



State Disaster Recovery Governance Guideline

Purpose

This document refers to the arrangements, legal frameworks and policy mechanisms to guide, coordinate and oversee strategic and operational disaster recovery.

Scope

All emergency management arrangements in South Australia are governed by the *Emergency Management Act 2004* (the Act). The Act establishes the State Emergency Management Committee (SEMC) and lists its functions and powers. Strategic activities and initiatives of SEMC are primarily directed by the *SEMC Strategic Framework and Plan 2017-2022*.

This guideline is part of the *SA Disaster Recovery Coordination Framework* under the *State Emergency Management Plan* (SEMP) and is prepared under section 9(1)(b) of the Act. This guideline outlines key engagement considerations with the Commonwealth Government arrangements.

This guideline is for recovery practitioners, decision-makers and those seeking additional guidance on the governance arrangements adopted in South Australia. This could include recovery workers across all sectors – public, private, and non-government organisations (NGOs).

Guideline detail

Governance of emergency management is guided by the key principles of emergency management – prevention, preparedness, response, and recovery, and is described in Part 2 of the SEMP – Emergency Management Arrangements.

Governance of recovery operations is guided by the *National Principles for Disaster Recovery* and includes the establishment of clear and robust:

- authority, roles and responsibilities for key stakeholders
- governance leadership, including the appointment of key individuals and establishment of organisations to facilitate effective recovery governance
- policies, mechanisms, and legal arrangements to guide recovery program development, delivery, monitoring and review
- oversight, risk, compliance, and assurance arrangements for recovery programs.

Good governance needs to be transparent, inclusive, collective, and efficient if it is to address recovery needs and avoid creating or compounding disaster risks.

Recovery coordination often organically evolves with community members and local government with input from some NGOs, locally-based organisations, and businesses. State government-led recovery coordination occurs when the event is of a scale and complexity that exceeds the capacity of local governments or communities and requires greater support and oversight.

Recovery Committees and Groups

To support scalability of recovery activity, coordination and governance of groups is established in line with the scale of the event. During large and/or complex recovery efforts, the State Recovery Coordinator (SRC) may establish a series of committees through formal mechanisms. This establishment of relevant committees (both formal and informal) will also be undertaken at the community level. During state government coordinated recovery events, these groups and committees will complement and support each other.

Groups or committees may be established for the duration of the recovery effort, or for a short period of time to achieve a task. Where groups or committees last for longer period, membership may change over that time.

When a Community Recovery Coordinator (CRC) is established (by either state government or community processes) a **Local Recovery Committee** is also established to facilitate coordination of recovery efforts in the community. This committee is chaired by the CRC (see Figure 1). The CRC may support the establishment of other relevant groups commensurate to scale and issues.

During state government coordinated recovery, the Chief Executive of the relevant recovery agency will appoint a CRC who will facilitate local groups and committees, recovery plans, and ongoing assessment.

When a significantly complex recovery effort is required two key groups are established at the state level.

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

Both groups are chaired by the State Recovery Coordinator or delegate. Where the event is less complex but still requires state government coordination, these activities may be undertaken solely by the State Recovery Planning and Coordination Group.

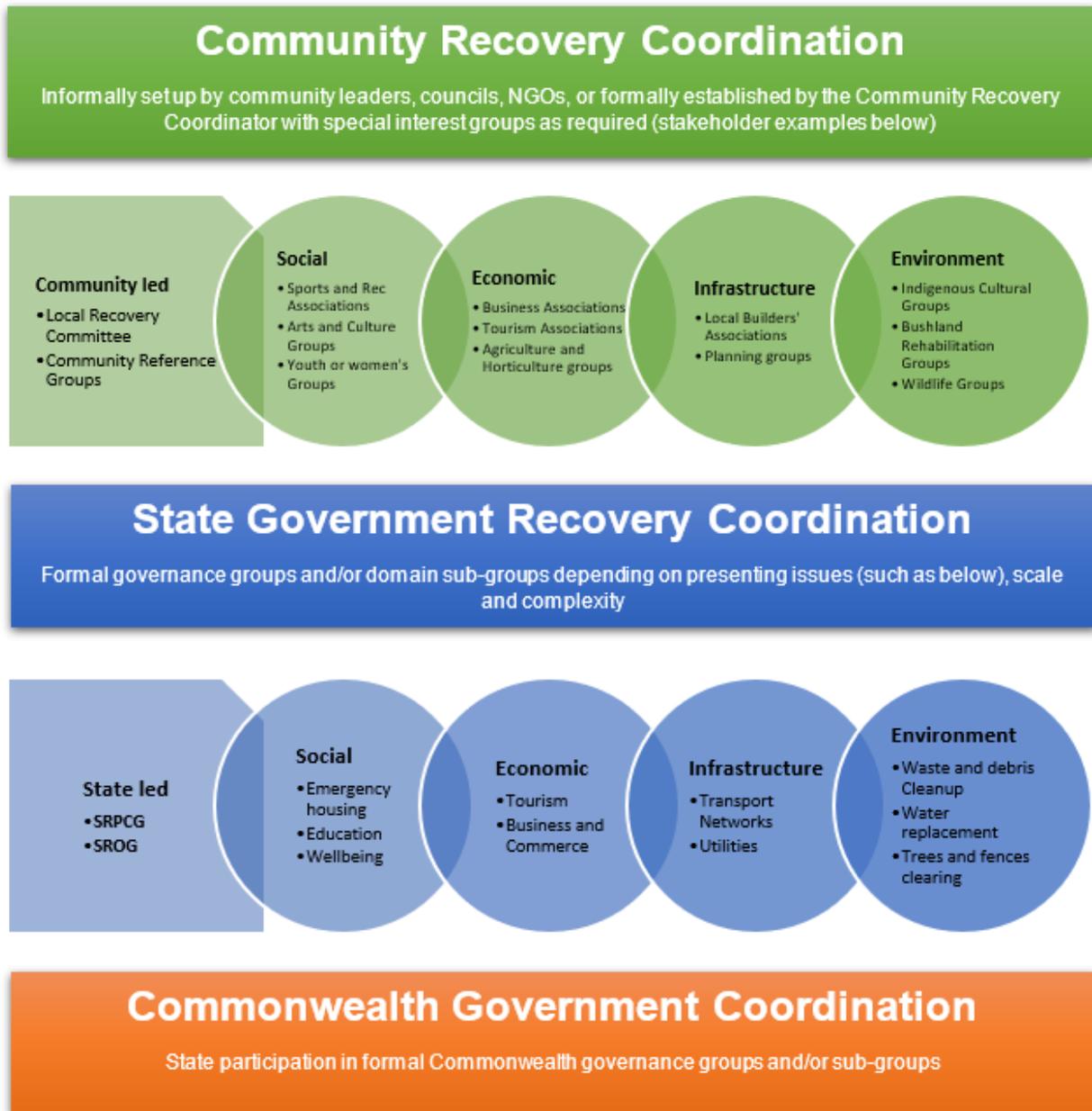


Figure 1: Governance guidance at Community and State level

Effective Coordination of Recovery

Effective governance provides the structure and leadership to ensure recovery is focused on achieving clear objectives and outcomes.

To ensure effective and coordinated recovery, a recovery coordinator should be identified. This is typically done soon after an event occurs and in collaboration with local and state governments. When a recovery event is complex or of a scale that exceeds the capacity for recovery to be coordinated at a community level, it will be coordinated by a State Recovery Coordinator who will be funded by the state government. A Community Recovery Coordinator will be appointed by the Chief Executive of the lead recovery agency.

The objective of state-led disaster recovery programs is to help communities reach a point where they can successfully facilitate their own recovery. By achieving these objectives, the government can withdraw from the recovery process and allow the community to manage its own recovery.

Where an event is within the capacity of a community to coordinate recovery, a Community Recovery Coordinator will be identified by either a local government, community organisation or NGO. They may be funded or supported in-kind by the most relevant agency or organisation in the area.

Continuous Improvement

Successful recovery requires a drive for continuous improvement through monitoring how well programs and policies meet set objectives. The [Emergency Management Lessons Management Framework](#) in the SEMP outlines the approach for South Australia. The promotion of monitoring and evaluation is also a key requirement by the Commonwealth for community recovery funding under Disaster Recovery Funding Arrangements (DRFA).

Roles and Responsibilities

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

Table 1: Recovery Roles and Responsibilities

Name of unit/team	Listed responsibilities
<p>Emergency Management Council (EMC) A committee of Cabinet chaired by the Premier</p>	<ul style="list-style-type: none"> • Provide strategic oversight of South Australia's security and emergency management arrangements and executive leadership during a significant security event or natural disaster. • Support the Premier.
<p>State Emergency Management Committee (SEMC) A high-level, strategic planning committee chaired by Chief Executive, Department of the Premier and Cabinet</p>	<ul style="list-style-type: none"> • Strategic activities and initiatives of SEMC are primarily directed by the SEMC Strategic Framework and Plan 2017-2022. • Provide leadership and maintain oversight of emergency management planning for SA. • Report, advise and receive direction from the Premier, as the Minister responsible for the Act.
<p>Chief Executives of State Departments</p>	<ul style="list-style-type: none"> • Contribute (based on portfolio) to preparedness, prevention, response and recovery under the SEMP. • Maintain recovery planning capacity and capability within Departments.

Name of unit/team	Listed responsibilities
State Coordinator (held by the Commissioner of Police	<ul style="list-style-type: none"> • Manage and coordinate response and recovery operations in accordance with the Act and the SEMP.
State Recovery Coordinator (permanent appointment)	<ul style="list-style-type: none"> • Coordinate and set the direction of recovery operations. • Advise the EMC and SEMC of strategic issues arising from the recovery operation. • Prepare and review the recovery aspects of the SEMP. • Lead the planning for recovery operations prior to any emergency. • Manage recovery operations of government and other non-government recovery organisations when it is determined that a recovery response is required to an emergency (declared or undeclared). • Where an event is declared will undertake or delegate the role of Assistant State Coordinator – Recovery. • Lead the debriefing of any recovery operations (declared or undeclared). • Facilitate liaison with Commonwealth Government. • Oversee monitoring and evaluation of recovery operations.
Assistant State Coordinator – Recovery	<ul style="list-style-type: none"> • As per the State Recovery Coordinator following a declaration.
State Recovery Planning and Coordination Group Executive-level group chaired by State Recovery Coordinator or delegate	<ul style="list-style-type: none"> • Provide longer-term recovery planning and strategic advice to the State Recovery Coordinator. • Provide leadership and coordination for recovery operations and proactively identify consequences and re-establishment opportunities for the State. • Remain active as required during recovery operations, or at the discretion of the State Recovery Coordinator or delegate.
State Recovery Operations Group A senior state-level operational group chaired by State Recovery Coordinator or delegate	<ul style="list-style-type: none"> • Provide operational and tactical advice to the State Recovery Coordinator. • Make decisions on behalf of the State Recovery Coordinator and provide leadership and coordination in the implementation of recovery operations. • Assist the State Recovery Coordinator in fulfilling their role and responsibilities under the Act and the SEMP. • Remain active as required during recovery operations, or at the discretion of the State Recovery Coordinator or delegate.

Name of unit/team	Listed responsibilities
State Recovery Operations Domain Sub-Group/s	<p>Appointed by the State Recovery Coordinator as determined by presenting recovery issues.</p> <ul style="list-style-type: none"> • Lead and coordinate planning and implementation of domain-specific recovery (social, economic, built, and natural) or relevant issues and projects.
Resilience Recovery Engagement Subcommittee Chaired by CE SAFECOM	<ul style="list-style-type: none"> • Support the SEMC by providing advice, • Coordinate the development and implementation of strategies and policies related to disaster resilience and recovery, public information, communication, and community engagement.
Community Recovery Coordinator	<p>Identified following a disaster to lead recovery at the local level During a State Government led event this role is accountable to the Chief Executive, DPC. During a disaster of a scale and size that it is run by the community, a Community Recovery Coordinator may be identified. When in place, a CRC will:</p> <ul style="list-style-type: none"> • Participate in emergency management committees and recovery operations as per SEMP Part 2 – Arrangements. • Establish the local recovery structures including recovery coordination and chair the local recovery committee. • Ensure progress and completion of outcomes identified in community recovery plans, strategies or other recovery objectives. • Provide regular reports on the recovery efforts. • Establish and maintain effective communication processes with the public and with other organisations and services working in the recovery effort. • Lead the development of strategies, plans and actions in the recovery process in a unified, efficient, and cost-effective way with a common focus and objective. • Establish and maintain effective strategic partnerships with welfare agencies, local councils and government agencies.

Name of unit/team	Listed responsibilities
Local Recovery Committee Chaired by the Community Recovery Coordinator	<ul style="list-style-type: none"> • Collect, analyse, and communicate the key issues for recovery within the disaster affected area. • Create a two-way dialogue that seeks feedback and input from the community about the most pressing issues to be addressed. • Identify priorities for action across the domains of social, economic, built, and natural. • Develop a community recovery and evaluation plan in response to the disaster.
Community Recovery Officer	<ul style="list-style-type: none"> • Work alongside the affected community to identify, assess and plan to meet the needs of the community in the early stages of recovery. • Assist the community to develop a community recovery plan.
Community Development Officer	<ul style="list-style-type: none"> • Work alongside the affected community to help build capacity, coordinate programs and activities, and monitor their effectiveness. • Support the local recovery committee and reference groups to achieve the outcomes of the community recovery plan.

Related documents

- [Emergency Management Act 2004](#)
- [State Emergency Management Plan \(2019\)](#)
- [SEMC Strategic Framework and Plan 2017-2022.](#)
- State Disaster Recovery Coordination Framework (parent document)
- National Recovery Framework
- [National Principles for Disaster Recovery](#)
- Terms of Reference State Emergency Management Committee (attached)
- Terms of Reference Resilience Recovery Engagement Subcommittee (attached)
- Terms of Reference State Recovery Planning and Coordination Group (attached)
- Terms of Reference State Recovery Operations Group (attached)
- Terms of Reference State Recovery Operations Domain Sub-Group/s (attached)
- Terms of Reference Community Recovery Committees (attached)
- [Emergency Management Lessons Management Framework](#)
- [National Disaster Recovery Monitoring and Evaluation Framework and Database](#)
- [South Australian Disaster Resilience Strategy](#)
- Community Recovery Coordinator Role Description (attached)
- Community Recovery Officer Role Description (attached)
- Community Development Officer Role Description (attached)
- [Community Recovery Handbook 2018](#)

Definitions

Term	Definition
Recovery	Recovery is the restoration or improvement of livelihoods and health, as well as economic, physical, 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.

Acronyms

Acronym	Words
EMC	Emergency Management Council
SEMC	State Emergency Management Committee
SEMP	State Emergency Management Plan
CRC	Community Recovery Coordinator
LRC	Local Recovery Committee
DRFA	Disaster Recovery Funding Arrangements
SAFECOM	South Australia Fire and Emergency Services Commission

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Revision number: 0.0	Date of review:
Next review date: July 2021	