

State Recovery Coordinator Guide

September 2019

Document details

Security classification	Approved
Date of review of security classification	September 2019
Authority	Queensland Reconstruction Authority
Author	Queensland Reconstruction Authority
Document status	Final
Version	1.0

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Foreword

The State Recovery Coordinator Guide (the Guide) provides information and guidance on the role, responsibilities, training and induction requirements, management arrangements and operational issues relating to the State Recovery Coordinator in Queensland.

This Guide has been developed under the authority of the Queensland Disaster Management Committee in accordance with section 18(b) of the *Queensland Disaster Management Act, 2003*.

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1. Purpose

The State Recovery Coordinator Guide (the Guide) provides information relating to the role of State Recovery Coordinator (SRC) (s 21D (1)-(4) and 21E (1) of the *Queensland Disaster Management Act, (2003)*) and Deputy SRC.

2. Scope

The Guide applies to personnel nominated for and/or appointed to the position of SRC and Deputy SRC for recovery operations after a disaster event.

Functional Recovery Group (FRG) lead agencies, Queensland Government agencies, local governments and other disaster recovery stakeholders, including Government-owned corporations, non-government organisations and community organisations involved in recovery operations should be familiar with the Guide. This helps to ensure these organisations have an understanding of the support that can be expected from the SRC and Deputy SRC/s, if appointed, during recovery operations, as well as their obligations to engage with the SRC and/or Deputy SRC/s.

3. Legislation

Disaster recovery in Queensland is undertaken in accordance with the *Queensland Disaster Management Act, 2003* (the *DM Act*) and the *Queensland Reconstruction Authority Act, 2011*.

The SRC and Deputy SRC are to undertake their duties in accordance with legislation, the Guide, and with reference to the Queensland Recovery Plan.

Other Queensland policies, guidelines and planning documents the SRC and Deputy SRC/s are to refer to when conducting recovery operations include, but are not limited to:

- [Standard for Disaster Management in Queensland](#)
- [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)
- [Queensland State Disaster Management Plan](#)
- [Queensland Disaster Relief and Recovery Arrangements Guidelines \(Disaster Recovery Funding Arrangements \[DRFA\] and State Disaster Recovery Arrangements \[SDRA\]\).](#)

4. Role

The role of the SRC is to work in partnership with the State Recovery Policy and Planning Coordinator (SRPPC) to perform the following functions outlined in section 21E (1) of the *Disaster Management Act*:

- coordinate the disaster recovery operations for the State Group [Queensland Disaster Management Committee (QDMC)] in alignment with the Queensland Recovery Plan
- report regularly to the State Group about disaster recovery operations
- ensure, as far as reasonably practicable, that any strategic decisions of the State Group about disaster recovery operations are implemented
- provide strategic advice on disaster recovery operations to government agencies performing disaster recovery operations
- report regularly to the SRPPC.

Deputy SRCs are expected to perform the following functions:

- support the SRC to coordinate the disaster recovery operations for the State Group
- report regularly to the SRC and the SRPPC about disaster recovery operations occurring in their area of responsibility
- ensure, as far as reasonably practicable, that any strategic decisions of the State Group about disaster recovery operations are implemented in their area of responsibility
- provide strategic advice on disaster recovery operations to agencies performing disaster recovery operations.

5. Eligibility

To be considered eligible to undertake the role of the SRC the potential SRC or deputy SRC should:

- have thorough knowledge of and/or exposure to the region and communities impacted by the disaster (preferably, the SRC or assigned Deputy SRC has worked or lived in the impacted region, or has a prior relationship with the affected local governments and communities)
- have the availability to undertake relevant briefings, induction and/or training as recommended by the SRPPC
- bring high level experience in collaboration and have a working understanding of recovery principles as outlined in the [Queensland Recovery Plan](#)

- subscribe to and advocate for the principles of the [Queensland Recovery Plan](#), in particular the importance of local and community-led models of recovery
- have the ability to quickly build rapport with impacted community members and local governments
- be comfortable entering highly stressful situations and maintaining calm professionalism
- be able to quickly identify risks and issues that will impact recovery operations across all sectors of the community (human and social, economic, environment, building, and transport and main roads) and generate possible solutions, including proposed policy development for progression by the relevant state government
- bring highly developed interpersonal skills and be able to engage across all levels of government, all recovery stakeholders and with all members of the community
- have the ability to minimise conflict and develop solutions across recovery operations
- be able to respond quickly to disasters through appointment to the SRC or Deputy SRC positions by the Chair of the State Group.

Previous activities completed by the SRC and Deputy SRC/s are outlined in appendix one.

5.1 SRC register

Potential SRCs and Deputy SRCs are listed on the SRC Register. The register is updated annually and is maintained by the SRPPC. Ideally, the SRC register will be finalised prior to the cyclone season (1 November to 30 April). All individuals listed on the register are notified of their nomination by their nominating officer, where appropriate. Being listed on the SRC register will not automatically lead to an appointment as either the SRC or Deputy SRC.

Determination of the most suitable appointee will be based on employment experience, particularly with regard to disaster recovery, as well as familiarity and standing with the impacted community and local government. In most cases, appointment is also dependent on the successful completion of relevant [disaster management training](#).

Individuals with a background in emergency services, military service, Non-Government Organisations (NGO) and Government (local/state/federal) may also be considered for appointment to the SRC position.

Depending on the nature of the disaster, the Chair of the State Group may appoint a SRC or Deputy SRC whose name is not on the SRC Register.

The SRC Register is held by the Queensland Reconstruction Authority (QRA).

5.2 Training

The following training detailed is recommended for new SRC and Deputy SRC appointments as part of their induction and briefing for the role. This is of course based on and assessment of prior knowledge and experience.

Highly desirable -

- Queensland Disaster Management Arrangements (QDMA)
- Introduction to Recovery
- Introduction to Disaster Relief and Recovery Funding Arrangements

Desirable -

- Introduction to Evacuation
- Introduction to Resupply

Ideally, these training courses are delivered by QFES in a face- to- face environment. Where circumstances prevent face- to- face delivery they can be completed online through the Disaster Management Learning Management System (LMS). Administered by QFES, the LMS is a hosted, web-based learning and student management system that supports and enhances disaster management training programs, enabling potential SRCs and Deputy SRCs to complete these courses online. To request access to training, go to <https://dmlms.qfes.qld.gov.au/>, click on Request Access and complete the required details.

Further information on SRC and Deputy SRC training requirements is available in the [Queensland Disaster Management Training Framework](#). Additional information and enquiries related to the training can be directed to DMTraining.Feedback@qfes.qld.gov.au

6. Appointment

The SRC will be appointed in writing by the Chair of the State Group in accordance with section 21D of the *DM Act*, and in consultation with the State Recovery Policy and Planning Coordinator (SRPPC) and the State Disaster Coordinator (SDC).

The nature of the disaster, recovery priority activities and consequent damage will determine the most suitable person for appointment to the position of SRC and the duration of the appointment. Subsequent appointments to the position will be informed by the recovery needs and progress of the impacted communities.

Upon appointment to a disaster recovery operation, the SRC will initially attend:

- the formal transition of response coordination to recovery coordination
- a briefing by the Chair and/or the Deputy Chair of the State Group
- a briefing with the SRPPC
- a briefing on the Queensland Reconstruction Authority
- any media concerning their appointment and early recovery operations.

In severe or widespread events, Deputy SRC/s may be appointed to support the SRC. The SRPPC, in consultation with the SRC, will provide advice to the Chair on the appointment of Deputy SRC/s and their geographical area of responsibility. If the Chair is satisfied the Deputy SRC/s are necessary, the Chair will appoint them in writing. Deputy SRC/s will report to the SRC.

The Deputy SRC/s will attend the above meetings with the SRC if appointed at the same time. If appointed at a later date, the Deputy SRC/s is to attend:

- a briefing by the SRC
- a briefing with the SRPPC
- a briefing on the Queensland Reconstruction Authority
- any media concerning their appointment and early recovery operations.

In some situations a Deputy SRC may transition to the role of SRC.

7. Responsibilities

The SRC is expected to:

- liaise with the QRA recovery team to develop the State Recovery Coordinator Reports outlining recovery progress
- inform the SRPPC of emerging recovery issues
- seek guidance from the SRPPC on emerging recovery issues
- liaise with the QRA recovery team to develop an event specific recovery plan
- liaise with local governments to determine recovery requirements
- liaise with the Local and District Disaster Coordinators to prompt the establishment, if necessary, of appropriate recovery structures at the local level
- if established, work with the Local and/or District Recovery Coordinators and Recovery Groups and provide advice to enable them to manage recovery following the event
- facilitate the sharing of information to support local and regional activities
- liaise with FRG lead agencies and other relevant agencies to coordinate overlapping recovery issues
- monitor the local and regional situation, impacts, risks, progress and resources and elevate, to the SRPPC through regular reporting
- assist with the coordination and management of solutions for recovery issues with relevant supporting agencies
- engage with communities and businesses to understand their recovery needs across the five functional areas of recovery and ensure that recovery delivery and progress is understood

- support and attend community recovery events (if required)
- collaborate with the SRPPC on suitable transition arrangements.

The Deputy SRC, in addition to the responsibilities outlined above, is expected to:

- keep the SRC and SRPPC informed of reports related to their geographical area
- work with other State Government departments to ensure specific recovery centres when established, are supported e.g. Small Business Recovery Centre, Rental Recovery Hub
- support and attend community recovery events
- support, complement and contribute to State Government and Queensland Reconstruction Authority (QRA) social media initiatives
- if established, work with the Local and/or District Recovery Coordinators and Recovery Groups and provide advice to enable them to manage recovery following the event
- provide advice for the SRC to work with and the FRGs and other stakeholder agencies in their geographical areas.

8. Recovery planning and operations

The SRPPC will develop an event-specific State Recovery Plan under the direction of the Minister responsible for recovery and reconstruction, and with input from impacted local governments (local event-specific plans) the five FRGs, the appointed SRC and any Deputy SRCs. Consultation will occur with all relevant agencies as determined.

The event-specific State Recovery Plan establishes the context for recovery operations at the state and local levels of government, and details how key recovery outcomes and associated tasks will be achieved in the areas impacted by the disaster. It also highlights the important milestones in the recovery effort.

When released, the event-specific State Recovery Plan will be available on the QRA website, www.qra.qld.gov.au. Additionally, the QRA will actively encourage local governments to publicly release their local event-specific recovery plans.

9. Reporting

During recovery operations, the SRC and Deputy SRC/s are to provide reports to the QRA Recovery Team on each Wednesday afternoon, unless advised otherwise. These reports can be in the form of an emailed update to recovery@qra.qld.gov.au or a verbal update to an allocated recovery team member.

The reports should contain information on:

- current situation
- emerging issues
- engagement activities
- identified risks and concerns
- relevant statistics/data

The Deputy SRCs are to ensure their reports are also provided to the SRC ensuring their reporting timeframe aligns with the SRC timeframes.

The QRA recovery team will use the SRC and Deputy SRC reports in conjunction with Functional Recovery Group reporting to develop a weekly SRC report to be provided to the Premier.

At the conclusion of their roles, the SRC and Deputy SRC/s are to produce a close-out report to be provided to the QRA recovery team and the SRPPC. The reports should contain:

- situation overview
- tasks undertaken during appointment period
- achievements
- a status update on any project/s being undertaken
- handover instructions provided to key contacts
- identified future risks, concerns and potential support required
- future community events linked to recovery activities
- lessons identified and any recommendations
- relevant statistics/data (if requested/required).

The Deputy/SRC report must be submitted through the SRC or directly if the SRC has stood down. These reports are to be submitted a week prior to their termination date.

10. Location of operations

To support the transition of operations from response to recovery, the location of the SRC and Deputy SRC/s needs to be flexible and may initially be located within the QRA office. As the recovery operations progress the SRC and Deputy SRC/s may move to within proximity of the geographical area of disaster recovery operations or to locations as directed by the QDMC.

When required to operate from Brisbane, the QRA will provide appropriate office space to the SRC and Deputy SRC.

11. QRA Operations Support Team:

When necessary, a Queensland Reconstruction Authority (QRA) support team may be established within the disaster impacted area or other location to assist the SRC and/or Deputy SRCs.

Without being overly prescriptive, the role of QRA is to provide support as requested and/or required across the following areas of recovery expertise:

- operations officer/s (e.g. collaboratively developing the event-specific State Recovery Plan)
- recovery officer/s (e.g. to support local government development of event specific recovery plans and to support SRC reporting)
- liaison officer/s (e.g. providing specific information about impacted LGAs)
- geospatial information (e.g. producing bespoke mapping and imagery products)
- disaster relief policies (e.g. advising on DRFA and other agencies' activities)
- communications (e.g. organising access to various interest groups and meetings)
- media officer (e.g. providing direct media arrangements and advice in the field)
- strategy and engagement (e.g. providing current talking points and strategy advice)
- logistics and administration (e.g. providing office and travel support).

Many of the support functions listed above can be provided remotely from the QRA office in Brisbane. The number of support staff deployed or indirectly accessed will be contingent on the size of the event and the particular needs of the SRC and/or Deputy SRC/s. The QRA team is designed to support the SRC and Deputy SRC/s in all facets of their duties. They will also create a conduit for communication and information flows to and from the QRA office in Brisbane.

12. Administrative and financial arrangements

Whole of Government policies and directives apply to the procurement of all expenditure related to the SRC and Deputy SRC/s role and administrative requirements.

The SRC and Deputy SRC/s are to liaise with the QRA to confirm financial arrangements for costs associated with the completion of their roles and responsibilities during recovery operations, such as office leasing, staffing, travel, vehicle use and office supplies.

QRA will undertake the financial administrative functions for expenditure related to the role/s and office requirements.

13. Termination

The appointment of the SRC and Deputy SRC/s may only be terminated [in writing] by the Chair of the State Group. This can only occur following advice from the SRPPC that it is no longer necessary for the SRC to coordinate disaster recovery operations for the State Group (s. 21D (2) (3) of the *DM Act*).

The appointment of the Deputy SRC/s may end prior to, or after, the termination of the SRC depending on the nature of the event and consequential recovery requirements.

Once the decision is made to terminate the SRC and/or Deputy SRC role/s, a transition process is triggered to hand-back responsibilities for the longer-term recovery to the SRPPC. The exact nature and timing of the transition arrangements will be mutually agreed between the SRC and SRPPC.

14. Acronyms

Acronym	Explanation
DCDSS	Department of Communities, Disability Services and Seniors
Deputy SRC	Deputy State Recovery Coordinator
DM Act	Disaster Management Act 2003
DRFA	Disaster Recovery Funding Arrangements
FRG	Functional Recovery Group
LMS	Learning Management System
QDMC	Queensland Disaster Management Committee
QFES	Queensland Fire and Emergency Service
QPS	Queensland Police Service
QRA	Queensland Reconstruction Authority
SDC	State Disaster Coordinator
SRC	State Recovery Coordinator
SRC Register	State Recovery Coordinator Register
SRPPC	State Recovery Policy and Planning Coordinator
State Group	Queensland Disaster Management Committee
The Guide	State Recovery Coordinator Guide

Appendix 1 - Examples of SRC initiatives

Examples of previous SRCs and Deputy SRC/s initiatives and activities include:

- recommending the Deputy SRC, with the assistance of the QRA, arrange for DCDSS, Australian Red Cross, local government and other key stakeholders to join reconstruction monitoring activities, providing a vital link for community members to community support and assistance
- working with local governments to develop plans to optimise promotion and support for small businesses and not-for-profit organisations to obtain additional funding (Category C) under the DRFA
- facilitating a meeting between the Regional Director, DCDSS with a growers association to discuss alternate methods to engage with farmers and to provide them with human welfare assessments and support
- seeking solutions for farmers with language barriers and cash-based economies
- sourcing information from temporary work camp providers for local government consideration to address accommodation issues as a result of increased number of builders requiring accommodation
- briefing the SRPPC and other QRA staff about gaps between repairs costs and the Structural Assistance Grants for eligible claims in the SEQ region
- facilitating family fun days and community events
- attending local government initiated community recovery events to demonstrate support and to gain personal perspectives from community members and other agencies' staff
- engaging with local government key staff and undertaking field visits to view first-hand recovery issues and progress
- undertaking regular visits to recovery centres/hubs to engage with and support government staff
- supporting QRA and Qld Government social media plans by taking photographs with recovery staff and at key recovery locations
- working with Maritime Safety Queensland and DCDSS to remove damaged boats used for residential purposes in a coordinated manner; and
- facilitating cross-sector collaboration to coordinate NGO support.

QRA

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