



STATE EMERGENCY MANAGEMENT PLAN

GUIDELINE C
RECOVERY OUTCOMES

STATE DISASTER RECOVERY COORDINATION FRAMEWORK

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

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

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

State Disaster Recovery Coordination Framework – Guidelines Review

This Guideline is reviewed every two years.

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

Document Control

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Disclaimer	Users should ensure that they have the current version before taking action based on this framework

PURPOSE

This *Guideline* supports the development of outcomes-focussed recovery programs for affected communities after emergency events.

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

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, capacity, etc.

AUTHORITY

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

SCOPE AND AUDIENCE

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

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

BEGINNING WITH THE END IN MIND

The objective of disaster recovery programs is to help communities reach a point where they are sustainable and resilient. By achieving these outcomes, the government can withdraw from the recovery process and allow the community to manage its own recovery.

In the recovery space, the terms ‘sustainable’ and ‘resilient’ have been used widely, but not always with the same meaning.

A **sustainable** community is one that can take on the management its own recovery, without government disaster-related assistance. This means that if government disaster-related programs are not available or are withdrawn, the recovery process in the community will begin or continue sustainably. Also, gains achieved during government-assisted recovery will not stop or be reversed.

A **resilient** community is one that will be better able to withstand a future disaster. A successful recovery process promotes practices that will minimise risk to all hazards and strengthen community resilience to withstand and recover from future disasters.

Disaster recovery is unique, ‘complicated’ and ‘complex’. It is complicated because it involves multi-agency coordination and governance; there are many causal paths that lead to recovery; and the nature of these paths will partly depend on specific context.

There are feedback effects between recovery program components and recovery outcomes; and, most importantly, some outcomes are emergent and as such cannot be fully specified or anticipated in advance.

It is therefore important to understand the development of recovery outcomes and the need to be flexible and adaptable to how these are approached.

Recovery is also both a process and an outcome:

The **process of recovery** involves carrying out a complex, long-term, multilayered social and developmental program of activities and actions to resolve the impacts that an event has had on individuals, communities, business (including primary production), the environment, property and infrastructure

The recovery process aims to achieve **recovery as an outcome**. That is, to restore and/or improve the livelihoods and health, as well as economic, social, cultural and environmental assets, systems and activities, of a disaster-affected community or society, aligning with the principles of sustainable development and ‘build back better’ to avoid or reduce future disaster risk.

In the past, disaster recovery programs (and their monitoring and evaluation) have often focused on processes and outputs rather than outcomes. There is, however, a need to shift focus to what outcomes recovery programs aim to achieve, i.e., beginning with the end in mind. This approach also ensures that the programs are centred on communities and what they want to achieve and where they want to go.

Ultimately, the aim of recovery processes are to ensure that community members lead lives they value living.

Well-defined and tailored statements about community outcomes developed for affected communities by those communities for their disaster recovery programs will:

assist the design of recovery programs through a clear and consistent understanding of what disaster recovery programs should achieve for communities; and focus the recovery programs around agreed notions of success for various communities and the types of activities that will help them achieve it.

AN OUTCOMES-FOCUSED APPROACH

There are several steps towards developing community-centred outcomes:

1. Define the community/communities
2. Develop and organise tailored outcome(s)
3. Communicate the intended outcomes
4. Review and adjust outcomes

Government should work with the affected communities to:

STEP 1: 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. This will assist in the process of defining the communities.

However, 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.

Communities can include people from outside the impact region, such as people who are bereaved due to loss, as well as those who appear to not be obviously affected. This can include those who have witnessed an event, helped others affected, people who became distressed by hearing information about the emergency or felt they were at potential risk (even if that risk did not eventuate). Virtual groups also need to be considered. All these groups may be experiencing consequences from the disaster.

Caution needs to be exercised so that this first step and consequent actions do not alienate people who will benefit from recovery activities.

STEP 2: DEVELOP AND ORGANISE TAILORED OUTCOME(S)

Sustainable and resilient communities exist when they are characterised by specific disaster recovery outcomes. There is a nationally agreed list of outcomes in the *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 recommended that Governance be included as an extra domain for which outcomes are developed.

It is also important to consider that outcomes change over time, depending on the recovery phase the community is in. Outcomes need to be adjusted to the timeline of communities' recoveries.

It is advisable to distinguish between the early recovery phase (defined as one week to one month after the event), the medium-term phase (up to around six months after the event), and the transition phase (in the case of state-led recovery – which is usually around 12 months after appointment of a community recovery coordinator). Longer-term outcomes can be also developed. Table 1 provides a template that can be used to organise the outcomes selected or developed for affected communities.

It might be that some high priority outcomes are determined in the immediate aftermath of the event. These will need to be changed over time.

TABLE 1: IDENTIFYING AND ORGANISING COMMUNITY RECOVERY OUTCOMES

Domain		Relief and short-term recovery (1 week to 1 month)	Medium-term recovery (6 months)	Transition and longer-term (12 months+)	Community Outcome (What is the overall endpoint for the community?)
Governance	High-level outcome(s)				
	Participation and ownership				
	Mid-level outcome(s)				
	Communication and information				
	Mid-level outcome(s)				
	High-level Outcome(s)				
Social	Safety and security				
	Mid-level outcome(s)				
	Social cohesion and connectedness				
	Mid-level outcome(s)				
	Health and wellbeing				
	Mid-level outcome(s)				
Ec	High-level Outcome(s)				

Domain	Relief and short-term recovery (1 week to 1 month)	Medium-term recovery (6 months)	Transition and longer-term (12 months+)	Community Outcome (What is the overall endpoint for the community?)
	Businesses, industries and organisations (including non-governmental and community service organisations)			
	Mid-level outcome(s)			
	Employment and economic resilience			
	Mid-level outcome(s)			
Built	High-level Outcome(s)			
	Essential services and critical infrastructure			
	Mid-level outcome(s)			
	Residential, commercial and agricultural buildings			
	Mid-level outcome(s)			
	Public infrastructure			
Natural	High-level Outcome(s)			
	Natural resources and biodiversity			
	Mid-level outcome(s)			
	Amenities			
	Mid-level outcome(s)			

STEP 3: 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 including:

Relief and response teams. If it's possible to identify intended recovery outcomes while relief and response efforts are still underway, these can be communicated to the relief and response teams. These teams will thereby be able, to the extent that it is practical, to have recovery outcomes in mind so that their efforts can support, or at least not hinder, later recovery efforts.

Community. Inherent to the objective of community led recovery is the notion that the community is appropriately informed and involved from the early stages of recovery.

Service delivery organisations. Disaster recovery programs are often delivered by a variety of organisations, including non-government organisations (NGOs). These organisations should work toward achieving the desired program outcomes. For example, a grant program may state the intended outcome(s) in grant application documents and ask applicants to describe how they will achieve the outcome(s) with the funding.

Outcomes need to be communicated in several ways. Some of the means of communication that will be relevant are:

Recovery Plans. Stating outcomes will give a clear focus and purpose to recovery program implementation. Indeed, best practice will be to develop a combined Community Recovery Plan, i.e., community members are part of the team developing the plan.

Community newsletters and other communication. It is essential that the community is aware of the outcomes that the program aims to achieve. intended outcomes are developed the through various local recovery committees, community meetings, social media and other forms of communication.

Evaluation documents. Evaluations, especially where the work will be contracted to consultants must be guided by the intended recovery outcomes. Tender briefs, approaches to market, and other related documents should cite these outcomes so that consultants can plan evaluations with these outcomes in mind

STEP 4: REVIEW AND ADJUST OUTCOMES

As indicated above, some priority outcomes are likely to be identified in the immediate aftermath of the event. However, outcomes cannot be static. Communities' recovery journeys are unique, but they all evolve and change. This should be reflected in recovery planning. The outcomes need to be revisited from time to time, but particularly at some milestones:

1-3 weeks after the initial outcomes were determined

At the six months mark

At the time of transition from a state-coordinated to a community-led approach

At community determined intervals after 12 months

APPENDIX A: RESOURCES

The content of this Guideline was informed by and are aligned with the sources listed below.

<p>Australian Disaster Recovery Framework, Version 3.0, October 2022</p>	<p>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.</p> <p>https://knowledge.aidr.org.au</p>
<p>Community Recovery Handbook 2018</p>	<p>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.</p> <p>https://knowledge.aidr.org.au</p>
<p>The National Disaster Recovery Monitoring and Evaluation Framework and Database</p>	<p>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.</p> <p>https://knowledge.aidr.org.au</p>
<p>SA Department of the Premier and Cabinet Evaluation Guidelines Version 1.0, November 2022</p>	<p>This guide articulates the Department of the Premier and Cabinet (DPC) guidelines on how to manage a program evaluation; provides common standards and practices on program evaluation across agencies; covers the key steps of the process; and provides resources to assist at the different stages of an evaluation. Use of these tools and templates is not mandatory.</p>
<p>NSW Department of Premier and Cabinet Evaluation Toolkit</p>	<p>The Evaluation Toolkit provides advice and resources for NSW government agencies planning and conducting a program evaluation. It includes seven steps for planning and implementing a program evaluation project.</p> <p>https://www.dpc.nsw.gov.au/tools-and-resources/evaluation-toolkit/</p>
<p>Victorian Government Evaluation of the Public Engagement Framework 2021-2025</p>	<p>The Public Engagement Framework (Framework) outlines the Victorian Government's approach to working with communities. The evaluation approach aligns with their outcomes reform. The outcomes reform focuses on identifying and quantifying public value created by departments and agencies.</p> <p>https://www.vic.gov.au/public-engagement-framework-2021-2025/evaluation-framework</p>
<p>BetterEvaluation – Global Evaluation Initiative</p>	<p>BetterEvaluation is a knowledge platform and global community. In 2022, BetterEvaluation became the knowledge platform of the Global Evaluation Initiative (GEI), a global coalition of organizations and experts working together to support country governments to strengthen monitoring, evaluation, and the use of evidence in their countries.</p> <p>https://www.betterevaluation.org/</p>

APPENDIX B

Acronyms used in the Framework, Guidelines and Procedures

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

OFFICIAL

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

APPENDIX C: EXAMPLES OF COMMUNITY OUTCOMES

Domain		Relief and short-term recovery (1 week to 1 month after event)	Medium-term recovery (6 months)	Transition and longer-term (12 months+)	Community Outcome (What is the overall endpoint for the community?)
Governance	<i>High-level outcome(s)</i>	<ul style="list-style-type: none"> Governance arrangements for the recovery program is established. 	<ul style="list-style-type: none"> The affected community is becoming organised and equipped to manage restoration and recovery activities 	<ul style="list-style-type: none"> The affected community is sufficiently organised and equipped to manage their own recovery 	<p><u>Governance:</u> 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.</p>
	Participation and ownership				
	<i>Mid-level outcome(s)</i>	<ul style="list-style-type: none"> Committees and governance groups within state, local and federal governments, community groups and businesses, as well as non-governmental organisations and volunteer groups are being activated as needed and relevant and organised to work together 	<ul style="list-style-type: none"> The community is taking ownership and is locally driving outcomes-focussed recovery Highly functioning and collaborative partnerships and committees between a variety of stakeholders have been established 	<ul style="list-style-type: none"> The community continues efficient and appropriate recovery activities Collaborative partnerships and committees have been restructured as needed to support longer term recovery 	
	Communication and information				
<i>Mid-level outcome(s)</i>	<ul style="list-style-type: none"> Communication channels between governance structures and stakeholder groups are being defined and established Intelligence needed to make decisions are becoming available and are being shared between relevant stakeholders 	<ul style="list-style-type: none"> Communications between agencies, organisations and the community are clear, appropriate and timely Information needed to make decisions are available and accessible to all stakeholders 	<ul style="list-style-type: none"> Communication between and among the community, organisations, groups, businesses and industries is clear, appropriate and timely People, groups and organisations in the community generate or have access to the information they need to make decisions 		

Domain		Relief and short-term recovery (1 week to 1 month after event)	Medium-term recovery (6 months)	Transition and longer-term recovery (12 months+)	Community Outcome (What is the overall endpoint for the community?)
Social	High-level Outcome(s)	<ul style="list-style-type: none"> Members of the affected communities have access to appropriate and coordinated services to have their immediate needs met 	<ul style="list-style-type: none"> Members of the affected community are starting to feel safe, secure and more connected while having access appropriate and coordinated services to have their needs met 	<ul style="list-style-type: none"> Members of the affected community are able manage and expand their longer-term recovery process 	<p>Social: All people in affected communities feel safe and secure, are healthy and well, and are connected to a cohesive and resilient community.</p>
	Safety and security				
	Mid-level outcome(s)	<ul style="list-style-type: none"> Displaced people can return to their community or are given information for when they can return Families are reunited People have access to adequate temporary accommodation There are safe spaces, especially for women and girls, Aboriginal and Torres Strait Islander people, gender diverse persons, people with disabilities, culturally diverse groups, etc. Possibilities for crime and social disorder because of the disaster are minimised 	<ul style="list-style-type: none"> The community's exposure to environmental health risks and public health risks are minimised People have access to clean, safe and sanitary accommodation Displaced people have mostly returned to the community 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 person, people with disabilities, culturally diverse groups, etc.) feel safe 	<ul style="list-style-type: none"> The community's members feel comfortable living, working and accessing education services 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 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 	
	Social cohesion and connectedness				
Mid-level outcome(s)	<ul style="list-style-type: none"> Communities are involved in assessing and addressing needs 	<ul style="list-style-type: none"> People are connected and support each other and there are increased 	<ul style="list-style-type: none"> People in the community know each other's potential needs, they are connected and support each 		

Domain	Relief and short-term recovery (1 week to 1 month after event)	Medium-term recovery (6 months)	Transition and longer-term (12 months+)	Community Outcome (What is the overall endpoint for the community?)
		<p>levels of formal and informal support</p> <ul style="list-style-type: none"> • There are high levels of trust within the community and with services and government • 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 are supported to undertake necessary restoration and rebuilding 	<p>other, they have knowledge skills and resources to support each other.</p> <ul style="list-style-type: none"> • Leisure facilities and opportunities are accessible to the community • 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 	
Health and wellbeing				
<i>Mid-level outcome(s)</i>	<ul style="list-style-type: none"> • Community members are able to meet their health and well-being needs by accessing appropriate and coordinated services, i.e.: <ul style="list-style-type: none"> ○ health services, especially regarding continuity of care and pharmaceutical supplies ○ mental health and psychosocial support 	<ul style="list-style-type: none"> • Community members are able to meet their health and well-being needs by accessing appropriate and coordinated services, i.e.: ○ health services, especially regarding continuity of care and pharmaceutical supplies ○ mental health and psychosocial support ○ welfare and social services ○ financial assistance (grants, donations, waiving of fees and levies) 		

Domain		Relief and short-term recovery (1 week to 1 month after event)	Medium-term recovery (6 months)	Transition and longer-term (12 months+)	Community Outcome (What is the overall endpoint for the community?)
		<ul style="list-style-type: none"> ○ 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. ● Service workers are supported ● Community members have access to education and related services (before and after school care, childcare) 	<ul style="list-style-type: none"> ○ 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 ● 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 		
Economic	<i>High-level Outcome(s)</i>	<ul style="list-style-type: none"> ● Businesses, industries, organisations primary producers have access to appropriate and coordinated services to have their immediate needs met 	<ul style="list-style-type: none"> ● The economy is functioning, and the community does not experience excessive hardship arising from the disaster 	<ul style="list-style-type: none"> ● The economy of the community is reaching pre-disaster levels of functioning and the community is not experiencing excessive hardship 	<p><u>Economic</u></p> <p>Businesses, industries and producers are equipped to recover and to work to positions</p>

Domain	Relief and short-term recovery (1 week to 1 month after event)	Medium-term recovery (6 months)	Transition and longer-term recovery (12 months+)	Community Outcome (What is the overall endpoint for the community?)
	Businesses, industries and organisations (including non-governmental and community service organisations)			of strength so that they can operate in and contribute to a vibrant and resilient local economy in line with broader economic trends.
	<p><i>Mid-level outcome(s)</i></p> <ul style="list-style-type: none"> • Many local businesses [NGOs, private businesses and service organisations] and primary producers can continue to operate, trade and/or provide services at a basic level <ul style="list-style-type: none"> ○ 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 local governments can access relevant funds to assist and deal with event • Advice and support are available to local businesses, producers, organisations, etc. 	<ul style="list-style-type: none"> • Local businesses (agricultural and non-agricultural) have skills, knowledge and resources they need to continue trading and to recover <ul style="list-style-type: none"> ○ 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 • Local governments can apply for relevant funds they need to assist their communities and deal with the consequences of an event • Appropriate advice and support are available to local businesses, producers, organisations, etc. 	<ul style="list-style-type: none"> • 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 • Businesses, industries and organisations can access or attract suitably skilled workers 	
	Employment and economic resilience			
	<p><i>Mid-level outcome(s)</i></p> <ul style="list-style-type: none"> • Individuals and households have access to an adequate range of goods and services 	<ul style="list-style-type: none"> • Community members can access a range of services to help with their post-disaster economic recovery in a timely manner 	<ul style="list-style-type: none"> • Community members can access a range of services to help with their post-disaster recovery in a timely manner 	

Domain		Relief and short-term recovery (1 week to 1 month after event)	Medium-term recovery (6 months)	Transition and longer-term (12 months+)	Community Outcome (What is the overall endpoint for the community?)
		<ul style="list-style-type: none"> Community members have access to banking and financial systems Community members can access a range of services to help with their post-disaster economic recovery in a timely manner 	<ul style="list-style-type: none"> Vulnerable groups are not further disadvantaged by the impact of the event in terms of their ability to participate in the economy 	<ul style="list-style-type: none"> Individuals and households have sufficient financial security to take advantage of economic opportunities 	
Built	<i>High-level Outcome(s)</i>	<ul style="list-style-type: none"> Essential services and critical infrastructure are restored/continue to function and the safety and security of the damaged built environment is raised 	<ul style="list-style-type: none"> The built environment is restored to ensure access to essential services and critical infrastructure, as well as reasonable functioning of the community and business 	<ul style="list-style-type: none"> The built environment is restored/rebuilt and made more efficient 	<p>Built environment</p> <p>Essential services, public and critical infrastructure are restored and made more efficient and resilient. Other types of buildings have also been restored and are habitable.</p>
	<i>Mid-level outcome(s)</i>	Essential services and critical infrastructure			
		<ul style="list-style-type: none"> Essential services and critical infrastructure are restored/functioning to meet community needs <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Damaged services and infrastructure are restored in accord to changing recovery needs <ul style="list-style-type: none"> 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 are minimised Drinking water is assessed to be safe for livestock and wildlife 	<ul style="list-style-type: none"> 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 	

Domain	Relief and short-term recovery (1 week to 1 month after event)	Medium-term recovery (6 months)	Transition and longer-term (12 months+)	Community Outcome (What is the overall endpoint for the community?)
	<ul style="list-style-type: none"> The community's exposure to environmental health risks are minimised Drinking water is assessed to be safe for livestock and wildlife 			
Residential, commercial and agricultural buildings				
<i>Mid-level outcome(s)</i>	<ul style="list-style-type: none"> The built environment is made safe for people and animals Clean-up of properties and re-fencing is facilitated and financially supported 	<ul style="list-style-type: none"> Clean-up of properties and re-fencing is facilitated and financially supported Damaged structures are rebuilt and restored <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Damaged structures are rebuilt and restored in accord with changing recovery needs 	
Public infrastructure				
<i>Mid-level outcome(s)</i>	<ul style="list-style-type: none"> Schools and other teaching institutions, health care and other relevant services are restored to ensure limited disruption to service delivery 	<ul style="list-style-type: none"> Clean-up is facilitated and financially supported where relevant Publicly accessed spaces and infrastructure (playgrounds, ovals and parks) are rebuilt 	<ul style="list-style-type: none"> Infrastructure is restored/built in accord with changing recovery needs 	

Domain		Relief and short-term recovery (1 week to 1 month after event)	Medium-term recovery (6 months)	Transition and longer-term (12 months+)	Community Outcome (What is the overall endpoint for the community?)	
			<ul style="list-style-type: none"> Schools and other teaching institutions are restored/rebuilt to ensure education is continuous 			
Natural	<i>High-level Outcome(s)</i>	<ul style="list-style-type: none"> Damage to the natural environment and amenities is assessed and clean-up is starting 	<ul style="list-style-type: none"> The natural environment is recovering, and amenities are restored, clean-up is progressing 	<ul style="list-style-type: none"> The natural environment is healthy (biodiversity and ecosystems) and amenities restored 	<p>Natural environment</p> <p>The natural environment is restored and regenerated to a more resilient landscape with healthy biodiversity and ecosystems.</p>	
	Natural resources and biodiversity					
	<i>Mid-level outcome(s)</i>	<ul style="list-style-type: none"> The need for a green waste removal plan is assessed The community is informed and supported about weed management, pest control, pasture renewal, and flora, animal and soil management 	<ul style="list-style-type: none"> A green waste removal plan has been assessed developed and work is underway and/or completed Healthy levels of native vegetation and native animals are restored Native animals, vegetation and habitat, as well as soil and water resources are restored 	<ul style="list-style-type: none"> The natural environment operates to maintain healthy biodiversity 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.) 		
	Amenities					
<i>Mid-level outcome(s)</i>	<ul style="list-style-type: none"> Damage to amenities are assessed 	<ul style="list-style-type: none"> A waste management plan has been developed and work is underway/has been completed Public access to community and recreation accessible trails and tracks are restored 	<ul style="list-style-type: none"> Public access to community and recreation accessible trails and tracks are restored Cultural heritage and/or tourist sites are preserved, and tourists return 			

Domain		Relief and short-term recovery (1 week to 1 month after event)	Medium-term recovery (6 months)	Transition and longer-term (12 months+)	Community Outcome (What is the overall endpoint for the community?)
			<ul style="list-style-type: none"> Cultural heritage and/or tourist sites are preserved, and tourists return 		



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