

# Appendix



## List of acronyms

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<b>Acronym</b>	<b>Agency</b>
AHA	Aboriginal Housing Authority
CAMHS	Child and Adolescent Mental Health Services
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CYFS	Children, Youth and Family Services
DAARE	Department for Aboriginal Affairs and Reconciliation
DAIS	Department for Administrative and Information Services
DECS	Department of Education and Children's Services
DCS	Department for Correctional Services
DEH	Department for Environment and Heritage
DFC	Department for Families and Communities
DoH	Department of Health
DOTARS	Department of Transport and Regional Services
DPC	Department of the Premier and Cabinet
DTED	Department of Trade and Economic Development
DTEI	Department for Transport, Energy and Infrastructure
DTF	Department of Treasury and Finance
DTUP	Department for Transport and Urban Planning
DWLBC	Department of Water, Land and Biodiversity Conservation
EERCS	Eastern Eyre Rural Counselling Service
EMC	Emergency Management Council
EPA	Environment Protection Authority
ERBD	Eyre Regional Development Board
ERHS	Eyre Regional Health Service
ETSA	ETSA Utilities
IDRO	Insurance Disaster Response Organisation
IOS	Insurance Ombudsman Service Limited
LGA	Local Government Association of South Australia
NDRA	National Disaster Relief Arrangements
NRM	Natural Resource Management
NVC	Native Vegetation Council
PIRSA	Department of Primary Industries and Resources, South Australia
PLACC	Port Lincoln Aboriginal Community Council
SAFECOM	SA Fire and Emergency Services Commission
SAFF	South Australian Farmers Federation
SAHT	South Australian Housing Trust
SAPOL	South Australia Police
SEMC	State Emergency Management Committee
SEMO	Security and Emergency Management Office
SEOC	State Emergency Operation Centre
SERF	State Emergency Relief Fund
WCRC	West Coast Recovery Committee

## Reference sources

This report assesses the Lower Eyre Peninsula bushfire recovery operation against broadly agreed critical success factors for such operations. The benchmarks have been identified from relevant literature and the experience of others including:

**Natural disasters in Australia reforming mitigation, relief and recovery arrangements:**

a report to the Council of Australian Governments by a high level officials' group, August 2002.

Eight principles of disaster recovery, adopted by Australia's disaster recovery coordinators, provide that disaster recovery is most effective when:

- management arrangements recognise that recovery from disaster is a complex, dynamic and protracted process;
- agreed plans and management arrangements are well understood by the community and disaster management arrangements;
- community services and reconstruction agencies have input into key decision making;
- recovery services are conducted with the active participation of the affected community;
- recovery managers are involved from initial briefings onwards;
- recovery services are provided in a timely, fair, equitable and flexible manner; and
- recovery personnel are supported by training programs and exercises.

(p36, as above)

**The Report of the Bushfire Recovery Task Force**, Australian Capital Territory, October 2003.

**Australian Emergency Management Manual Disaster Recovery,**

Emergency Management Australia, 1996.

**A Review of Recovery Planning**, Barry J Grear (Chair State Disaster Committee),

Tom Culshaw, July 2004.

# Lower Eyre Peninsula Bushfire Evaluation Framework

## Recovery principles

### Timely and responsive

Disaster recovery is a discrete function of emergency management but recovery operations are inherently a part of the disaster response. Response and recovery are interlinked and, on the ground in a disaster, often occur in tandem. Recovery planning needs to ensure recovery operations are set in train as soon as a disaster strikes and an emergency is declared. An integrated response requires speedy and comprehensive assessment of impacts on individuals, families and communities across all recovery functions: community and social, infrastructure, economic and environment. Phased recovery strategies for the immediate, intermediate and longer term should be responsive to evolving needs.

### Leadership

Leadership that is united, decisive and moving forward delivers confidence. Credibility comes from the capacity to mobilise assistance when and where it is needed, from listening to the needs of those affected by disaster and responding with strategies that are inclusive and flexible. Collaborative leadership is the model that delivers sustained recovery.

### People focus

Victims of disaster, their families and their communities are at the centre of recovery operations. People should only have to tell their story once in seeking relief and assistance. Recovery efforts must be responsive to the needs of individuals and communities and assist them to take charge of their own recovery. Assistance should recognise that adults, children, families and communities may respond differently to the impact of disaster and loss and recover at their own pace. The resilience of individuals and communities is the platform for moving forward.

### Locally and community driven

Communities affected by disaster are best placed to identify needs and priorities for assistance. Effective recovery operations establish mechanisms for community input and assist communities to manage their own recovery. Locally driven recovery efforts are the key to sustained recovery and rebuilding. Government agency personnel are part of the local community in which they live and work and are a significant resource to be tapped in recovery operations.

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## **Partnerships**

Recovery efforts require a multi-faceted approach. No single agency can do it alone. There need to be strong links between those who are the first respondents to the incident and the recovery personnel. Partnerships between levels of government, the non-government sector, private and public sectors and the community bring expertise, resources and different perspectives to the recovery tasks. The energy and commitment of volunteers is an asset in disaster recovery but should not be taken for granted. Skilful deployment and management of volunteer resources is essential. Effective coordination means information gathering and exchange, agreeing priorities, targeting resources to need, monitoring and reporting progress and evaluating results.

## **Coordination**

Coordination is a core function of recovery and needs to be supported with appropriate resources, structures and systems. Well defined roles and responsibilities are fundamental to individual agency responses and to effective coordination across the operation. Recovery management structures and accountabilities must enhance collaboration and cooperation at local and whole-of-government levels. Effective coordination means information gathering and exchange, agreeing priorities, targeting resources to need, monitoring and reporting progress and evaluating results.

## **Integration and sustainability**

People, business, infrastructure and the environment require specific and also interrelated recovery responses. Opportunities for community improvements can be identified through recovery operations. Rebuilding must consider risk mitigation strategies for the future.

## **Fair and transparent administration**

Assistance to recover must be fair, timely and responsive across the range of disaster impacts. In the delivery of recovery assistance there is a need to achieve the right balance between accountability and responding quickly and appropriately to those in greatest need. The administration of assistance grants, public donations and other supports must be open and transparent.

## **Communication**

Consistent, accurate, timely and clear communication underpins successful recovery operations. Individuals and communities affected by disaster need

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information about how to get assistance but also to communicate their needs to the recovery operation. The information exchange needs to be two-way. Good information flows between all those involved in the recovery operation improve effectiveness. Skilful media management helps enlist the support of the wider community to the recovery effort.

## **Information management**

Quality data and information are critical to planning, decision making and evaluation. Recovery operations require a commitment to information sharing across functional and other boundaries, the systems and technology capability to achieve this and policies that have due regard to privacy and confidentiality considerations. Effective management of recovery operations requires systems that capture data and information for appropriate targeting of resources and assistance. Identifying and disseminating the lessons learned is an important discipline that must be embedded in recovery operations.

## **Planning**

Robust and inclusive planning processes identify risks, facilitate the implementation of mitigation strategies and build readiness for effective response and recovery. Learnings from recovery operations inform future planning and drive ongoing improvement. Planning occurs at several levels: agency, community and whole-of-government and needs to involve key partners.

## **Efficient and effective management**

Recovery operations require good practices across core management functions: planning, people, resources and information. Recovery teams need leaders and personnel with appropriate skills, personal attributes and training. The capacity to draw on expertise from specialist areas and to tap the energy and commitment of people of goodwill is important. Collaborative relationships are fundamental to effective management.

Valuing the people who deliver recovery services is a core principle to be reflected in human resource management practices and policies. Recovery operatives who deliver relief and recovery services are to be given appropriate support and assistance in dealing with trauma. The opportunity to debrief is an entitlement that must be inbuilt in recovery procedures.

## State Recovery Committee

Name	Title	Agency
Buckskin Peter	Chief Executive, Department for Aboriginal Affairs and Reconciliation	DPC
Case Paul	Chief Executive, Department of Administrative and Information Services	DAIS
Carman Suzanne	Director, Security and Emergency Management Office	DPC
Davies Bill	Director, Land and Biodiversity Services	DWLBC
Dearman Chris	Principal Project Manager, Security and Emergency Management Office	DPC
Fenn Greg	Director, Account Management, Finance Branch	DTF
Ferguson Jan	Executive Director, Policy Planning and Community Services	DAIS
Fitzsimons David	Director, Transport Services	DTEI
Hallion Jim	Chief Executive, Primary Industries and Resources	PIRSA
Hutchinson Lou	Director, Programs, Employment and Skills Formation	DFEEST
Hyde Mal	Commissioner of Police	SAPOL
Joy Allan	Director, Office of Small Business, Industry Strategy and Liaison	DTED
Kosiak Mary	Area Manager	CENTRELINK
McKean Jack	Head of Innovation and Business Development	SA Water
Naismith Trevor	A/Deputy Director, Regional Conservation	DEH
Newland Chris	State Coordinator South Australia	IDRO
Plowman Don	Executive Director, Agriculture Food and Fisheries	PIRSA
Phillips Jonathon	Director, Mental Health	DoH
Ramsey Steve	Deputy Executive Director, Children Youth and Family Services	DFC
Russell Chris	Director, Policy and Public Affairs	LGA
Symons Kerry	General Manager Services, Australian Red Cross	ARC
Trebilcock Shirley	Manager, Special Needs Housing	SAHT
Vardon Sue	Chief Executive	DFC
Wuttke David	Manager, School Care Centre, Office of the Chief Executive	DECS

## State Recovery Centre Team

Name	Agency
Faggotter Ronnie	Coordinator
Gordon Danielle	DFC
Britcher Dana	DFC
Pointon Penny	DFC
Conway Chris	DFC - CYFS
Dippy Russell	SAPOL
Hegarty Bob	DoH
Oakley Kingsley	SAPOL
Moreby Tony	PIRSA
Pagram Ross	DPC-SEMO
Psyridis Jim	DTEI

# West Coast Recovery Committee

<b>Name</b>	<b>Role or organisation</b>
Monterola Vince	Chair
Ayre Mick	Assistant to Chair
Ah Kit Jackie	Pt Lincoln Aboriginal Health Services
Arbon Mike	General Manager, Port Lincoln Prison
Barrett Jenny	Media/Communications
Bignell Leon	Chief of Staff, Minister Conlon
Branson Russell	Country Fire Service Board
Breuker Martin	SAHT
Burgoyne Peter	Pt Lincoln Aboriginal Community Council
Butcher John	Agricultural Advice Biodiversity
Casanova Helen	Lower Eyre Health
Cant Mark	Chief Executive Officer, ERDB
Charman Martin	CYFS
Comrie John	Local Government Relations, PIRSA
Conley Veronica	DECS
Coote Howard	Pt Lincoln Aboriginal Community Council
Dodd Monica	EERCS
Feist Liz	Service SA, DAIS
Fitzsimons Ian	District Council Lower Eyre Peninsula
Gregory Julie	PIRSA
Holocek Brian	Australian Red Cross
Kaden Paul	SAFF Board Eyre Peninsula
Kennewell Van	SA Water
Lamont Helen	PIRSA
Leith Peter	Minister's Association
Low Julie	District Council Lower Eyre Peninsula
Lush John	SAFF
Mitchell Peter	Eyre Regional Development Board
Newland Chris	IDRO
Norman Scott	Salvation Army
Parker Bill	DECS
Parrington Jon	Health
Patterson Susan	ERHS
Pinnegar Matt	Ministerial Liaison Officer, Minister McEwen
Puckridge Darryl	SAFF Master Farmer Development
Puckridge Peter	SAFF Master Farmer Development
Ramsdall Stephen	Regional General Manager, ERHS
Read Peter	National Bank
Roberts Esther	DTED
Roberts Ned	District Council Tumby Bay
Rodda Steve	Centrelink



## West Coast Recovery Committee

Name	Role or organisation
Rowe Lyndon	DAIS
Schluter Malcolm	SAPOL
Sherry Christine	Australian Red Cross, Eyre Peninsula
Southern John	Chief Executive Officer, Cummins and Tumby Bay Hospital
Stirling Graeme	District Council Tumby Bay
Venables Laurie	Salvation Army
Zerna Allan	SAFF Cowell

## West Coast Recovery Committee Leadership Team

Name	Role	Agency
Ayre Mick	Assistant to Chair	SAFECOM
Barrett Jenny	Communications	DPC
Breuker Martin	Housing	SAHT
Cant Mark	Economic Development	ERDB
Carney Martin	Volunteer Coordinator	SAFECOM
Charman Martin	Welfare and Grants	CYFS, DFC
Lamont Helen	Farm Service and Grants	PIRSA
Kennewell Van	Infrastructure	SA Water
Mills Brian	Infrastructure	SA Water
Monterola Vince	Chair	SAFECOM
Patterson Susan	Counselling	HEALTH
Rattigan Lindy	Logistics	DAIS
Rowe Lyndon	Logistics	DAIS
Schluter Malcolm	Emergency Service	SAPOL

## State Emergency Relief Fund Committee

Name	Role
Grear Barry	Chair
Bodzioch Adam	Executive Director, Corporate & State Services, DPC
Breuker Martin	West Coast Bushfire Recovery Coordinator, DFC
Faggotter Ronnie	Director, Office of Recovery, DFC
Blacker Peter	Chair, Eyre Peninsula Fire Donated Funds Allocation Committee
Nechvoglod Raina	Principal Project Manager, SEMO, DPC
Sherry Christine	Eyre Peninsula Regional Transport Coordinator, Australian Red Cross
Watkins Bill	Member, Eyre Peninsula Fire Donated Funds Allocation Committee

## Governor's directions to the members of the Committee appointed to administer the State Emergency Relief Fund for the Eyre Peninsula Bushfire

The Committee to administer the State Emergency Relief Fund is appointed by the Minister under section 37 (3) of the *Emergency Management Act 2004* for a period of twelve months from the date of appointment.

One of the members of the Committee is also appointed as Funds Administrator of the State Emergency Relief Fund and will chair meetings of the Committee.

Where possible the Committee should reach decisions on a consensual basis, however if a vote is required, and the results are tied the Administrator should have a deliberative casting vote.

A quorum of the Committee will constitute five members of the Committee.

Pursuant to the provisions of the Emergency Management Act 2004 and these Directions, the Committee is responsible for the appropriate disbursement of the monies in the State Emergency Relief Fund for the relief of those affected by the Eyre Peninsula Bushfire.

The Committee will be responsible, through the Administrator to the Minister or his delegate, for ensuring:

- Monies received in the State Emergency Relief Fund are disbursed equitably and fairly according to the requirements of the Emergency Management Act 2004, "as needed, to or for the purpose of, the relief of persons who suffered injury loss or damage" as a result of the Lower Eyre Peninsula bushfire. Persons in this instance may include bodies corporate and unincorporated associations. Monies may be paid directly to such persons and may also be used to provide or restore a facility, service or program that will relieve the injury, loss or damage suffered by persons;
- Administrative processes for the management and disbursement of the monies are developed which are transparent and meet all appropriate legal, probity and procedural requirements;
- Appropriate information is provided to affected parties and to the community on the availability of relief, on arrangements for application and disbursement and on any other matters which the Committee determines should be communicated in order to assist the proper administration of the Fund;
- Progress reports are provided to the Minister at regular intervals and a written report is provided to the Minister when the Committee is satisfied that it has

appropriately disbursed the available monies. The written report should include an audit of all monies disbursed, an evaluation of the effectiveness of the Fund in meeting identified need and recommendations on any issues which should be addressed in a future use of the State Emergency Relief Fund following an emergency.

That monies are allocated in an equitable, fair and culturally appropriate manner, taking into account the following principles :

- Priority is given to those in most financial need and those assessed to have the most difficulty recovering quickly;
- Available monies are to be used to provide relief over the short-term for individuals, families, households or corporate bodies as determined by the Committee;- Community rebuilding and encouragement of individual resilience to deal with the consequences of the bushfire are desirable outcomes of relief funding;
- Monies provided to persons or organisations are gifts from the community in recognition of personal injury, loss or damage arising from the bushfire, not a form of compensation;
- Monies provided should complement and recognise other forms of assistance received by those affected by the bushfire, including any insurance payments, government grants, other gifts from public donations or other sources of known tangible support;
- Disbursement of monies may be assisted by assessment of need by the Department of Families and Communities, by the Department of Primary Industries and Resources, or by the Department of Trade and Economic Development, or by any other such assessment scheme of a government or non-government agency, which the Committee adopts wholly or in part as a fair and reasonable assessment mechanism;
- The Committee may consult with individuals, organisations or groups (including the West Coast Recovery Committee), as appropriate, on the impacts of the bushfire and the resulting needs of the community;
- Where the Committee is of the opinion that a person who suffered injury, loss or damage as a result of the bushfire has been overcompensated for that injury, loss or damage by reason of being paid money from the Fund and damages for compensation from another source, the Committee may, by notice in writing given personally or by post to the person, require the person to pay the fund the amount of the overcompensation as determined by the Committee and specified in the notice;

- Monies are available for recipients whose primary residence was in the identified fire area and/or who experienced direct injury, loss or damage from the bushfire. Recipients affected by the bushfire whose primary residence is outside the fire affected area may also be considered, in circumstances where the recipient has directly suffered injury, loss or damage from the bushfire;
- Monies may be made available to corporate bodies such as small businesses which have suffered injury, loss or damage, if other sources of assistance are exhausted, and to community organisations where there has been a direct loss or damage to community facilities from the fire or where a facility, program or service is proposed to be offered by the organisation for the purpose of the relief of victims of the bushfire;
- Monies may be provided irrespective of the insurance status of the recipient; and
- There will be a maximum and minimum amount that any recipient can receive from the Fund, which will be determined by the Committee from time to time.

# Acknowledgements

*Collaboration is the Key* was commissioned by Sue Vardon, Chair of the State Recovery Committee and compiled by Liz Durward on behalf of the Committee with the assistance of Paul Reardon and Ronnie Faggotter.

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