under the LGDRAA.
- Councils are responsible for notifying DPC (SERM) if they know or expect a natural disaster to be an eligible natural disaster under the LGDRAA.

Financial management

- 2.18 Financial records are important for reporting expenditure and claiming financial assistance under the LGDRAA and DRFA. Agencies and organisations are responsible for authorising expenditure in emergencies and recording emergency expenditure separately in accordance with internal procedures and LGDRAA and DRFA requirements.
- 2.19 Councils and South Australian Government agencies must authorise expenditure in relation to functions they deliver. Exemptions to Treasurer's Instructions may be sought for specific expenditure to address exceptional circumstances during significant emergencies.
- 2.20 Councils must authorise expenditure related to their functions, including expenditure related to emergency works. Some costs may be eligible for reimbursement under the LGDRAA and DRFA. Councils should liaise with DTF in relation to expenditure that may be eligible, or recoverable, under the LGDRAA and the associated conditions.
- 2.21 NGOs and third-party providers are responsible for ensuring service provision fees and/or cost recovery arrangements are agreed (in writing) with the relevant council or South Australian Government agency prior to the service being provided.
- 2.22 All agencies will demonstrate fiscal and business management discipline and contribute to procurement outcomes in line with the government's policy and the Treasurer's Instructions.
- 2.23 It is essential that physical and/or electronic records show a direct connection between the disaster, relief or recovery assistance sought, the work invoiced, and the expenditure claimed. Agencies should choose a suitable method for recording this information that enables a transparent, explainable and accountable connection with the disaster.
- 2.24 A [Disaster Relief and Recovery Counter Fraud Toolkit](#) has been developed to help Australian Government entities design and deliver disaster relief and recovery support measures. It features a range of low-friction countermeasures and solutions that might be deployed when delivering these support measures to reduce the risk of fraud.

3 Recovery governance and coordination



Governance

- 3.1 This section summarises South Australia's recovery governance and coordination arrangements. Underpinning legislation and related plans are listed in Appendix 5..
- 3.2 Governance structures for recovery operations are scalable, flexible, and designed to allow the escalation of unresolved issues, risks, and threats. Escalation is determined by the scale of the event.
- 3.3 Depending on the scale, the type of event and community needs, one or a mixture of appropriate governance structures can be utilised.
- 3.4 Management of a recovery operation, including the coordination of services, information, and resources, should take place at the local level where possible.
- 3.5 In small-scale events, this would be achieved by allowing a Local Recovery Committee (LRC) to take the lead and seek advice and guidance from relevant government agencies as required.
- 3.6 When events overwhelm local capacity, the State Government, through DPC, will coordinate recovery operations in partnership with local council and via collaboration with impacted communities. In these circumstances, the LRC plays a critical role in recovery efforts because members have key knowledge, connections and understanding of the community.

Locally-led arrangements

- 3.7 The involvement of local councils, community, non-government organisations, local organisations, and business in all stages of an emergency event is critical. This includes in prevention, preparation, response, and recovery.
- 3.8 The LRC is the strategic decision-making body for local recovery. It provides visible and strong leadership and has a key role in restoring community confidence. This is achieved by assessing the consequences of the emergency and coordinating activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of the affected community.
- 3.9 It should include local representatives from key stakeholders in the recovery process (government and non-government, local businesses, social service organisations and community groups).
- 3.10 The LRC will:
 - represent the local community
 - conduct and update a Recovery needs assessment
 - guide decisions about local priorities and resource allocation and management
 - develop and maintain a Recovery action plan with an agreed strategy for ongoing recovery
 - liaise with the community and other stakeholders and coordinate local recovery activities
 - communicate effectively with State Recovery Committees, if activated
 - ensure that relevant stakeholders and the community are involved in the development and implementation of Recovery action plans and are informed of their progress
 - ensure the recovery aligns with the [National Principles of Disaster Recovery](#).

DECISION POINT: State Recovery Coordinator, Control Agency and affected Council(s) discuss and confirm appropriate level of recovery coordination.

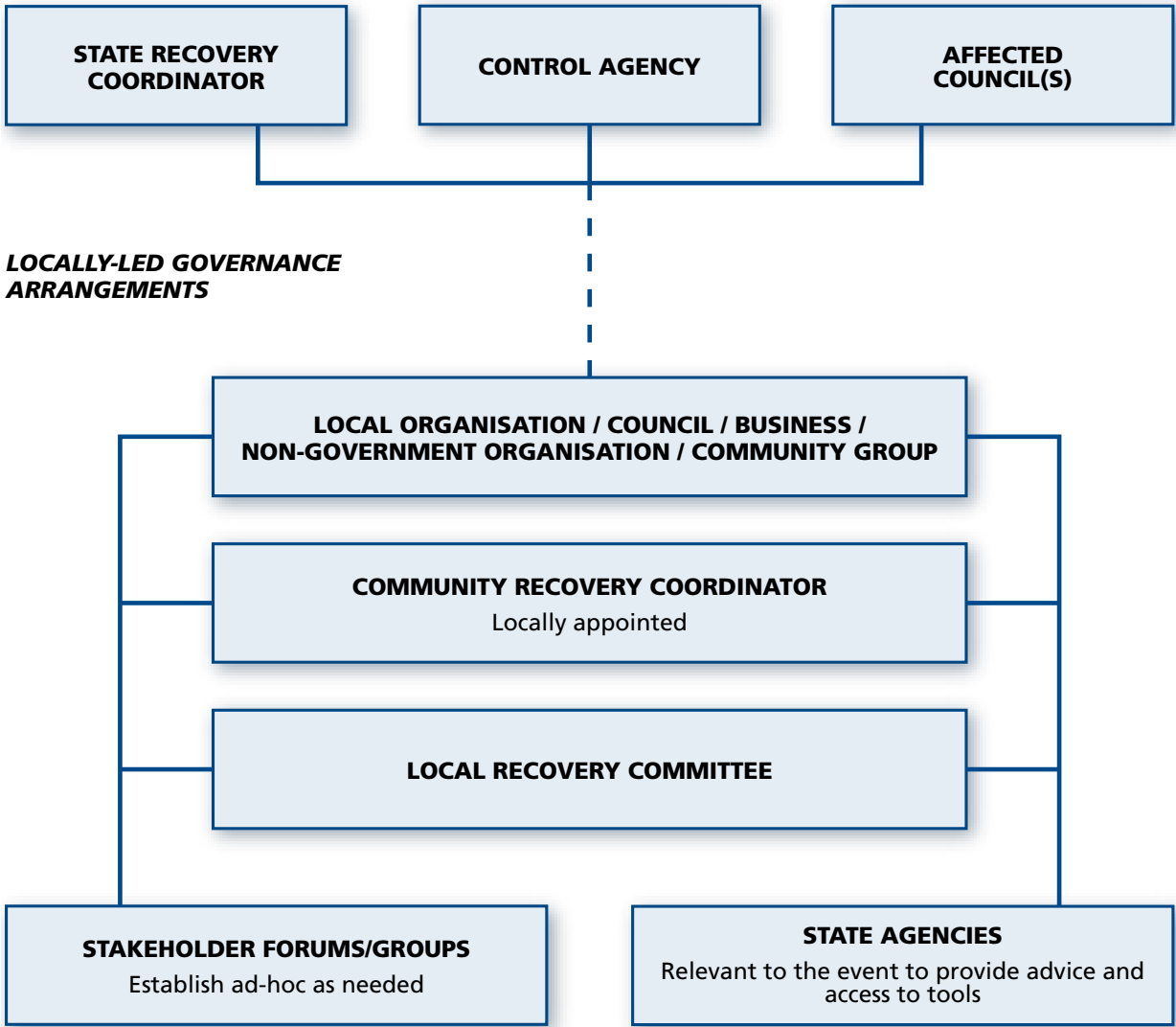


Figure 4 – Locally led Governance Arrangements

State-led arrangements

- 3.11 The Premier is responsible for the EM Act 2004.
- 3.12 SEMC is legislated and tasked with leadership and oversight of emergency management planning, preparation, and review of the SEMP.
- 3.13 The SRC is the person acting in the position of CE of DPC and is appointed on an ongoing basis by SEMC under Section 12 of the EM Act 2004.

3.14 Under the Act, the State Coordinator (SAPOL) may, at any time after a declaration⁵ of an identified major incident, a major emergency, or a disaster, nominate an Assistant State Coordinator- Recovery (ASC-R) and direct authorised officers to take specified action for the purposes of carrying out recovery operations in accordance with the SEMP.

3.15 The SRC is responsible for:

- providing strategic direction in relation to disaster recovery
- considering funding packages for recovery programs and services, guided by local priorities, needs assessments, and desired recovery outcomes
- overseeing reconstruction and recovery efforts
- oversight and management of strategic risks in recovery
- providing senior leadership to facilitate whole-of-government coordination
- facilitating the accurate and timely flow of information, reports and responding to requests for escalations from Local Recovery Committees and the SA Government

3.16 For high severity events, where a complex recovery effort is required, two key groups are activated at the state level. Membership is made up of key stakeholders relevant to the disaster.

The State Recovery Coordination and Planning Group (SRCPG)

Focuses on consequence management, longer-term recovery planning and the establishment of funding avenues for recovery. A State Recovery Plan is created to map the impacts, consequences, and proposed recovery activities/tasks. These are matched to recovery outcomes and objectives and include the allocation of a responsible agency for their implementation/delivery.

The State Recovery Operations Group (SROG)

Focuses on immediate operations such as water replenishment, relief, and recovery centre support, as well as issues such as waste/debris and carcass management.

3.17 For events in which state-led recovery coordination is required, one or more Community Recovery Coordinators (CRCs) may be appointed by the SRC. They will report to the SRC or their delegate. In this circumstance, positions are funded by the State Government. The number of appointments is dependent on the scale and geography of the event.

3.18 Groups or committees 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.

3.19 SRCPG and SROG are usually complemented by the establishment of formal and informal sub-committees at the community level or around specific recovery domains or topics (e.g., supply chain challenges). During state coordinated recovery events, groups and committees should supplement and support each other.

3.20 Recovery centres may be established to provide services to the community. They are often relief centres that transition into recovery centres. The decision to establish a relief centre is typically arranged through tasking at the State Emergency Centre (SEC) in consultation with the Emergency Relief Functional Support Group (ERFSG) and affected council/s. Relief centres are traditionally placed outside of a risk area for safety reasons. Recovery centres are established following closure of the relief centre and are also managed by the ERFSG who procure and fit-out a suitable property at the request of the SRC and SROG. Recovery centres are generally located closer to the impacted communities when safe to do so.

⁵Emergency Management Act 2004, Division 3, Declaration of Emergencies

- 3.21 Although recovery starts at impact, the transition from response activities to recovery coordination is influenced by the nature of the disaster and, as a result, requires substantial flexibility. In prolonged and widespread emergencies, transition to long term recovery arrangements may occur in one affected area while response is ongoing in other areas.
- 3.22 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.
- 3.23 The South Australian Public Sector Mobilisation Policy is activated when a major emergency or disaster (high severity or catastrophic) 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.

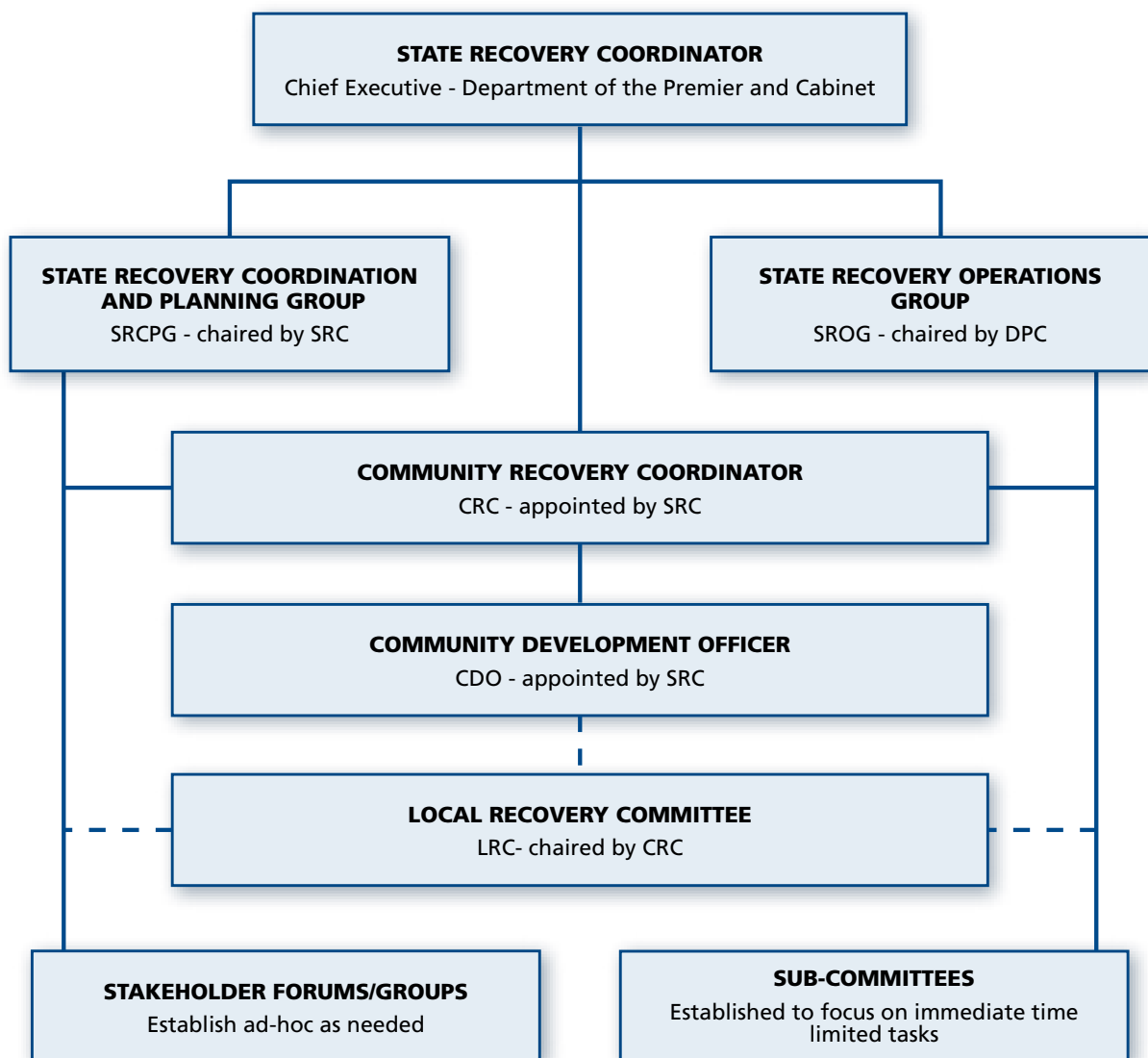


Figure 5 – State-led Governance Arrangements

Scale of event governance arrangements

High severity Large/catastrophic event where complexity exceeds local capacity or requires greater support, coordination, and oversight	When an event is high or of a scale that exceeds the capacity for recovery at a community level, it will be escalated to and coordinated by State Government through the SRC, with CRCs 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. Governance structures are: • SRCPG • chaired by the SRC - undeclared emergency • chaired by the ASC-R - declared emergency • SROG chaired by DPC • CRC(s) appointed, facilitated, and funded through DPC • LRCs chaired by CRC(s)
Moderate severity Medium to smaller, less complex event with moderate disruption to communities	Where a single event or multiple events moderately impact one or multiple councils and there is a moderate disruption to communities and physical infrastructure, the Control Agency and SRC, in consultation with affected councils, identifies the need for assistance from the state to provide support for the affected local council and communities and advises recovery operations. Recovery coordination may be led at the community level. State Government departments relevant to the type of event will provide 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. A moderate severity event could attract a hybrid model of state and community recovery strategies. If also required various state level government structures could be activated. All or some of the below may be stood up: • SRCPG chaired by the SRC • SROG chaired by DPC • CRC identified through engagement between State Government, councils, and community • LRCs

Low severity

Small, localised event

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

Affected councils must inform the SRC via SERM within 48 hours of the event. When the SRC is informed of an event, they will seek assurance from those operating in the community that recovery is being coordinated to a level the SRC deems appropriate.

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.

In smaller or less complex events, a Community Recovery Coordinator (CRC) – previously known as the Local Recovery Coordinator - 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

Where an event is within the capacity of a community to coordinate recovery, a council could appoint a CRC. When a CRC position is established a LRC may also be formed to facilitate coordination of recovery efforts in the community.

Transition from response to recovery

The recovery process begins at impact. It operates in parallel to the response phase and continues long after the response phase is complete.

The control agency retains responsibility until it advises the State Recovery Coordinator that the identified response phase is complete, and the area is now safe.

- 3.24 The trigger and timings to tailor planned recovery operations for a specific event will vary between disasters. While 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.
 - A detailed handover brief has been completed by the Control Agency and provided to the SRC.
- 3.25 Triggers as agreed by the Control Agency, SERM and the SRC are identified. These are usually:
- The SEC stands down.
 - The ZEST is deactivated.
 - The State Command Centre of the Control Agency stands down.
- 3.26 The State Coordinator, State Controller and SRC must meet to consider how the Control Agency is determining that response has finished and the reasons for transitioning, and then identify a time for transition to occur.
- 3.27 When the State Coordinator announces transition to recovery, the SRC assumes responsibility for ongoing coordination.
- 3.28 The Control Agency has a responsibility to ensure a coordinated handover to the state recovery arrangements.
- 3.29 If the emergency was high severity, control and support agencies may need to remain at the incident area well into the initial stages of recovery to support recovery managers and coordinators.
- 3.30 To support a smooth transition to recovery, the following must occur:
- The Control Agency provides a detailed handover brief and associated data to facilitate the transition of management responsibility to SERM.

This includes:

- A formal letter of transition from the Control Agency to the SRC.
- A public information summary. The summary should provide:
 - A comprehensive overview of the communication activities.
 - Mailing lists and community contact details.
 - Strategies and engagements with external media outlets.
 - Identified challenges or issues that the Control Agency encountered.
 - Recommendations for maintaining effective and consistent messaging throughout the recovery process.

- Completion of a Recovery Needs Assessment report which is used as the basis for preliminary recovery planning. This will summarise and outline:
 - Affected LGAs
 - Damages and consequences
 - Actions undertaken and status
 - Delivery or sector partners
 - Cost estimate
 - Proposed funding sources
 - Recovery needs / next steps
 - Timeframe post event

3.31 Support agencies can also 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.

A Recovery Needs Assessment is required to inform planning for the provision of basic recovery services. The needs assessment is based on the damage and impacts observed from the emergency by government agencies and other stakeholders.

3.32 The SRC will ensure that a coordinated public information strategy is implemented, reassuring the community that services will continue during the period of emergency response wind-down.

3.33 The SRC assumes responsibility for coordinating ongoing collection and reporting of impact data by agencies providing recovery services.

3.34 Generally, the transition should be delayed if:

- Significant emergency risks remain.
- The effects and consequences of the emergency are not yet adequately known.
- Affected communities continue to need emergency relief services.
- Recovery coordinators at the relevant tiers must be ready to assume responsibility, with the necessary resources assembled before the transition. This is imperative to prevent any interruption in service provision during the transition period.

3.35 The Control Agency and support agencies maintain response, control, and coordination for as long as an emergency event continues to threaten a community, but this should not delay ongoing relief and recovery activities.

Transitioning from state-led recovery back to the community

3.36 The transition 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 providing any ongoing support or recovery activities is formally assigned to, and accepted by, the relevant agency or authority to manage those processes.

- 3.37 Recovery groups should identify, during discussions throughout recovery operations, triggers for commencing transition to community. These discussions should be informed by the review of recovery plans and reports from event specific sub-committees (eg levees / trees & fences).
- 3.38 Generally, the transition should occur when:
- Recovery centres are closing.
 - There is capacity within the community to manage the continuation of their own recovery activities supported by local services.
 - Organisational arrangements are stood down.
 - SRCPG, SROG and other formal committees are stood down.
 - Responsibility for completing outstanding recovery plan tasks and actions is formally assigned to the relevant agency or authority.
 - Recovery groups have identified triggers for commencing transition through review of recovery plans and reports from functional recovery groups.

The State Recovery Coordinator in consultation with the Community Recovery Coordinator and Local Recovery Committee will determine if the community is ready to manage the ongoing recovery processes.

Catastrophic arrangements

- 3.39 The National Catastrophic Natural Disaster Plan (NATCATDISPLAN) describes the national coordination arrangements for supporting both the State Government and Australian Government in responding to and recovering from catastrophic natural disasters in Australia.
- 3.40 The [National Emergency Declaration Act 2020](#) enables the Governor-General to declare a national emergency on the advice of the Prime Minister. The National Emergency Declaration Act 2020 allows Commonwealth agencies to waive certain bureaucratic requirements.
- 3.41 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.
- 3.42 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 or SRC.

4 Data and intelligence



Principles for data collection

- 4.1 Valid information and sound intelligence underpin the development of well-informed and outcomes-based recovery plans that meet both the community needs (community recovery plans) and support broader government requirements (state recovery plans). The challenge is to ensure that relevant agencies have the systems, processes, and collaborative mechanisms in place to share and utilise actionable, relevant, and timely intelligence to inform recovery actions.
- 4.2 In the recovery space, data governance and information sharing needs to be coordinated in an ongoing manner. Likewise, there is a need to clarify definitions and processes to improve communication.
- 4.3 The [Emergency Management Data Strategy](#) developed by DPC identifies principles for data collected by government agencies that is relevant to any information collected in the recovery space:
 - Data collected, stored and used is the property of the Crown and not of any one agency. State agencies are the custodians of that data and data needs to be managed in a flexible and responsive manner to changing technologies and conditions.
 - Data should not be constrained in its sharing due to vendor lock in.
 - Data is stored on the basis it is ready to share across State Government and with other stakeholders as needed.
 - Identifiable data is in a format to be easily shared for interjurisdictional use and meets privacy and security guidelines.
 - The procurement of systems/software should be considered as a purchase for government, not by a single standalone agency.
 - Agencies are to maintain clear data management guidelines, i.e., standards, policies, and procedures for collecting, storing, using, and sharing data are well documented, as are the roles and responsibilities for maintaining quality.
 - Data Sharing Agreements can be developed between organisations to formalise arrangements.
 - Data is collected once, then used multiple times to provide a coordinated service across agencies for all South Australians.

Key assessments in recovery

- 4.4 Data-driven assessments are important during all stages of recovery. Effective management of information supports the gathering, organisation, analysis, and dissemination of data to improve recovery effectiveness, better meeting the needs of the community.
- 4.5 Consistent data standards are especially critical during any assessment. The data from all four assessments (outlined below) is relied upon by a wide range of government and non-government stakeholders and informs the recovery efforts across the community.
- 4.6 Recovery damage, impact and outcomes data allows for improvements to recovery programs, increases understanding of mitigation measures and preparedness, and informs national and jurisdictional reporting against the Sendai Framework for Disaster Risk Reduction goals and targets.

Four key data collection activities for recovery are:



Situation Awareness

This requires the Control Agency to use a range of available data sources from state and national custodians, as to the current location of the emergency that is affecting the community and a predicted extent of the emergency.



Damage Assessment

Requires the Control Agency to undertake an assessment of the extent of damage to the built and natural recovery domains caused by an event. A comprehensive damage assessment is critical to support the transition from response focussed activities to ongoing recovery after an emergency. The information also contributes to a broader impact assessment. Guidance on conducting a damage assessment is via the Damage Assessment Capability Plan.



Recovery Needs Assessment

Requires state government agencies, councils and community representatives to capture data and information through observing damages, impacts, gaps and needs. A recovery needs assessment is used to evaluate the immediate and long-term needs of individuals, communities, and organisations affected by the disaster. Its primary aim is to identify the social, economic, infrastructure and environmental impacts of the disaster, assess the availability and gaps in critical resources and guide the allocation of services. The assessment helps in formulating a comprehensive recovery plan, ensuring that the affected communities receive tailored assistance to restore their health, safety, and livelihoods. By addressing the specific needs, it aids in fostering resilience, rebuilding communities, and preventing further harm. Guidance on conducting a needs assessment is via the Recovery Needs Assessment template.



Impact Assessment

Requires the State Recovery Coordinator to assess the impacts that go beyond direct damage and loss, to the impact on communities through displaced populations, power and telecommunication losses, indirect economic loss, tourism, industry, and environmental impacts. Impact assessments form the basis of the State Recovery Plan. They also provide communities and recovery practitioners with invaluable information about how a disaster manifested and with the results of previous prevention, mitigation and preparedness initiatives, these assessments can inform future disaster risk management, as well as broader sustainability goals.

Data sharing

- 4.7 This Framework is aligned with the principles of recovery and applies the “ask once – share to all” principle recognising that the welfare and safety of the community, responding agencies, departments and organisations is critical.
- 4.8 Data sharing is to be undertaken in line with the [Public Sector \(Data Sharing\) Act 2016](#). The management of all data/information collected must be managed in accordance with current Government protocols regarding privacy, document retention and recording. All agencies with a valid need for information should be able to access it via the Control Agency or the SRC.
- 4.9 Responsibility of data management will be transferred from the Control Agency to the SRC at the transition from the response to the recovery phase.
- 4.10 The inter-departmental sharing of impact data is permitted to enable agencies to efficiently undertake their responsibilities. However, individual agencies may only share specific information pertinent to their role within the public domain.
- 4.11 Public release of information collected is the responsibility of the SRC when recovery activities are in place. The retention of all electronic data will be managed under existing Government protocols and policies relating to information retention and release.
- 4.12 Ongoing damage assessment activities may continue during the recovery phase.

5 Communication and community engagement



Communication

- 5.1 Communications in the context of recovery refers to the practice of sending, gathering, managing, and evaluating information following an emergency event. 'Communication' is the process and 'information' is the message being sent or received. From a government perspective, well-planned and well-executed communications approaches should go beyond merely sending information, to forming a two-way dialogue with affected communities delivered in a compassionate and caring way given the rawness of emotions post trauma.
- 5.2 When recovery becomes active, the Recovery website (www.recovery.sa.gov.au) will provide timely, clear, and relevant information to ensure people who need support after a disaster know where to get help.
- 5.3 The State Emergency Information Call Centre Capability (SEICCC) will be activated to manage the volumes of incoming calls from the community and will work together with DPC and the ERFSG to coordinate community information.
- 5.4 The lead agency for recovery (typically DPC for state-led events) will have representation on any public information working groups and/or the Public Information Functional Support Group (PIFSG) to ensure key messages are appropriate, ensure public safety and follow public information principles.
- 5.5 Government stakeholders involved in recovery must:
 - Recognise that communication should be two-way and encourage input and feedback.
 - Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of communication channels and networks.
 - Establish mechanisms for coordinated and consistent communications between all service providers, organisations, individuals, and the community.
 - Ensure that all communication is relevant, timely, clear, accurate, targeted, credible, and consistent.
 - Identify trusted sources of information and repeat key messages to enable greater community confidence and receptivity.
- 5.6 Informal community information systems should be recognised and catered for so that they do not confuse the situation and distort what is made available. These channels are a vital means of communicating with the community, and often people who do not trust or have access to official channels will rely on them for what they need. (Refer Appendix 4 – Communications Channels).

Community engagement

- 5.7 Community engagement is a generic term for any process or interaction with community groups, individuals, or other community stakeholders.
- 5.8 A key principle of recovery is that it should be community-led; this means that clear communication and engagement with the impacted community leading to meaningful community involvement is critical to a successful recovery effort. Best practice community engagement is underpinned by a set of principles, including:
 - Inclusiveness – the involvement of people potentially affected by, or interested in, projects or activities, including individuals and groups from culturally diverse backgrounds: engagement should be undertaken in ways that encourage people to participate and that seek to connect with those who are hardest to reach.
 - Commitment – engagement should be genuine and aimed at identifying, understanding, and engaging relevant communities, and should be undertaken as early as possible.

- Building relationships and mutual respect – development of trust through personal contact and keeping promises is a priority: effective relationships between government and non-government sectors, industry and community should be maintained by using a variety of communication channels, by acknowledging and respecting community capacity, values, and interests, and by exploring these areas to find common ground.
 - Integrity – genuine community engagement is a means through which the integrity of government and the democratic processes of government are maintained.
 - Transparency and accountability – engagement should be undertaken in a transparent and flexible manner so that communities understand what they can influence and to what degree.
 - Feedback and evaluation – engagement processes should inform participants of how their input contributed to decision making.
- 5.9 During State Government-coordinated recovery, the appointed CRC and/or the Community Development Officer (CDO) will build community engagement plans in consultation with a range of stakeholders. Regional representatives of State Government departments and agencies, councils, local community groups and NGOs are all part of this engagement to ensure a holistic community view.
- 5.10 State Government follows the IAP2 principles of engagement as outlined in [2015 IAP2 - A Guide to Engaging in Disaster Recovery Report](#), and with reference to the Better Together Planning Tools.
- 5.11 Different State Government agencies will have their own channels as well as strong relationships with their own stakeholder networks, such as industry. These relationships can both inform recovery communications and engagement planning and assist with sharing information.

Attending community meetings and organised community groups, meeting one to one with impacted individuals, or attending community events and functions, allows for relationship building across the diversity of the community, and ensures a range of voices are heard, including those not already engaged.

6 Donations and volunteers



- 6.1 Following an emergency event, there is a desire among the general population to donate to the affected community. The donations can take the form of cash, material goods, or time and personal actions via volunteering to help the recovery effort. The business community may also donate services or offer the use of facilities and equipment.

Donated money

- 6.2 The [State Emergency Relief Fund \(SERF\)](#) provides a publicly accountable mechanism for the disbursement of donated funds following an emergency event. For any queries regarding SERF, contact the Department of Human Services.
- 6.3 People may want to raise money for the affected community, for example by 'tin rattling' at public events. A licence is required to collect money and this takes 28 days to obtain (refer to [Collections for charitable purposes licence](#)).
- 6.4 The only fast solution for a potential fund-raiser would be to contact an existing, already licensed, charity, obtain a letter of authority to collect on their behalf and have an agreement with them that the money collected would go to people affected by the emergency event.

Donated goods

- 6.5 The management of unsolicited donated goods can create major problems. A large proportion of what is donated is often unusable but those involved in recovery operations are still required to put significant efforts into administration of these goods i.e., unpacking, sorting, storing and distribution. Disposal of excess or unusable goods at the end of recovery activities is also costly and time consuming. Administration of unsolicited donated goods diverts resources away from supporting the affected community. The [National Guidelines for Managing Donated Goods](#) following a disaster provides a nationally agreed framework for best practice in this important area of recovery management.
- 6.6 In South Australia, St Vincent De Paul has signed a memorandum of agreement to accept responsibility for the management of donated goods.



Offers of assistance

- 6.7 The business sector can play a significant role in supporting community recovery through the donation of money, goods, services, and staff as volunteers as well as by offering the use of facilities and equipment. Where an event is considered significant it is anticipated that offers of support from the business community will need to be managed, particularly to mitigate any potential risks, health and/or safety concerns from unsolicited assistance where professional support may be required instead.

Spontaneous volunteers

- 6.8 Following emergency events, especially large-scale events, the desire to assist those affected leads to a mobilisation of community support through spontaneous volunteering. Spontaneous volunteers are individuals or groups of people who offer assistance during and/or after an event and who are generally unaffiliated with any part of the existing official emergency management response and recovery system.
- 6.9 Offers of help from the community & individuals need to be managed so they do not negatively impact on the recovery effort, regardless of whether spontaneous volunteers are required or not. If not managed efficiently, spontaneous volunteers have the potential to overwhelm agencies carrying out recovery activities.
- 6.10 Volunteering SA&NT (VSA&NT) will coordinate the management of spontaneous volunteers on behalf of DPC, including registration and referral to agencies. VSA&NT will provide an online and phone registration system, as well as a face-to-face option should it be required. Once registered, VSA&NT will refer spontaneous volunteers to recovery agencies to assist with surge capacity or as needed for relevant tasks.

Spontaneous memorials

- 6.11 Spontaneous memorials are a public response to something horrific that has happened where deaths and injuries may have occurred. It results in an outpouring of grief which is demonstrated through donations of flowers and objects at the site where the incident occurred. There may be many thousands of donations which can create a safety hazard. Crowds may also gather at the site to express their grief. A guideline for response to such memorials is outlined in the SEMP.

Fee waiving and document replacement

- 6.12 It is likely that people who have lost their homes and important personal documentation will also be under financial stress. A range of processes has been established with different government agencies to waive fees, suspend fines, and expedite replacement documentation such as land title documents, birth/death/marriage certificates and passports.

7 Review, lessons management, monitoring & evaluation



Debrief and review

- 7.1 Debriefs and internal reviews should be conducted following an emergency event to identify lessons and opportunities for improvement. All organisations involved in recovery are responsible for debriefing staff and reviewing their plans and arrangements.
- 7.2 Recovery efforts, including assistance measures, significant projects and programs, and community engagement processes, should be evaluated to ensure effectiveness and identify opportunities for improvement.

Lessons management

- 7.3 As soon as practical after a significant event, SEMC will establish a time-limited Lessons Management Reference Group to support and coordinate a review of the strategic lessons from the event.
- 7.4 A well-developed and mature lessons management capability requires structure, systems, trained and capable personnel, tools and resources that provide the ability to achieve expected outcomes. Maturity also involves a full circle of learning where identified lessons are embedded into plans and doctrine and are tested during exercises or in real life situations.
- 7.5 The [South Australian Lessons Management Framework](#) sets out a consistent approach to sharing and learning from others to inform and develop future policy and planning, service delivery and improved decision-making.
- 7.6 The Framework will contribute to continuous improvement by:
 - Encouraging the sector and community to identify and share lessons that sustain positive actions and improve our arrangements.
 - Encouraging learning from assurance activities, contemporary good practice, reviews, and experiences from other jurisdictions nationally and internationally.
 - Focusing on systems of work, rather than the performance of individuals.

Monitoring & evaluation (M&E)

- 7.7 Monitoring is undertaken through the whole life of the recovery coordination. Utilising the State Recovery Plan, as developed by the SRCPG from the outset of the event, actions, projects, and programs are monitored, reviewed, and modified as needed.
- 7.8 An evaluation typically follows the transition of recovery back to the community to understand whether the program of works has reached its goals and delivered what it is expected to, based on the original plan. It looks at the impacts of a program and exposes what worked, what did not, and what should be done differently in the future. The [National Disaster Recovery Monitoring and Evaluation Framework](#) provides a consistent evaluative approach for planning and evaluating disaster recovery programs.

8 Appendices



Appendix 1: National principles for recovery

Disasters can deeply impact lives and livelihoods. Working with communities recovering from disasters is complex and challenging. These principles are a way to guide our efforts, our approach, our planning and our decision-making.

Disaster recovery is part of emergency management, which includes the broader components of prevention, preparedness and response. Planning for recovery is integral to emergency preparation and mitigation actions may often be initiated as part of recovery.

Disaster recovery includes built, environmental and economic elements, all contributing to individual and social wellbeing.

Recovery can provide an opportunity to improve these aspects beyond previous conditions, contributing to a more resilient community.

While all the principles are equally critical to ensure effective recovery, understanding the local and broader context and recognising complexity are foundational.

The descriptions for each principle provide further guidance for working with communities in disaster recovery (Australian Institute for Disaster Resilience [AIDR](#)).

AIDR promotes the six National Principles for Disaster Recovery that are incorporated into South Australia's planning.

	Understand the Context	Successful recovery is based on understanding community context, with each community having its own history, values and dynamics
	Recognise the Complexity	Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.
	Use Community-centred Approaches	Successful recovery is community centred, responsive, and flexible, engaging with community and supporting them to move forward.
	Coordinate all Activities	Successful recovery requires a planned, coordinated, and adaptive approach between community and partner agencies, based on continuing assessment of impacts and needs.
	Communicate Effectively	Successful recovery is built on effective communication between the affected community and other partners.
	Recognise and Build Capacity	Successful recovery recognises, supports, and builds on individual, community and organisational capacity and resilience.

Appendix 2: Recovery domain responsibilities

 Social Recovery	
Coordinating Agency	DPC
Function	Leading & Assisting Agencies
Establish Relief Centres and/or Recovery Centres to provide information and access to services. Arrange psychological first aid and chaplaincy services. Provision of pathways and information to support people with specific needs. Establish emergency accommodation for displaced persons. Arrange State Government financial hardship grants and emergency accommodation. Facilitate other State Government grants.	SAHT
Mental health advice and support. Assess and assist individuals who require specialised psychological support, including through escalation from NGOs or community-based support services. Coordinate support for people with complex needs through appropriately qualified staff.	DHW OCP Wellbeing SA
Financial assistance for not-for-profit and NGO organisations. Assess and provide grants and financial assistance to NGOs, sports, and community clubs under the DRFA.	DPC (SERM)
 Economic Recovery	
Coordinating Agency	DPC
Function	Leading & Assisting Agencies
Support for business and industry. Promote and distribute information to assist the business community to build resilience and prepare to support their own recovery (eg BCPs). Assist impacted businesses to access information and advice. Provide advice on re-establishment or alternative strategies.	DSD PIRSA DIT

Economic and industry-specific programs. Assess and identify business and economic needs. Deliver targeted programs and financial assistance strategies as required. Assess and provide small business assistance under the DRFA.	DSD
Assess and provide primary producer assistance under the DRFA.	PIRSA

 Infrastructure Recovery	
Coordinating Agency	DPC
Function	Leading & Assisting Agencies
Roads and bridges. Undertake technical assessments, assess and prioritise restoration needs. Undertake stabilisation and remediation works. Undertake and facilitate the restoration of critical infrastructure. Rebuild and restore infrastructure to be sustainable and more resilient to future events.	DIT Infrastructure/asset owners Councils
Other community infrastructure and recreational facilities. Undertake and facilitate the restoration of infrastructure and facilities.	Infrastructure/asset owners DIT Councils <i>(joint leads)</i>
Ports, airports, and rail. Undertake technical assessments, assess, and prioritise restoration needs. Undertake and facilitate the restoration of critical infrastructure.	Infrastructure/asset owners One Rail Australia Adelaide Metro Journey Beyond <i>(joint leads)</i>
Electricity supply and generation. Undertake technical assessments, assess, and prioritise restoration needs. Undertake and facilitate the restoration of critical infrastructure. Sonnen Batteries.	DEM SA Power Networks Infrastructure/asset owners
Natural gas. Undertake technical assessments, assess, and prioritise restoration needs. Undertake and facilitate the restoration of critical infrastructure.	Australian Gas Networks Infrastructure/asset owners <i>(joint leads)</i>
Liquid fuel supply. Undertake technical assessments, assess, and prioritise restoration needs. Undertake and facilitate the restoration of critical infrastructure.	Liquid fuel suppliers SafeWork SA Infrastructure/asset owners <i>(joint leads)</i>

Other infrastructure.

Undertake and facilitate the restoration of infrastructure and facilities.

Public schools and libraries.

Hospitals and health centres.

Irrigation infrastructure.

Dams.

DHW
Education
DIT
Infrastructure/asset owners
(joint leads)



Environmental Recovery

Coordinating Agency

DPC

Function

Leading & Assisting Agencies

Environmental health and pollution.

Conduct monitoring and surveillance activities.

Render (disperse/dilute/neutralise) the hazardous material safe.

Decontaminate affected people, places, and equipment.

EPA
 Councils
 SafeWork SA
 DEW
 MFS

Crown land, national park, and public landscape rehabilitation.

Coordinate and undertake natural environment rehabilitation works and recovery actions for native species and ecosystems.

DEW
Forestry SA
SA Water
 Landscape Boards
 Councils

Management of activities that can adversely impact on water resources (farm dams, watercourses and wetlands).

Landscape Boards

Aboriginal, natural, and cultural heritage.

Undertake assessment of risk posed to natural and cultural heritage places in affected areas.

Coordinate and undertake Aboriginal, natural, and cultural heritage rehabilitation works, in consultation with affected communities.

Undertake recovery monitoring of Aboriginal, natural, and cultural heritage places.

Aboriginal Affairs and Reconciliation
 DEW
 Heritage SA

Animal welfare, feed, and fodder.

Coordinate assistance for household pets and assistance animals presenting at a recovery centre.

Coordinate services to treat and care for affected wildlife.

Coordinate and manage services to meet the immediate needs of affected livestock.

PIRSA
 Councils
 Livestock SA

Assistance measures for primary producers.

Assess and provide primary producer assistance under the DRFA.

Provide advice and other non-financial support to primary producers.

PIRSA
 Landscape Boards

Waste management and carcass removal.	GISA
Dispose of contaminated waste.	EPA
Coordinate the removal of livestock carcasses.	PIRSA
	DEW
Biosecurity and invasive species.	PIRSA
Conduct monitoring and surveillance activities.	DEW
Coordinate the delivery of diagnostic services.	EPA
Restrict the movement of hazardous organisms.	GISA
	Landscape Boards

Appendix 3: Recovery outcomes framework

Domain/Environment	Relief and early recovery – Reeling (0-3 months: Mobilise, Plan, Stabilise)	Shorter term recovery – Restoring (3 months+: Restore, Plan, Recover)	Medium term recovery – Recovering (12 months+: Plan, Recover, Revive)	Longer term recovery – Resilient (3 years+: Develop community, Build resilience)
Governance Effective governance structures and processes are in place to facilitate and support community-led recovery, maximise community engagement and empower communities to become sustainable and resilient	People in the affected community are becoming organised and are engaged in government-assisted relief and early recovery activities and the development of a community recovery plan	The affected community is sufficiently organised and equipped to manage restoration and recovery activities with disaster-related government assistance	The affected community is sufficiently organised and equipped to manage its own recovery without disaster-related government assistance	The affected community is organised and equipped for community development and resilience building against future events without disaster-related government assistance
	Participation and ownership			
	Highly functioning and collaborative partnerships and committees are established between and among state, local and federal governments, community groups and businesses, as well as non-governmental organisations and volunteer groups	The community is taking ownership and is locally driving recovery efficiently and appropriately • People in the community are aware of the recovery plan/s • Community members have the knowledge, skills, and resources to manage post disaster Highly functioning and collaborative partnerships and committees continue to support recovery	The community continues efficient and appropriate recovery activities • Community members build on their knowledge, skills, and resources to manage longer term recovery • The community revise and expand recovery plan/s Collaborative partnerships and committees are restructured as needed to support longer term recovery	<i>To be determined</i>

Communication and information			
	Communication between and among agencies, organisations and the community is clear, appropriate and timely Information needed to make decisions are available and accessible to: • People in the community • State, local and federal government • Community groups and businesses • NGOs and volunteers • Elected officials and media	Communication between agencies, organisations and the community continue to be clear, appropriate, and timely • Various avenues for community communication are in operation Information needed to make decisions are available and accessible to • People in the community • State, local and federal government • Community groups and businesses • NGOs and volunteers • Elected officials and media	Communication between and among the community, organisations, groups, businesses, and industries is clear, appropriate, and timely • Various avenues for community communication are in operation People, groups, and organisations in the community generate or have access to the information they need to make decisions
			<i>To be determined</i>

Domain/Environment	Relief and early recovery – Reeling (0-3 months: Mobilise, Plan, Stabilise)	Shorter term recovery – Restoring (3 months+: Restore, Plan, Recover)	Medium term recovery – Recovering (12 months+: Plan, Recover, Revive)	Longer term recovery – Resilient (3 years+: Develop community, Build resilience)
Social All people in affected communities feel safe and secure, are healthy and well, and are connected to a cohesive and resilient community	Members of the affected community feel safe and secure to engage in the recovery process, connect with their communities and support networks and access appropriate and coordinated services to have their needs met	Members of the affected community are active and drive the recovery process, connect with their communities, and support networks and access appropriate and coordinated services to have their needs met	Members of the affected community are able to manage and expand their longer-term recovery process without disaster-related government assistance	Members of the affected community are equipped and committed to develop their community and build resilience to future events
	Safety and security			
	Displaced people can return to their community and families are reunited	The community's exposure to environmental health risks and public health risks are minimised	The community's exposure to environmental health risks and public health risks are minimised	The community is aware of the risks of future disaster to natural environments
	People have access to adequate accommodation	People have access to clean, safe, and sanitary accommodation	The community's members feel comfortable living, working, and accessing education services	The community is future thinking and make changes to better manage risks
	There are safe spaces and several avenues and opportunities for people to get together and connect	The community's members return to the community and feel comfortable living, working, and accessing education services	There are safe spaces and several avenues and opportunities for people to get together and connect	
	Individuals and groups (especially women and girls, Aboriginal and Torres Strait Islander people, gender diverse persons, people with disabilities, culturally diverse groups, etc.) feel safe	There are safe spaces and several avenues and opportunities for people to get together and connect	Community members engage in leisure, community, sport, and artistic activities	

Domain/Environment	Relief and early recovery – Reeling (0-3 months: Mobilise, Plan, Stabilise)	Shorter term recovery – Restoring (3 months+: Restore, Plan, Recover)	Medium term recovery – Recovering (12 months+: Plan, Recover, Revive)	Longer term recovery – Resilient (3 years+: Develop community, Build resilience)
	Possibilities for crime and social disorder because of the disaster are minimised and community members can manage their own safety	Community members feel safe to engage in leisure, community, sport, and artistic activities Individuals and groups (especially women and girls, Aboriginal and Torres Strait Islander people, gender diverse person, people with disabilities, culturally diverse groups, etc.) feel safe Possibilities for crime and social disorder because of the disaster are minimised and community members can manage their own safety	Individuals and groups (especially women and girls, Aboriginal and Torres Strait Islander people, gender diverse persons, people with disabilities, culturally diverse groups, etc.) feel safe	
	Social cohesion and connectedness			
	People are connected and support each other and there are increased levels of informal support Trust is developing within the community and with services and government	People are connected and support each other and there are increased levels of formal and informal support There are high levels of trust within the community and with services and government	People in the community know each other's potential needs, they are connected and support each other, they have knowledge skills and resources to support each other Leisure facilities and opportunities are accessible to the community	The community has improved capacity to respond to future needs There are high levels of trust within the community and with services

Domain/Environment	Relief and early recovery – Reeling (0-3 months: Mobilise, Plan, Stabilise)	Shorter term recovery – Restoring (3 months+: Restore, Plan, Recover)	Medium term recovery – Recovering (12 months+: Plan, Recover, Revive)	Longer term recovery – Resilient (3 years+: Develop community, Build resilience)
	Aboriginal people are consulted about sites of cultural and spiritual significance that may have been affected	Cultural and racial diversity is respected, and the community can express its diverse spiritual composition Community members can access opportunities and creative recovery projects and share their stories, to support their recovery Aboriginal people are consulted about sites of cultural and spiritual significance and are supported to undertake necessary restoration and rebuilding	Community members have the social networks to support each other The community has opportunities for creative expression that help with personal recovery There are high levels of trust within the community and with services Aboriginal people are supported to undertake necessary restoration and rebuilding	Cultural and racial diversity is respected, and the community can express its diverse spiritual composition
	Health and wellbeing			
	Community members are able to meet their health and wellbeing needs by accessing appropriate and coordinated services, i.e: health services, especially regarding continuity of care and pharmaceutical supplies	Community members are able to meet their health and wellbeing needs by accessing appropriate and coordinated services, i.e: health services, especially regarding continuity of care and pharmaceutical supplies	Community members are able to meet their health and wellbeing needs by accessing appropriate and coordinated services, i.e: health services, especially regarding continuity of care and pharmaceutical supplies	People enjoy good physical, social, mental, emotional, and spiritual health and high levels of wellbeing and are optimistic and hopeful

Domain/Environment	Relief and early recovery – Reeling (0-3 months: Mobilise, Plan, Stabilise)	Shorter term recovery – Restoring (3 months+: Restore, Plan, Recover)	Medium term recovery – Recovering (12 months+: Plan, Recover, Revive)	Longer term recovery – Resilient (3 years+: Develop community, Build resilience)
	• mental health and psychosocial support • welfare and social services • financial assistance (grants, donations, waiving of fees and levies) • legal advice, including insurance Households, families, and individuals have the information they need to make decisions Specific groups can access appropriate services and support and express their concerns in a number of forums, e.g., displaced people, families experiencing domestic violence, Aboriginal and Torres Strait Islander people, people with disabilities, culturally diverse groups, etc. A sufficient number of service workers and their managers are skilled in mental health first aid	• mental health and psychosocial support • welfare and social services • financial assistance (grants, donations, waiving of fees and levies) • legal advice, including insurance Households, families, and individuals have the information they need to make decisions Specific groups can access appropriate services and support and express their concerns in a number of forums, e.g., displaced people, families experiencing domestic violence, Aboriginal and Torres Strait Islander people, people with disabilities, culturally diverse groups, etc. A sufficient number of service workers and their managers are skilled in mental health first aid	• mental health and psychosocial support • welfare and social services • legal advice, including insurance Households, families, and individuals have the information they need to make decisions Specific groups can access appropriate services and support and express their concerns in a number of forums, e.g., displaced people, families experiencing domestic violence, Aboriginal and Torres Strait Islander people, people with disabilities, culturally diverse groups, etc. There are mechanisms/processes in place that allows for early identification of mental health issues Service workers are supported and have good mental health outcomes	Community members are assisted financially and psychosocially through education, relevant service provision and increased capacity, including in specific reference to future events

Domain/Environment	Relief and early recovery – Reeling (0-3 months: Mobilise, Plan, Stabilise)	Shorter term recovery – Restoring (3 months+: Restore, Plan, Recover)	Medium term recovery – Recovering (12 months+: Plan, Recover, Revive)	Longer term recovery – Resilient (3 years+: Develop community, Build resilience)
	There are mechanisms/processes in place that allows for early identification of mental health issues Service workers are supported and have good mental health outcomes Community members have access to education and related services (before and after school care, childcare)	There are mechanisms/processes in place that allows for early identification of mental health issues Service workers are supported and have good mental health outcomes Community members have access to education and related services (before and after school care, childcare) Households, families, and households are enabled to affect their own recovery through appropriate income sources	Community members have access to education and related services (before and after school care, childcare) Households, families, and households are enabled to affect their own recovery through appropriate income sources	

Domain/Environment	Relief and early recovery – Reeling (0-3 months: Mobilise, Plan, Stabilise)	Shorter term recovery – Restoring (3 months+: Restore, Plan, Recover)	Medium term recovery – Recovering (12 months+: Plan, Recover, Revive)	Longer term recovery – Resilient (3 years+: Develop community, Build resilience)
Economic Business and economy Businesses, industries, and producers are equipped to recover and to work to positions of strength so that they can operate in and contribute to a vibrant and resilient local economy in line with broader economic trends	Businesses, industries, organisations, and households can meet their immediate material and service needs	The economy is functioning, and the community does not experience excessive hardship arising from the disaster	The economy of the community is reaching pre-disaster levels of functioning, and the community is not experiencing excessive hardship	The economy of the community is sufficiently flexible to be adaptable to shocks and community members have satisfactory economic opportunities
Businesses, industries, and organisations (including non-governmental and community service organisations)				
	Key business sectors for the community are restored Many local businesses [NGOs, private businesses, and service organisations] can continue to operate, trade and/or provide services at a basic level • Access to banking and financial services are available • Supply chain impacts have been minimised/restored • Local businesses have the information they need to start/continue trading Assessment of damage is done to determine whether councils can access relevant funds to assist and deal with event	Local businesses (agricultural and non-agricultural) have skills, knowledge, and resources they need to continue trading and to recover • Access to all banking and financial services are available • Supply chain impacts have been eliminated • Local businesses have the information they need • Business models are adapted as necessary Councils can access relevant funds they need to assist their communities and deal with the consequences of an event	Businesses, industries, and organisations in the local economy continue to recover and operate in line with broader economic trends Business models are (re) designed to be appropriately adaptive to future market conditions and fluctuations Consumer and business confidence levels support business operations Businesses, industries, and organisations have secure and stable access to supply chains and networks	Business, industries, and organisations know and understand the risks and threats operating in the area Business, industries, and organisations have business continuity plans and dynamic organisational resilience practices that address relevant risks and threats Business insurance is accessible where viable

Domain/Environment	Relief and early recovery – Reeling (0-3 months: Mobilise, Plan, Stabilise)	Shorter term recovery – Restoring (3 months+: Restore, Plan, Recover)	Medium term recovery – Recovering (12 months+: Plan, Recover, Revive)	Longer term recovery – Resilient (3 years+: Develop community, Build resilience)
	Advice and support are available to local businesses, producers, organisations, etc.	Appropriate advice and support are available to local businesses, producers, organisations, etc.	Businesses, industries, and organisations can access or attract suitably skilled workers	
	Employment and economic resilience			
	Individuals and households have access to an adequate range of goods and services Community members have access to banking and financial systems Community members can access a range of services to help with their post-disaster recovery in a timely manner	Community members can access a range of services to help with their post-disaster recovery in a timely manner At risk groups are not further disadvantaged by the impact of the event in terms of their ability to participate in the economy	Community members can access a range of services to help with their post-disaster recovery in a timely manner Individuals and households have sufficient financial security to take advantage of economic opportunities	Community members have diverse and transferable skills There are diverse economic activity resulting in various work opportunities Local business networks foster growth

Domain/Environment	Relief and early recovery – Reeling (0-3 months: Mobilise, Plan, Stabilise)	Shorter term recovery – Restoring (3 months+: Restore, Plan, Recover)	Medium term recovery – Recovering (12 months+: Plan, Recover, Revive)	Longer term recovery – Resilient (3 years+: Develop community, Build resilience)
Built environment Essential services and critical infrastructure are restored and made more efficient and resilient	Essential services and critical infrastructure are restored/continue to function and the safety and security of the damaged built environment is raised	The built environment is restored to ensure access to essential services and critical infrastructure, as well as reasonable functioning of the community and business	The built environment is restored/rebuilt and made more efficient	The built environment is restored/rebuilt and made more efficient
	Essential services and critical infrastructure			
	Essential services and critical infrastructure are restored/functioning to meet community needs • Access to clean drinking water and adequate sewage and sanitation services is restored/continuing • Electricity and gas supply, and telecommunication access are restored/continuing • Road/rail access is restored/continuing The community's exposure to environmental health risks is minimised Drinking water is assessed to be safe for livestock and wildlife	Damaged services and infrastructure are restored in accord to changing recovery needs • Access to clean drinking water and adequate sewage and sanitation services continues • Electricity and gas supply, and telecommunication access continues • Road/rail access continues The community's exposure to environmental health risks is minimised Drinking water is assessed to be safe for livestock and wildlife	Infrastructure is (re)built to reduce to a reasonable degree the impact of future disasters on community Planning applications are approved which include disaster proofing Local infrastructure is appropriately integrated with wider state and commonwealth infrastructure	Infrastructure is built or adapted with regard to local disaster risks Infrastructure is built in accord with most current knowledge and practices for mitigating disaster impact

Domain/Environment	Relief and early recovery – Reeling (0-3 months: Mobilise, Plan, Stabilise)	Shorter term recovery – Restoring (3 months+: Restore, Plan, Recover)	Medium term recovery – Recovering (12 months+: Plan, Recover, Revive)	Longer term recovery – Resilient (3 years+: Develop community, Build resilience)
	Residential, commercial, and agricultural buildings			
	The built environment is made safe for people and animals	Clean-up of properties and re-fencing is facilitated and financially supported	Damaged structures are rebuilt and restored in accord with changing recovery needs	Buildings are built or adapted with regard to local disaster risks
	Clean-up of properties and re-fencing is facilitated and financially supported	Damaged structures are rebuilt and restored - Community members have access to appropriate housing in a timely manner - Fewer people are living in temporary accommodation Private gardens, pastures and business premises are restored		Buildings are built in accord with most current knowledge and practices for mitigating disaster impact
	Public infrastructure			
	Clean-up is facilitated and financially supported where relevant	Publicly accessed spaces and infrastructure (playgrounds, ovals, and parks) are rebuilt	Infrastructure is restored/built in accord with changing recovery needs	Infrastructure is built or adapted with regard to local disaster risks
	Schools and other teaching institutions are restored to ensure limited disruption to education	Schools and other teaching institutions are restored/rebuilt to ensure education is continuous		Infrastructure is built in accord with most current knowledge and practices for mitigating disaster impact

Domain/Environment	Relief and early recovery – Reeling (0-3 months: Mobilise, Plan, Stabilise)	Shorter term recovery – Restoring (3 months+: Restore, Plan, Recover)	Medium term recovery – Recovering (12 months+: Plan, Recover, Revive)	Longer term recovery – Resilient (3 years+: Develop community, Build resilience)
Natural environment The natural environment is restored and regenerated to a more resilient landscape with healthy biodiversity and ecosystems	Damage to the natural environment and amenities is assessed and cleaned up as appropriate	The natural environment is recovering, and amenities are restored	The natural environment is healthy (biodiversity and ecosystems) and amenities restored	The natural environment is more resilient with healthy biodiversity and ecosystems, as well as adapted amenities
	Natural resources and biodiversity			
	A green waste removal plan is developed and implemented	Healthy levels of native vegetation and native animals are restored	The natural environment operates to maintain healthy biodiversity	A long-term fire management plan focussed on national parks, forestry plantations and roadside vegetation is developed and implemented
	The community is informed and supported about weed management, pest control, pasture renewal, and flora, animal, and soil management	Native animals, vegetation, and habitat, as well as soil and water resources are restored	There is ongoing monitoring of species Community members have a good understanding of the impact of disasters on the natural environment and what to do to mitigate impact (e.g., plantings, land use etc.)	There is ongoing monitoring of species The community understands the characteristics and functioning of their local natural environment and ecosystems
	Amenities			
	Damage to amenities is assessed and a waste management plan implemented	Public access to community and recreation accessible trails and tracks are restored Cultural heritage and/or tourist sites are preserved, and tourists return	Public access to community and recreation accessible trails and tracks are restored Cultural heritage and/or tourist sites are preserved, and tourists return	Cultural heritage sites or assets are restored, where possible, in a way that adds value to the community and limit future impact of disasters

Appendix 4: Communications channels

Channel	Considerations
Websites & Social Media	A trusted single source (agency) website is the optimal way for impacted individuals and other stakeholders to obtain information. It can also serve as a hub for information dissemination. DPC is responsible for maintaining the recovery website which includes static year-round information and information relevant to events. Social media is increasingly seen as a primary source of up-to-date information. Social media can provide timely and targeted recovery updates and reminders to stakeholders, with key information and direct links for further information. In addition to public social media e.g. 'X', the use of closed groups, e.g. on Facebook, can facilitate targeted community recovery messaging for local communities, and create a 'safe space' for the community to share with each other.
Call Centres	A dedicated call centre can provide emergency information to the community relating to the response and recovery phases of major incidents.
Media	Media interest in disasters is high, and as recovery progresses it is important to ensure that spokespeople are prepared, and accurate information is offered to the media. The different phases that individuals and communities might experience post-disaster should also be considered. All agencies with recovery responsibilities are expected to maintain a positive narrative where possible, while acknowledging the impact of the disaster. This will assist in instilling confidence in both impacted communities and other stakeholders. To ensure the release of appropriate, reliable, and consistent information: 1. Media events should be held jointly where appropriate. 2. Media conferences and announcements should be coordinated to avoid conflicts between state or local statements. 3. All relevant agencies should carefully check statistics before release. Each agency is only to comment on its own areas of responsibility. 4. Any joint announcements with the commonwealth to support disaster recovery funding Arrangements eligibility must be adhered to.
Paid Media	To ensure information is cutting through, paid media (advertising) may sometimes be required. Advertising provides guaranteed placement of messages without distortion, and in digital channels can be effectively targeted and measured. The recovery coordination lead agency may employ paid media to assist messaging, ensuring that it is functional and without spin to maintain an uncomplicated relationship and build trust with the community. Please see the most up-to-date Government Communications Guidelines.
Other	Other avenues of communications can be useful depending on the community context. This can include community meetings, newsletters, flyers put up in key community gathering points/hubs (e.g., the local supermarket or service station), localised communication groups using various mobile applications, word of mouth through trusted community leaders, etc. Local community and social service organisations should be provided with relevant advice and information on an ongoing basis to enable them to inform clients who may be at risk, marginalised or hard to reach.

Appendix 5: Resources

Key documents related to recovery planning

[2015 IAP2](#)

This guide is intended for anyone involved in a disaster recovery situation – community leaders, politicians, engagement practitioners, workers from specialised agencies, those without prior recovery experience or for experienced professionals working in a community they are unfamiliar with. The content focuses on the ‘human’ element of recovering, examining the importance of effective engagement, and identifying useful strategies that maximise the potential for sustained, strategic disaster recovery that is genuinely community-led.

[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.

[Australian Government Crisis Management Framework](#)

The Australian Government Crisis Management Framework (the Framework) is the Australian Government’s capstone policy framing Australia’s national crisis management arrangements. The Framework takes an all-hazards approach to crisis management, recognising the need for consistency across the Australian Government’s crisis management systems in preparation for the full spectrum of hazards that may affect life, property, or the natural environment.

[Collections for Charitable Purposes Licence](#)

You will need this licence if you intend to conduct collections for charitable purposes, whether personally or through the agency of another person.

[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.

[Defence Assistance to the Civil Community](#)

The Defence Assistance to the Civil Community Initiative (DACC) provides the means through which Defence provides assistance to the civil community when local resources are not sufficient, have been overwhelmed, no alternative for gaining support is available, or there is a mutually beneficial outcome for Defence in providing assistance.

[Disaster Recovery Funding Arrangements \(DRFA\)](#)

Under the joint Australian Government-State Disaster Recovery Funding Arrangements 2018, assistance is provided to alleviate the financial burden on states and territories. It also supports the provision of urgent financial assistance to disaster affected communities.

[Disaster Relief and Recovery Counter Fraud Toolkit](#)

This toolkit has been developed to help Australian Government entities design and deliver disaster relief and recovery support measures. It features a range of low-friction countermeasures and solutions that might be deployed when delivering these support measures to reduce the risk of fraud.

[Emergency Management Act 2004 \(SA\)](#)

An Act to establish strategies and systems for the management of emergencies in the State, and for other purposes.

Emergency Management Data Strategy	The Strategy builds on existing frameworks and standards. In particular, the National Disaster Risk Reduction Framework and the Sendai Framework for Disaster Risk Reduction 2015-30 (Sendai Framework). The Strategy is aligned against three of the seven strategies identified in priority one of the National Disaster Risk Reduction Framework. The Strategy will not only address those issues of importance to South Australia but will also help the state to deliver upon its national commitments.
Guide to Recovery for Local Government in SA Local Government Recovery (contact LGA for access)	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.
Local Government Disaster Recovery Assistance Arrangements	Local councils can apply for funding from the State Government through the South Australian Local Government Disaster Recovery Assistance Arrangements (LGDRAA) to assist with managing the cost of disaster recovery activities following a natural disaster.
National Emergency Declaration Act 2020	The Governor General may make a declaration, called a national emergency declaration, in certain circumstances, including if the Prime Minister is satisfied that an emergency (whether occurring in or outside Australia) is causing harm that is nationally significant in Australia or in an Australian offshore area. If a national emergency declaration is in force, a Minister may determine that certain provisions of Commonwealth laws are modified in specified ways if certain conditions are satisfied.
National Guidelines for Managing Donated Goods	The National Guidelines support a more targeted, holistic, and enduring response to disaster management. The intention is that they will drive best practice planning and positive change in the management of donated goods to strengthen community recovery and resilience.
National Impact Assessment Framework (NIAF)	This Framework was established to enable a national consensus on the severity of significant events. It provides high-level guidance to ensure consistency in impact assessments that are conducted in the immediate aftermath of an event.
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.
People at Risk in Emergencies	People most at risk are best supported to prepare for and respond to emergencies by the people closest to them. Incorporating emergency preparedness activities into the everyday services, support, and activities for people at risk presents a great opportunity to strengthen people's independence and ability to manage their own wellbeing, while also reducing suffering when emergencies occur.
Public Sector Data Sharing Act	An Act to facilitate the sharing of data between public sector agencies; to provide for the sharing of data between public sector agencies and other entities; to provide for an Office of Data Analytics; and for other purposes.

SA Capability Plan – Damage Assessment, Version 1.0, December 2020 (contact SAPOL for access)	The Plan outlines responsibilities, responsibilities, authorities, and mechanisms to gather information about damage that occurs during an emergency event. It ensures that information is collected and shared with appropriate agencies.
SA Lessons Management Framework	The South Australian Lessons Management Framework (the Framework) sets out a consistent approach to sharing and learning from others to inform and develop future policy and planning, service delivery and improved decision-making.
SA Public Health Act	An Act to promote and to provide for the protection of the health of the public of South Australia and to reduce the incidence of preventable illness, injury, and disability; and for other purposes.
Sendai Framework for Disaster Risk Reduction, 2015-2030	The framework aims to achieve the substantial reduction of disaster risk and losses in the economic, physical, social, cultural, and environmental assets of persons, businesses, communities and countries by 2030.
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.
State Emergency Relief Fund (SERF) Pg 27 of EM Act 2004	Any money received by the Minister for the relief of persons who suffer injury, loss, or damage as a result of a declared emergency or proclaimed situation, or otherwise to assist communities adversely affected by the impact of a declared emergency or proclaimed situation (in response to a public appeal), must be paid into the fund.
Stronger Together Disaster Resilience	The Strategy provides a foundation upon which state and local governments, non-government organisations, businesses, and communities can work together to build resilience and make South Australia a safer place.
The National Disaster Recovery Monitoring and Evaluation Framework and Database	The Framework and Database is a key tool through which this knowledge is captured and made available to help those involved in the design of disaster recovery programs. It is critical that program staff (and others) consult the database early in the recovery planning phase to draw on the knowledge learned from previous recovery evaluations, supporting the design of activities in line with intended outcomes.

Appendix 6: Acronyms

Term	Definition
ADF	Australian Defence Force
AGCMF	Aust. Government Crisis Management Framework
AIDR	Australian Institute of Disaster Recovery
ANZEMC	Australia and New Zealand Emergency Management Committee
ASC-R	Assistant State Coordinator – Recovery
CCRC	Council Community Recovery Coordinator
CDO	Community Development Officer
CEs	Chief Executives
CORS	Community Outcomes and Recovery Subcommittee
CRC	Community Recovery Coordinator
DACC	Defence Assistance to the Civil Community
DPC	Department of the Premier and Cabinet
DRA	Disaster Relief Australia
DRFA	Disaster Recovery Funding Arrangements
DTF	Department of Treasury and Finance
EM	Emergency Management
EMCC	Emergency Management Cabinet Committee
EPA	Environment Protection Authority
ERFSG	Emergency Relief Functional Support Group
FSG	Functional Support Group
LGA	Local Government Association
LGDRAA	Local Government Disaster Recovery Assistance Arrangements
LGFSG	Local Government Functional Support Group
LRC	Local Recovery Committee
M&E	Monitoring and Evaluations
MaRS	Mitigation and Risk Subcommittee

NATCATDISPLAN	National Catastrophic Natural Disaster Plan
NCM	National Coordination Mechanism
NEMA	National Emergency Management Agency
NEMMM	National Emergency Management Ministers' Meeting
NGOs	Non-government Organisations
OCP	Office of the Chief Psychiatrist
PIFSG	Public Information Functional Support Group
PPRR	Prevention, Preparedness, Response and Recovery
SACS	Strategic and Coordination Subcommittee
SAFECOM	South Australia Fire & Emergency Services Commission
SAPOL	South Australia Police
SEC	State Emergency Centre
SEICCC	State Emergency Information Call Centre Capability
SEMC	State Emergency Management Committee
SEMP	State Emergency Management Plan
SERF	State Emergency Relief Fund
SERM	Security, Emergency and Recovery Management
SRC	State Recovery Coordinator
SRCPG	State Recovery Coordination and Planning Group
SROG	State Recovery Operations Group
SRRG	Social Recovery Reference Group
VSA&NT	Volunteering South Australia and Northern Territory
ZEMC	Zone Emergency Management Committee
ZESTs	Zone Emergency Support Team(s)



Government
of South Australia