


Queensland Reconstruction Authority

# State Recovery Coordinator Guide

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An electronic copy of this report is available on the Queensland Reconstruction Authority's website at [www.qldreconstruction.org.au](http://www.qldreconstruction.org.au)



## 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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19.01.2018

Date



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## 1 - Purpose

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

- appointment and termination of appointment
- position description
- criteria for role suitability (nomination)
- roles and responsibilities
- training requirements and induction program
- governance and reporting arrangements
- provision of support
- administrative and financial arrangements
- disaster recovery operational issues.

## 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.

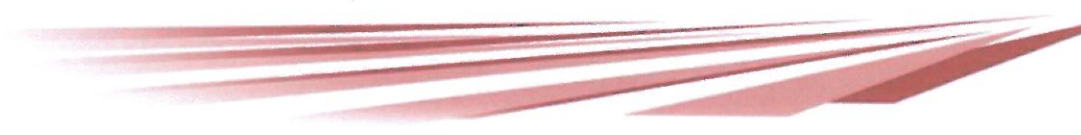
Functional Recovery Group (FRG) lead agencies, Queensland Government agencies, local governments and other disaster recovery stakeholders, including Government-owned corporations, non-government organisations and community organisations should be familiar with the Guide. This helps to ensure these organisations 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 SRCs 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:

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


## 4 - Role & Eligibility

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.



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 severe storm and 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 and Government (local/state/federal) may also be considered for appointment to the SRC position.

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

## 5 - Appointment

The SRC will be appointed in writing by the Chair of the State Group (the Chair) in accordance with section 21D of the *DM Act*, and in consultation with the 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.

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

Upon appointment to a disaster recovery operation, the SRC and the Deputy SRC/s 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
- media announcements concerning their appointment and early recovery operations.




## 6 - Termination

The appointment of the SRC and Deputy SRC/s may only be terminated given 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 (S21D (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.

## 7 - Responsibilities

The SRC is expected to:

- keep the SRPPC informed of reports provided to the State Group
- represent the Premier and Minister responsible for recovery and reconstruction during discussions with local governments
- 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 Groups and provide advice to enable them to manage recovery following the event (groups will include representatives from the affected local governments and the FRG lead agencies, other key government agencies such as the Queensland Police Service [QPS] and Queensland Fire and Emergency Services [QFES], appropriate Non-Government Organisations[NGOs] and recovery service providers)
- 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, if required, to the SRPPC through regular reporting
- assist with the coordination and management of solutions for recovery issues with relevant supporting agencies
- work with the Department of Communities, Disability Services and Seniors (DCDSS) to ensure adequate recovery centres are opened and, when necessary, make recommendations to DCDSS as to whether additional centres and resources are required, or propose alternative means of supporting communities

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- 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.


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
- provide advice for the SRC to work with DCDSS and other stakeholder agencies in their geographical areas.

## 8 - Essential skills and knowledge

The SRC and Deputy SRCs 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 SRPCC.
- 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

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- 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 Section 17 – Case studies.

## 9 - Training requirements

The following training detailed in the [Queensland Disaster Management Training Framework](#) 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.

- Queensland Disaster Management Arrangements (QDMA)
- Introduction to Evacuation
- Introduction to Cyclone Shelter Management
- Introduction to Resupply
- Introduction to Recovery
- Introduction to Disaster Relief and Recovery Funding Arrangements

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](mailto:DMTraining.Feedback@qfes.qld.gov.au)

## 10 - Recognition of prior learning

Noting that many registered SRCs and Deputy SRCs will have previous experience in disaster management operations, recognition of prior learning and experience will be taken into consideration. In these cases, individual induction and briefing requirements will be adjusted accordingly.



## 11 - Induction program

Induction of the SRC and the Deputy SRCs will be subject to completion of the SRC training requirements where recommended by the SRPPC.

The ideal induction timeframe for registered SRCs and Deputy SRCs is:

- no later than 01 October - completion of SRC training requirements (extension can be granted, subject to approval by the SRPPC)
- no later than 31 October – complete the SRC Induction.

As a component of induction and where practicable, registered SRCs will be invited to observe and/or participate in the QDMC pre-season exercise when conducted.

Event specific induction will occur when the SRC or Deputy SRC/s are appointed, and as required.

## 12 - 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 in consultation with the five FRGs, the Department of Infrastructure, Local Government and Planning, the appointed SRC and any Deputy SRCs, the Local Government Association of Queensland and impacted local governments.

The SRC and Deputy SRC/s are to coordinate recovery operations in accordance with the event specific State Recovery Plan, which provides strategic guidance for the coordination and management of recovery and reconstruction efforts and disaster resilience activities to be undertaken by the Queensland Government, local governments, industry and other stakeholders following the disaster event.

The event-specific State Recovery Plan also establishes the context for recovery operations at the state and local levels of government, details key recovery tasks necessary to achieve successful recovery outcomes in the areas impacted by the disaster, and highlights important milestones in the recovery effort.

The SRC and Deputy SRC/s are to assist local government develop their event specific recovery plans. These plans should reflect existing local recovery plans and facilitate recovery operations.

When implemented, the event specific State Recovery Plan will be available on the QRA website, [www.qldreconstruction.org.au](http://www.qldreconstruction.org.au). Additionally, the QRA will actively encourage local governments to publicly release their local event-specific recovery plans.



## 13 - 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 State Disaster Coordination Centre. 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 and administrative support to the SRC and Deputy SRC.

### 13.1 - QRA Operations Support Team:

In addition, and 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.

The role of QRA is to provide support across operations, communications and media, intelligence and logistics. The number of people deployed will be directly relevant to the size of the event and the needs of the SRC and/or Deputy SRC/s. The QRA team is designed to support the SRC and Deputies 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.

## 14 - 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.

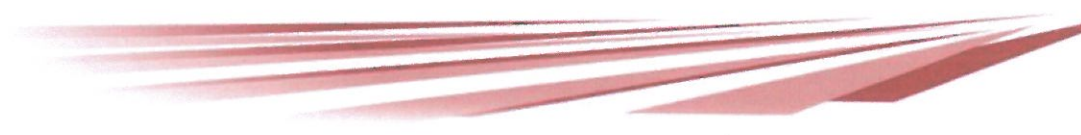
QRA will undertake the financial administrative function for expenditure related to the role/s and office requirements.

## 15 - Reporting

During recovery operations, the SRC and Deputy SRC/s are to provide reports on a regular basis. The Deputy SRCs are to report to the SRC who will then inform the SRPPC, in addition to their legislative requirements.

The reports should contain information on the:

- current situation
- emerging situation

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- engagement activities
  - identified risks and concerns
  - relevant statistics/data.

At the conclusion of their roles, the SRC and Deputy SRC/s are to produce a close out report. The report will be provided to the SRPPC either through the SRC in the case of the Deputies SRC/s, or directly. These reports are to be submitted within the last two days of their appointment. The reports should contain:

- key contact names, positions and numbers
- 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
- financial summaries
- lessons identified
- relevant statistics/data.

## 16 - Assurance of recovery operations

At the conclusion of the Recovery Operations, the Office of the Inspector-General Emergency Management may complete an assurance activity based on the [Standard for Disaster Management in Queensland](#).

## 17 - Case studies

Practical examples of previous SRCs and Deputy SRC/s activities include:

- recommending the Deputy SRC, with the assistance of the QRA, arrange for DCCSDS, Australian Red Cross, council and other key stakeholders to join reconstruction monitoring activities, providing a vital link for community members to community support and assistance;
- working with councils to develop plans to optimise promotion and support for small businesses and not for profit organisations to obtain additional funding (Category C) under NDRRA.;
- facilitating a meeting between the Regional Director, DCCSDS 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 council 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
- working with Maritime Safety Queensland and DCDSS to remove damaged boats used for residential purposes in a coordinated manner
- facilitating cross sector collaboration to coordinate NGO support.

## Glossary

Acronym	Explanation
DCCSDS	Department of Communities, Disability Services and Seniors
Deputy SRC	Deputy State Recovery Coordinator
DM Act	Disaster Management Act 2003
FRG	Functional Recovery Group
LMS	Learning Management System
NDRRA	Natural Disaster Relief and Recovery Arrangements
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