

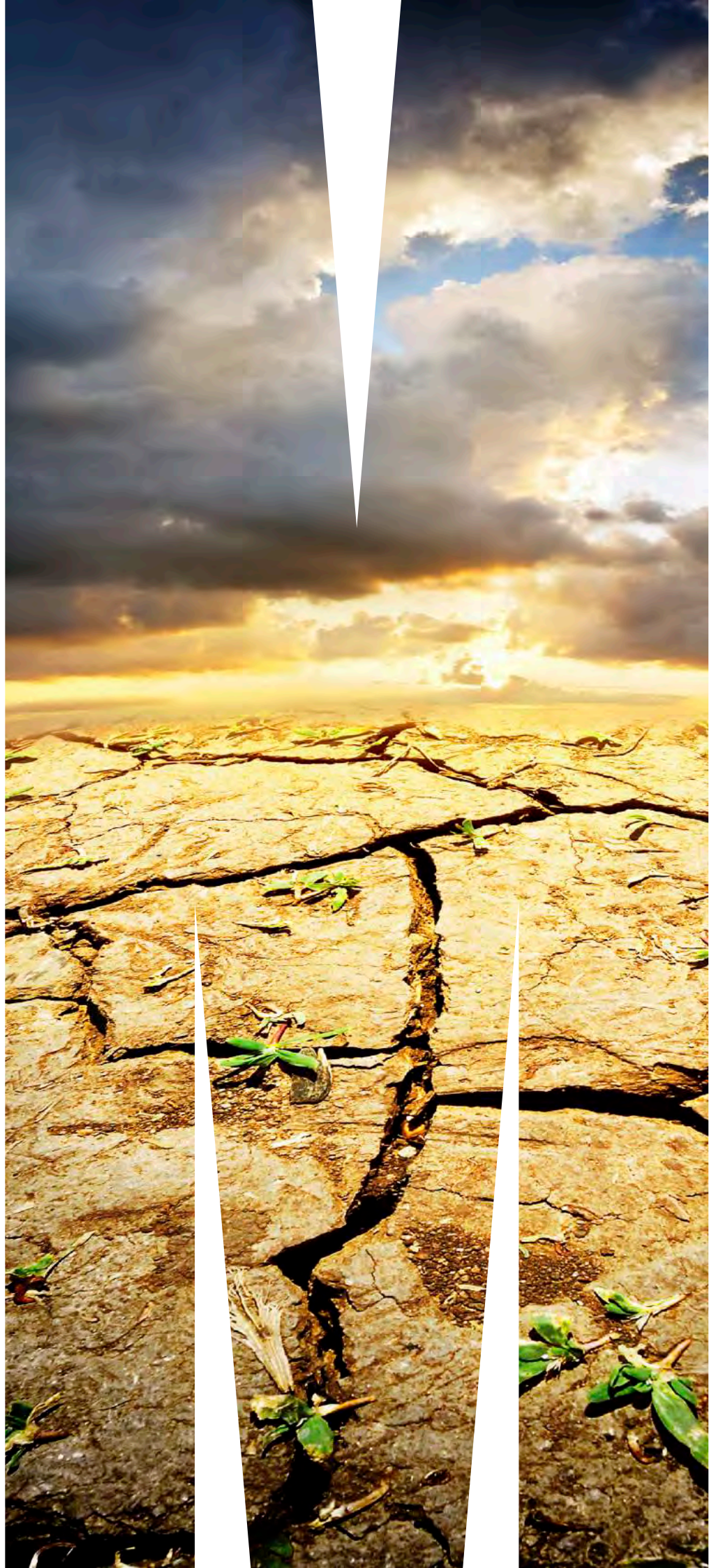


MONASH  
University

# DISASTER RESILIENCE INITIATIVE

COMPENDIUM  
OF VICTORIAN  
COMMUNITY-BASED  
RESILIENCE BUILDING  
CASE STUDIES

[monash.edu/compendium](http://monash.edu/compendium)



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*It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.*

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Charles Darwin

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## Foreword – 2<sup>nd</sup> Edition

The Monash University Disaster Resilience Initiative (MUDRI), supported by Emergency Management Victoria (EMV), created the First Edition of the *MUDRI/EMV Compendium of Victorian Community-based Resilience Building Case Studies*.

Our shared vision to ‘improve the capacity of Victorians to plan for, withstand, respond to, recover from and adapt to emergency incidents and disruptive events’, in the setting of the *National Strategy for Disaster Resilience* (COAG, 2011) and the Victorian Emergency Management Reforms of 2013-15, set the foundations to develop the *Compendium*. Our goal was to connect people across Victorian communities, reduce program duplication, save valuable resources and provide access to the *Compendium* to share community-based resilience-building activities.

The *Compendium* emerged over five years from a series of Annual MUDRI Community-based Resilience Building Forums that explored national and state imperatives to adopt a coordinated, resilience-based approach to emergencies. The Forums showcased fifty-six case studies which revealed the opportunity to capture learnings in a single, free access, web-based repository.

A joint Steering Group guided the *Compendium*. Launched in late 2015 as an Australian first, the collection has grown in content and reach, enabling Victorians to share ideas, discover new directions, explain how they overcame challenges, or realised unexpected findings. The *Compendium* complements a number of resilience initiatives developed across Victoria, including the *Resilient Melbourne Strategy*. MUDRI proudly presents this collection that continues to evolve.

The growth and quality of the *Compendium* case studies identified a strong network of community-based resilience leaders driving and advancing community development activities in support of their communities. This state-wide Community-based Resilience Network, now formalised by MUDRI, provides a valuable opportunity for the broadest range of people engaged in developing community-based resilience to benefit from connecting with like-minded people.

Monash University ethics approval enables us to use the *Compendium* as a database to answer research questions about community resilience that inform evidence-based decisions in this field of growing national importance. The *Compendium* has three functions: i) to help community development practitioners, ii) to help national and state resilience policy makers and iii) to reflect the principles of the *Sendai Framework for Disaster Risk Reduction*.

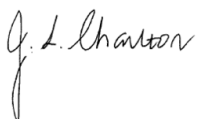
Results from a review of the *Compendium* in 2017, and from previous Forum evaluations confirmed support for MUDRI to lead further *Compendium* and Network developments with the help of a small community-based Steering Group.

The goal of the Monash University Accident Research Centre (MUARC), within which MUDRI lives, is to

‘create safe and resilient solutions to local and global challenges. We do this by: Striving for excellence in our research and academic programs; and engaging with governments, industry and the community so they can make effective and accountable decisions to reduce the incidence and impact of injury’.

MUARC enthusiastically applies this goal to support community resilience and disaster risk reduction.

As MUARC’s Director, I support MUDRI’s endeavours. I invite you to contribute your community-based resilience building activities to the *Compendium*, and to engage actively with the Network. Together we can use shared experiences and sound evidence to strengthen community resilience across Victoria and strive for the *Sendai Framework* targets.



Professor Jude Charlton  
Director  
Monash University Accident Research Centre

April 2018

## Foreword 1<sup>st</sup> Edition

In an Australian first, this Compendium enables Victorians to showcase their resilience building activities through shared learnings, insights and challenges.

Driven by the Monash University Disaster Resilience Initiative (MUDRI) and supported by Emergency Management Victoria, the Compendium supports communities, government, agencies and business to strengthen resilience within communities.

Our shared vision to improve the capacity of Victorians to withstand, plan for, respond, recover and adapt to emergency incidents and disruptive events set the foundation for the development of *The MUDRI / EMV Compendium of Victorian Community-based Resilience Building Case Studies*.

Through Victorians sharing their ideas, explaining how they have overcome challenges, discovered new directions or realised unexpected findings, we have been able to develop a collection of learnings that will continue to evolve over time.

Our goal in developing the Compendium was to connect people across Victorian communities, reduce program duplication, save valuable resources and provide access to the Compendium as a way to share community-based resilience building activities.

The Compendium hence represents a resource that promotes resilience-building activities to community members wanting to strengthen their own community's resilience through being able to draw on the examples and expertise embedded within the case studies.

MUDRI is proud to deliver this resource collection that has been developed, improved and progressed over a number of years. The initial idea for the Compendium was borne out of a series of Annual Forums that were developed to explore the national and political mandate to adopt a coordinated, resilience-based approach to emergency and disaster management. As a result, about 56 case studies were showcased as part of the community resilience-building forum across five years. The need to recognise and capture these learnings in a single repository ignited the development of the Compendium.

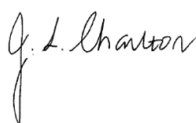
A natural partnership was formed with EMV as its mandate to maximise the ability of the emergency management sector to work as one to build safer and communities that are more resilient matched the Compendium's objectives.

The Compendium complements a number of resilience initiatives being developed across Victoria and it has subsequently been incorporated into the Resilient Melbourne Strategy. Driven by the City of Melbourne, the strategy brings together people from across sectors, council boundaries and community groups to deliver a series of distinct, yet connected actions that will help to make Melbourne an even more viable, sustainable, liveable and prosperous city, today and long into the future.

MUDRI and EMV invite you to contribute your community-based resilience building activity to the Compendium, so together we can use shared experiences and learnings to strengthen community resilience across Victoria.

Associate Professor Jude Charlton  
Acting Director  
Monash University Accident Research Centre

Emergency Management Commissioner  
Craig Lapsley  
Emergency Management Victoria





## Introduction

### MUDRI Compendium of Victorian Community-based Resilience-Building Case Studies

Since our inception, MUDRI's strong interest in community resilience triggered the inspiration to create this *Compendium of Victorian Community-based Resilience Building Case Studies*, the first of its kind in Australia, to feature resilience-building case studies, shared learnings, insights, challenges and solutions in this context.

The MUDRI team created, improved and progressed this resource over a number of years. The initial idea for the *Compendium* was born out of a series of Annual MUDRI Forums that explored the national and political mandate to adopt coordinated, resilience-based approaches to emergency and disaster management guided by the *National Strategy for Disaster Resilience* (2011). As a result, people presented case studies at the MUDRI Community Resilience-building Forums. We recognised the need to support communities to avoid duplication, preserve precious resources, and capture these learnings in a single collection. These all inspired the creation of the *Compendium*.

The *Compendium* enables communities to promote their resilience-building activities to other Victorians, with the creators of each case study encouraged to share their ideas, their journeys, and to explain how they overcame challenges and discovered unexpected findings. It also represents a comprehensive resource that encourages resilience-building activities to others and supports them in strengthening resilience within their own communities by providing examples and expertise.

Free access to the *Compendium* provides a resource for all people from across all sectors, council boundaries and community groups to deliver resilience-building projects that help Victorian communities become even more viable, sustainable, liveable and prosperous, today and long into the future.

MUDRI invites you to contribute your community-based resilience-building activity/ies to the *Compendium*, so together we can use shared experiences and learnings to strengthen community resilience across Victoria.

### MUDRI Goals

- Connect people across Victorian communities
- Reduce program duplication
- Save valuable resources
- Free access to the *Compendium* to share Community-based Resilience-Building Activities

### MUDRI Role

Established in 2012, the Monash University Disaster Resilience Initiative (MUDRI) builds on a 10-year history of contributions in this domain, which were initially developed from a base within the Faculty of Medicine, Nursing and Health Sciences. MUDRI is now an academic unit within the Monash University Accident Research Centre (MUARC) and contributes to the Centre's world leading research and training to reduce the incidence and impact of injury. Its research is interdisciplinary, applying a systems-based framework across transport, workplace, home and community sectors. Key to the Centre's success is stakeholder engagement and delivery of relevant research with real-world solutions.

### Welcome to the Refreshed online Compendium

Over many months, the MUDRI team sought feedback from users of the *Compendium*. Participants who attended the 2018 Diversity in Disaster Conference provided valuable and insightful advice, as did staff from Resilient Melbourne and Emergency Management Victoria.

Resulting from this feedback, we have transitioned to this more user-friendly online format to complement the downloadable PDF format. We trust you enjoy this refreshed approach and look forward to your feedback for further improvements. Visit the online version at [www.monash.edu/compendium](http://www.monash.edu/compendium)

## Compendium Submission Guidelines

For people or community groups wanting to submit a Resilience Building Activity case study for consideration in the MUDRI *Compendium* please use the online link for the [guidelines](#) and the document [template](#).

For further information on enquiries, contact Dr Caroline Spencer: (03) 9905 4397 [caroline.spencer@monash.edu](mailto:caroline.spencer@monash.edu)

## The MUDRI Compendium Steering Group

Emeritus Professor Frank Archer

Ms Suzanne Cross

Mr Dudley McArdle

Dr Caroline Spencer

## Acknowledgements

Many people engaged in actively strengthening the resilience of their communities have made significant contributions to making this *MUDRI Compendium* a reality. To all of you, the MUDRI team thanks you for your commitment, your energy, and your creativity. Most importantly, your patience in what became a protracted delivery!

Initially, Emergency Management Victoria (EMV) staff worked with the MUDRI team to create an Australian first to promote resilience building activities from communities across Victoria to enable shared learnings, insights, challenges and solutions. Particular thanks goes to Joe Buffone, whose vision and seed funding for the Compendium meant it would become a tool for sharing and learning, and to the EMV Media and Communication staff whose brutal tweaking resulted in a much improved product. We also acknowledge the other EMV members of the initial Compendium Steering Group John Schauble, Steve Cameron, and Dr Holly Foster.

To all of you, the MUDRI team thanks you for your willingness to support us in our endeavour, and too often, at a minutes notice! Your combined efforts have resulted in this Australian first.

## Monash Vision

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*Monash will strive to achieve excellence in research and education, built through a deep and extensive engagement with the world, to serve the good of our communities and environment. Underpinned by deep and enduring relationships with partners in industry, government, non-governmental organisations and other universities, our research will solve grand Challenges and set global agendas. Our education will be infused with internationalism and enterprise. It will seek out and embrace the talented, without regard to their social or economic circumstances. Our staff and students will reflect the world we are working towards: diverse, inclusive, innovative and sustainable*

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Monash Strategic Plan 2015-2020

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*We acknowledge the Traditional Owners and Elders, past and present, of all the lands on which the Monash University operates.*

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## *Cultivate Resilience*

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Brené Brown

## Case Studies

### Alpine Shire Council Community Resilience Committee Case Study



#### Project Summary

The 2009 Bushfires Royal Commission Implementation Monitor identified the Alpine Shire Council Community Resilience Committee (ASCCRC) as an example of good practice. The National Disaster Resilience Grants Scheme funded the development of a case study to provide information about the ASCCRC success factors and support the development of local government and community structures to increase disaster resilience.

#### Background and Situation Context

##### *History of the Alpine Shire Council's Community Resilience Committee (ASCCRC)*

This committee was borne out of the 2006 Alpine bushfires. Its role as a recovery committee was in response to two fires in the Alpine Shire in 2003 and 2006/2007.

Both of these fires had a significant economic impact in the Alpine Shire. This committee consisted of government and non-government agencies looking at ways to rejuvenate the economic viability of the area. The composition of the committee today is virtually unchanged apart from including some community members.

Today the ASC CRC is working to inform people of the need to be aware of the risks they face where they live and to better prepare and plan for an emergency in order to allow them to enjoy living in Alpine Shire.

In the event of an emergency, this committee will automatically revert to a 'Recovery Committee' to assist our affected residents to get their lives back on track.

The vision of the ASCCRC is

*'The people of the Alpine Shire will be empowered to choose, influence and respond to change.'*

The ASCCRC understands that 'one size does not fit all' in addressing disaster resilience, and offers this case study in the spirit of sharing useful insights with interested communities, agencies and governments seeking to collaborate and share responsibility for community resilience.

The Alpine Shire is situated in the north east of Victoria approximately 300km from Melbourne. In recent times, the shire has experienced a prolonged drought, major bushfires (4) and flood events (3) and the loss of agricultural industries.

The Community Resilience Committee is central to the Alpine Shire Council's long-term commitment to working together to build individual and community resilience, thus enabling all residents and visitors to look to the future with hope. For further details about Alpine Shire's resilience planning, please see the Resilience Plan 2012-2015 at [www.alpineshire.vic.gov.au](http://www.alpineshire.vic.gov.au) Emergency – Being Prepared – Community Resilience.



## Activities and Results

Bushfires – including Black Saturday and the Harrietville fire, Bogong power station development, flooding and storms, loss of tobacco industry, changing agricultural conditions, chestnut blight, drought, climate change, and black spot communications.

Relief and Recovery activities: Black Saturday bushfire relief centre & coordination of recovery services to fire affected people - accommodation, food, counselling, financial assistance, volunteer support, fencing, grants, potable water, feed stations, information & newsletters, 'No Bull' workshops, Men's Health nights, Pamper Days, Mental Health First Aid courses, advocacy letters.

Projects looking beyond the immediate: Coordinating Victorian bushfire recovery funding applications and projects, communication black spots lobbying, disaster anniversary events, recognising volunteers, Neighbourhood Safer Places vulnerable person's register, Victorian bushfire recovery funding applications and projects volunteer training, Victorian Bushfire Appeal Fund Into Our Hands development, safety DVD, information kits and fridge magnets.

Building resilience with communities: Resilience Workshop, Resilience Week, CFA community planning, National Broadband Network planning, Disaster Recovery.

Toolkit workshop, Business Continuity workshops, 'It's Up To You for 72' project, Resilience Month, Farming Seminar – Succession.

Planning & suicide/trauma, Teens and Alcohol Forum, Resilience Emergency Action Prepare (REAP) school sessions, Myrtleford.

Show – Emergency Management Display, Family Violence workshops, Harrietville Community Plan, Community Foundation workshops, Resilience Champions Project, Emergency Information Kits, Health Promotion, Food Security.

Research, planning and policy: Bushfire research, Murray Darling Basin plan submission, ASC Community Resilience Plan, Through Women's Eyes project, heatwave planning, input to Department of Justice Bushfire planning report, Monash University Disaster Resilience Initiative presentations, ASC Liveability Plan, 'Just Ask' conference, Victorian state gender & disaster taskforce, heatwave planning, ASC CRC case study.

## Next Steps

We are talking about resilience in community, and one of the roles the ASCCRC could look at is how it gets other communities involved and encourage people at the grassroots that have a project and are going to motivate within the community.

## Reflection

## Critical Success Factors

The relationship building between community/agencies + agencies/agencies that happens at the ASCCRC was clearly identified as the heart of all the success factors, because it improves networking, communication, avoids duplication and 'adds value', adds new knowledge and enables the agencies and communities to build on existing community resilience and use resilience activities to enhance response and recovery capacity.

Participants are from emergency management agencies, local government, state and federal government departments, local community groups, primary industries, volunteer emergency service organisations, employer groups, environmental organisations, community service agencies, infrastructure providers, academic researchers and local community representatives

## Barriers to Success

### *Sustainability and potential for replication in other settings*

ASCCRC operational success and sustainability factors

- Bringing a broad range of agencies, community representatives and sectors to the table
- Providing paid facilitator role and local government support

- Creating a safe and trusted meeting place
- Nurturing and valuing members
- Supporting local knowledge
- Nothing is off limits
- Very professional, very timely, very routine
- Taking on change
- Amazing cooperation
- Staying focussed on resilience and involving community
- Building relationships and partnerships
- Being responsive to new members
- Bringing community development approach into a traditional emergency response culture
- Aligning with and contributing to state and federal resilience strategies and emerging research

Sustainability = 8 years of successful action since 2007 following the 2006/7 bushfires

Meetings = 51 bimonthly meetings during the case study period (January 2007 - December 2014)

Attendance = 840 attendees at CRC meetings came from 55 different agencies/groups, average of 19 participants at each meeting, with the minimum number of people at any one meeting being 9 and the maximum being 26.

### Additional Project Details

Lead organisation/s	Alpine Shire Council
Partner/s	Membership consists of Alpine Shire Council VicPol DHHS DELWP ParksVic DHS (Federal) Department of Justice CFA SES VCC EM Red Cross Alpine Health Integrated Primary Mental Health Landcare Groups Into Our Hands Community Foundation Victoria University University of Melbourne Local Neighbourhood Centres In all 55 different agencies/organisations have been represented over 49 meetings.
Funding source	National Disaster Resilience Grants Scheme
Funding amount	Not specified
Contact name	Jan Mock, Community Development Officer, Alpine Shire Council Steve Tucker, Emergency Management Co-Ord, Alpine Shire Council
Contact email	<a href="mailto:jennyc@alpineshire.vic.gov.au">jennyc@alpineshire.vic.gov.au</a>
Contact telephone	(03) 5755 0555
Hurdles submitting details of project	Nil
Project URL	This Case Study is best viewed in its original format as per the link below. <a href="http://www.alpineshire.vic.gov.au/files/Being_prepared/Alpine_Shire_Council_Community_Resilience_Committee_Case_Study.pdf">http://www.alpineshire.vic.gov.au/files/Being_prepared/Alpine_Shire_Council_Community_Resilience_Committee_Case_Study.pdf</a>

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*By failing to prepare you are preparing to fail.*

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Benjamin Franklin

# Be Ready Warrandyte – Living with Bushfire Risk



## Project Summary

'Be Ready Warrandyte' began with the aim of getting most households in 'Greater Warrandyte' to have an effective fire plan. We adopted the tagline 'Living with Bushfire Risk' to emphasise that this was not a scare campaign but another rational insurance decision for people who choose to live in a bushfire prone area. Just as we have house, car and medical insurance, we should have a fire plan.

## Background and Situation Context

'Greater Warrandyte' includes Warrandyte, North Warrandyte and Warrandyte South and later extended to include Park Orchards. We also engaged with surrounding Townships – Warburton, St Andrews, Dandenong Ranges and others.

In 2011, three Community Fireguard Group (CFG) leaders and a CFA Captain approached the Warrandyte Community Association (WCA) to apply for a Victorian Government 'Fire Ready Communities Grant'. The WCA had held three very well attended public fire meetings since the 2009 'Black Saturday' fires and made a comprehensive submission to the Victorian Bushfires Royal Commission. As Warrandyte had escaped the 2009 fires, the emphasis was on 'Preparedness' rather than 'Response' or 'Recovery'. In the view of the CFG Leaders, only 5% of residents had a properly prepared fire-plan and this should be the focus of the grant application. Their view was also that the program should be over three years to be effective, although the State Grant was for only one year. Consequently, the 'Be Ready Warrandyte' (BRW) project was conceived.

The aim of the campaign from 2012-2015 was to ensure that every household in the 'Greater Warrandyte' area has an *effective* bushfire plan. Approximately 9,000 residents of Greater Warrandyte will benefit from this project.

## Activities

We developed a programme to encourage residents to prepare an effective fire plan. We conducted a baseline survey then developed a 'toolkit' of products events and activities that included: a website; 'fire-watch app'; sample fire plans; several community forums; fire bunker tours; local and state media campaign; 'Heatwave' effects survey and pilot study; and others listed on our website [www.warrandyte.org.au](http://www.warrandyte.org.au)

## Resources included

Part time project management was by the North Warrandyte based 'Good Work Group' who specialise in event and project management. The Warrandyte Community Church made public meeting, conference and workshop facilities available free of charge. The local community is intensely creative and community minded. Three local brigades and two local Councils also provided resources when needed.

## Project progress and achievements

Quantitative survey data, website statistics, feedback forms, meeting attendance etc. suggest that the number of residents with a prepared bushfire plan at least doubled in the time-period surveyed. How much was directly due to the BRW campaign we could only surmise as other factors were relevant but we certainly claim to have made a significant contribution to raising awareness.

The campaign won three Fire Awareness Awards in 2013: Community Preparedness Award; Media and Communications Award; and the Royal Automobile Club of Victoria (RACV) Insurance Award for Excellence.

This project is completed. The campaign ran between 2012 and 2015 but WCA is maintaining an active website to enable action if needed.

## Results

Outputs produced

*WCA reports* (see [warrandyte.org.au/fire](http://warrandyte.org.au/fire))

1. Bushfire Survey 2012 Key Findings Report (2013)
2. Final Report 2012-2015 (2015)
3. Heatwave Report 2015 (online & hard copy)
4. Be Ready Warrandyte Snapfish Pictorial Report

*RMIT University (Bushfire & Natural Hazards CRC) papers, lead author Blythe McLennan*

1. Community-Led Bushfire Preparedness in Action: The Case of Be Ready Warrandyte. A case study for the Out of Uniform: Building community resilience through non-traditional volunteering project. Blythe McLennan, Joshua Whittaker and John Handmer. Bushfire and Natural Hazards Cooperative Research Centre, 2015.
2. Be Ready Warrandyte Living with Bushfire Risk (blog)
3. Community-Led Bushfire Preparedness in Action: The case of Be Ready Warrandyte. (Conference Poster)
4. Australian Journal of Emergency Management, Volume 31, No 1, January 2106.

## POSITIVE impacts/changes/benefits for the target beneficiaries

- Overall, Be Ready Warrandyte was portrayed as an effective vehicle for sharing responsibility in bushfire preparedness that had community safety benefits reaching beyond its specific goal and beyond its local community. Participants felt it had struck a good balance between focusing on meeting community goals and needs while also respecting the established emergency management system, and between seeking to complement EMO community safety approaches while also challenging and influencing them.
- Evidence of impact on the community was that there had been a general increase in the level of bushfire planning amongst local residents over the term of the Be Ready project.
  - This included an increase in the percentage of people who left the area following the fire event in February 2014 compared to an earlier local fire in February 2013. This assessment was based on information gathered in two community surveys and through informal, on-the-spot surveys conducted by Be Ready Warrandyte at the Warrandyte Festival following each of the fires.

## NEGATIVE impacts/changes for the target beneficiaries

- The BRW campaign recognised sustainability challenges associated with community-led projects over the three years but was able to sustain activity and commitment.
- Two broad community safety risks for this type of project identified
  - giving out information that is incorrect or pursuing bad and untested ideas, and;
  - inadvertently creating community reliance that is beyond the capacity of a community group to meet (e.g. providing community warnings). However, these risks were largely alleviated in Be Ready's case by seeking EMO input, engaging with skilled volunteers as needed, carefully developing communication materials, and through the committee's willingness to learn.
- In addition, the potential for personal liability of committee members was a project risk. It was reduced by ensuring information given was sound and well-supported by all committee members, having appropriate insurance, and issuing disclaimers.

## Next Steps

WCA is maintaining the website with a view to reviving the campaign or something similar if needed.

## Reflection

*Factors that were unique/good practice*

We claim to have introduced humour into EM messaging in Australia. Our video 'Do You Have a Fire Plan? Went viral and has been used as a training tool by CFA, RFS NSW, DFES WA and internationally. (It even got a hit in Afghanistan!)



## Critical Success Factors

- Ours is a *Creative Community* that complemented the Emergency Services more straightforward approach.
- The project developed *Clear Governance* protocols. Participants trusted the process with its clearly defined aims, articulated key roles, defined expectations and timely feedback.
- There was a clear *Common Purpose*. Agency personnel came along as *representatives of*, rather than *representing*, their organisation. This enabled frank and open discussion.
- It was *Community Led*, leveraging off WCA's strong existing organisation, local net-works and relationships.
- The campaign *Celebrated Successes* to generate pride in being involved in the 'Be Ready Warrandyte' project. Winning Awards recognizes the effort made by the whole team. Members and advisors who left the Committee received a Certificate of Appreciation in recognition of their work.

## Challenges Faced and Solutions

A major challenge, for the Chair, is to manage community members who have difficulty working in a collaborative committee environment. Unexpected was the change in personnel at State and Local Government level during the three year project. Of 15 EM Officers, only two remained for the whole project. Changing leadership of local CFA brigades reflected very different attitudes towards community engagement.

### Areas for improvement

- **Pets:** The community as a whole does not necessarily share one's concerns. Companion animals are clearly of more concern to residents than bushfire threat. Although material is available on WCA website, pets could be emphasised more in bushfire messaging.
- **Concern exists about the focus on 'Community' Resilience** is that the monkey has jumped from State Government to Local Government to Community level. While this is a positive development, it must be accompanied by adequate resourcing. BRW worked well because we had part time professional project management funded by grants. When these dry up so does the project. WCA as a community group has no office, storage space or other facilities and resources of its own.

### Sustainability and potential for replication in other settings

Whilst other communities may gain ideas from our experience, each community is different. Attempts to replicate our activities have not always been successful.

## Additional Project Details

Lead organisation/s	Warrandyte Community Association Inc. (WCA)																																			
Partner/s	Country Fire Authority (CFA), Warrandyte, North Warrandyte, South Warrandyte, Regions 13 & 14, Manningham City Council, Nillumbik Shire Council																																			
Funding source	State Government Victoria 'Fire Ready Communities' Grant, Manningham City Council, Nillumbik Shire Council, Warrandyte Community Bank Branch, Bendigo Bank, Warrandyte Community Market Committee, Warrandyte Community Association Inc (WCA)																																			
Funding amount	<div>\$152,200 (\$ exc. GST)</div> <table><tr><th>Organisation</th><th>2012-13</th><th>2013-14</th><th>2014-15</th></tr><tr><td>State Government</td><td>43,100</td><td>43,100</td><td>----</td></tr><tr><td>Manningham Council</td><td>7,000</td><td>15,000</td><td>10,000</td></tr><tr><td>Nillumbik Council</td><td>3,000</td><td>10,000</td><td>10,000</td></tr><tr><td>Bendigo Bank</td><td>3,000</td><td>----</td><td>----</td></tr><tr><td>Warrandyte Community Market</td><td>1,000</td><td>----</td><td>2,000</td></tr><tr><td>WCA</td><td>----</td><td>----</td><td>5,000</td></tr><tr><td>Totals</td><td>57,100</td><td>68,100</td><td>27,000</td></tr></table>				Organisation	2012-13	2013-14	2014-15	State Government	43,100	43,100	----	Manningham Council	7,000	15,000	10,000	Nillumbik Council	3,000	10,000	10,000	Bendigo Bank	3,000	----	----	Warrandyte Community Market	1,000	----	2,000	WCA	----	----	5,000	Totals	57,100	68,100	27,000
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WCA	----	----	5,000																																	
Totals	57,100	68,100	27,000																																	
Contact name	Dick Davies, President Warrandyte Community Association Inc. Chair, Be Ready Warrandyte																																			
Contact email	dickdockdavies@gmail.com																																			
Contact telephone	0413 753 622																																			
Hurdles Submitting details of this project	The original online template in 2015 was difficult to use as the text detailing the guidelines disappeared when you began to enter information. The guidelines needed to be printed or viewed separately to be accessible. The online template did not have the ability to save the document during creation.																																			
Project URL Link	<a href="http://www.warrandyte.org.au/fire">www.warrandyte.org.au/fire</a>																																			

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*Risk assessment is the bridge that will take us from the post-disaster improvisation of the past to the pre-disaster preparedness of the future*

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Jeff Arnold

# Cardinia Hills Youth Fire Readiness Program



## Project Summary

The Cardinia Hills Youth Fire Readiness Project (CHYFRP) was a behavioural change program designed to enable peer led cultural change in the attitudes and readiness of local youth towards fire safety. CHYFRP sought to build the skills, values and capacity of young people to encourage a pro fire safety culture.

## Background and Situation Context

The Cardinia Hills area incorporates the southeastern face of the Dandenong Ranges. The areas, in which participants live, include some of the most heavily impacted areas of the Ash Wednesday fires in 1983.

Our target groups were aged 11 – 18 and represented a huge concern on days of school closure due to fire danger weather. This places young people in large numbers (1200 +) as a transient vulnerable at risk group who are highly mobile, poorly equipped and largely unsupervised.

Conversely, we knew, given the right information and support, this demographic can be highly capable and able to exert a strong and positive influence over their peers' decisions and attitudes and therefore create resilient behaviours to local hazards.

The need to place fire safety in a transferable context has year round consequences for our participants as the environments and living arrangements they may go on to experience will be diverse and therefore the need for adaptive fire safety skills set is critical.

Our assumptions were that participants were in a unique position to develop innovative events and campaigns that delivered fire safety to youth in meaningful and relevant ways. This proved founded, with participants passionately engaged in set projects with a sense of ownership that was compelling.

## Activities

Fiona Sewell designed the program to work with small groups from grade 6 to year 10+ living within the Cardinia Hills areas in order to establish small strategic groups that can then promote fire readiness within their own schools and peer groups.

Students begin work on the respective projects halfway through the program, and this provides them with community and school based opportunities to apply the skills they have gained. See below for Projects completed and see Macclesfield Disaster Recovery Group: Emergency Procedure manual, Appendix A.

### Projects completed

- Project 1 - Art installation; "We of the Mists and Smoke"
- Project 2 - Capturing Living History; "I heard an elderly person say" – Publish Children's book
- Project 3 – Resilient Townships – "Planning for our futures"
- Project 4 – "Not on My Watch" – Youth designed arson prevention
- Project 5 – "Youth for Recovery" – Youth specific Local Recovery planning
- Sub Project Activity – Fire Warden Auditors
- Sub Project Activity – Animal Carrier Libraries

Students engaged

- Grade 3/4 = 73
- Grade 5/6 = 47
- Year 9 - 55
- At Risk Mentoring = 10

## Results

The carefully designed Sessions enabled working in conjunction with whole class CFA Fire Safe Kids or CFA Fire Safe Youth Sessions. This design ensured support for small groups to promote consistent messages delivered in a localised manner.

The learning units were developed to suit varying age groups and levels of ability and were designed to support a range of learning styles and experience levels.

1. Communities, Culture and Survival
2. Basic Fire science
3. Understanding Human behaviour
4. Strategic communication
5. Municipal planning
6. Prevention
7. Response
8. Recovery

In supporting the learning and development needs of our participants, we ensured that learning processes provided both relevance and motivation as a core feature of the session. To achieve this we established the following aspects within the delivery

- Theory sessions delivered during field work
- Field work to provide personalised evidence
- Personalised content to be used in project work
- Participants to engage in community based events through which tangible and “real world” achievements can be showcased.

Following the completion of the program, Fiona Sewell and Dr Helen Goodman conducted a review of the effectiveness, appropriateness and efficiency of the program, detailed below.

### *Intended consequences*

#### *Positive impact on youth culture*

Students were enabled through the program to evolve their existing views, demonstrate an increased awareness about fire safety and to establish foundation values for those that had not yet formed any strong cultural attitudes in relation to fire safety.

#### *Enhancement of youth relationships with emergency services*

Evaluation data also pointed to the contribution CHYFRP was able to make toward enhanced relationships between students and local authorities. This was in part strengthened by the insights students were able to gain into the dynamics and roles of local authorities and emergency services agencies.

#### *Support existing work undertaken by CFA*

CHYFRP provided an external support mechanism for students to engage more deeply with fire safety content and provided opportunities for students to build better relationships with CFA volunteers and staff. However, CHYFRP still relied on the CFA for the provision of CFA specific resources, guidance in supporting age appropriate fire safety learnings, the provision of specialist guest speakers and access to local Fire Station tours using volunteer presenters.

#### *Support existing works undertaken by schools*

By capitalising on existing school curriculum and core and/or elective subjects as a platform for fire safety, Echo was able to strengthen the learning outcomes of CHYFRP and be more creative in the experiences student undertook.

#### *Build the resilience of participating students*

CHYFRP was well placed to have a meaningful impact on the resilience of their participants. CHYFRP examined their findings against the following framework using these concepts from the Mental Health Foundation of Australia (MHFA) youth resiliency model and found that the CHYFRP strengthened the following desirable traits

- Social competence
- Problem solving skills
- Autonomy
- Optimism

#### *Further enhance participant's career prospects*

CHYFRP focus on workplace contexts of fire safety enabled students to broaden their perceptions of how and why fire safety skills are valued in many different industries. This approach supported core program intentions of transferrable skill sets, but it also framed fire safety competency as a desirable attribute that prospective employers would also value.

#### *Unanticipated positive outcomes*

- Positive impact on road safety culture
- Positive impact on animal conservation
- Positive impact on family fire prevention
- Positive impact on participating school staff fire prevention knowledge

*Efficacy:* The CHYFRP was an effective medium through which to engender a positive change in the students' ability to understand and recognise a range of fire safety risks. We also find that the CHYFRP use of additional facilitators enabled the students to establish stronger relationships with their local emergency service agencies, increase their empathy towards fire affected persons and deepen their appreciation of the complexities associated with recovery and rebuilding in fire affected communities.

*Efficiency:* The CHYFRP pilot project operated from a net budget of \$73,376 (after GST) with in-kind support from the Shire of Cardinia and voluntary administration support provided by Echo. Two hundred and fifty five students were engaged in the program over its duration indicating a fiscal cost of approximately \$288 per student. However, we find that this figure does not account for the full volume of unpaid hours contributed by CFA volunteer presenters, project stakeholders, the CHYFRP coordinator and the authors of this report. The evidence demonstrates that greater financial investment is required in order to replicate the volume and success of the work achieved by CHYFRP.

*Appropriateness:* The design and implementation of CHYFRP did support age appropriate learning and activities across both primary and secondary cohorts. The data gathered from students, class teachers and stakeholders clearly exposed positive changes in the students' skills, attitudes and behaviours and confirms that CHYFRP did enable both cultural and behavioural change.

The evidence also demonstrates that learning content, which was potentially distressing or dangerous, managed with diligence and sensitivity by the program facilitators, and that the inclusion of key sessional facilitators such as CFA personnel ensured the program abided by its duty of care to students and the participating public schools.

#### *Program evaluation*

*Direct evidence:* We used seven different existing frameworks to ensure that students are increasing their Fire readiness, improving their literacy, meeting localised needs and increasing their personal resilience because of their involvement in the project. The learning program and Community/School based projects continue to be evaluated against the following;

1. Fire Services Commissioner Community Education Guidelines
2. CFA Fire Safe Kids & CFA Fire Safe Youth (upcoming)
3. Victorian Education Learning Standards
4. Mental Health Foundation Australia Youth Resiliency Model
5. Children and Youth Fire knowledge – Dr Briony Towers
6. Project Stakeholder requirements
7. Participant's goals.

Further direct evidence is gathered using “myth busters” style question and answer sessions at incremental phases of the program and all sessions are being attended by an assistant who is recording observations throughout the sessions. These observations will be used to guide adjustments within the program and to develop a more intimate understanding of the participant's experience.



*Indirect evidence:* has included the willingness of participants to embrace the opportunities presented, the ability of participants to apply their learning in a local and global context and the degree to which students demonstrate ownership of Community/School based events.

*Emerging evidence:* has already highlighted that students have strong desire to enable change in the culture of local youth and their attitudes towards Fire safety. The established groups have been unambiguous about fire readiness gaps in local youth and have formulated innovative and compelling strategies to address these gaps.

*What knowledge or product outcomes did the project accomplish?*

The key outcomes we set ourselves were

- To increase Participants knowledge of Fire and their local environment by providing Fire Safety education which addresses Personal, Structural and Bushfire knowledge
- To enable a peer lead cultural change in attitudes towards fire safety by instilling effective communication strategies which accommodate a range of audiences
- To provide transferable skills in fire safety by enabling situational awareness that can be applied in a range of environments e.g. Rural, Urban, Coastal and Interface by applying an All hazards and All Agencies approach
- To enhance Participants relationships with local emergency services through integrated training delivery, informal social opportunities and collaborative community based events
- To identify and engage Participants personal connections to our local areas through integrated training delivery, supported School based events collaborative community based events

#### *Awards*

Finalists Fire Awareness Awards 2012 (Education category)

Winner Fire Awareness Awards 2013 (Youth Category)

#### Reflection

CHFYP remains unique in several aspects within the field of Youth/School based fire education, as is the first and only program in which a community group designed, led and facilitated the program. This program was also one of the only programs which has remained focussed only on peer-to-peer education, and which mapped the learning across primary, secondary and VCAL units of learning.

CHYFRP demonstrated the capacity to enhance and add value to youth orientated disaster resilience learning and it is clear that there is a greater potential for youth to contribute to wider community safety than is currently being utilised. Further, the evidence has demonstrated that CHYFRP provided a meaningful tool with which communities could share greater responsibility (through involvement of community-based agencies such as Echo) for the provision of fire safety education to young people within a range of traditional and non-traditional settings.

The CHYFRP demonstrated not only the viability but also the necessity for collaboration between community-based youth organisations, schools and emergency services to increase youth disaster resilience. This program, its teaching resource and evaluation report provide a solid basis to engage young people effectively in a structured but flexibly delivered cost effective and empowering program.

The positive response of young people to this program was strong and unambiguous. They have reminded us to listen to them, to take advantage of what were at times their passionate interest, to include them in community level thinking about preparedness and response. This program provides a carefully thought through model to harness these strengths and make a substantial contribution to community safety at the local level.

#### Critical Success Factors

1. The program and activities focussed on peer-to-peer education
2. Trusting our young people to use fire behaviour knowledge safely
3. Enabling young people to be active contributors to local fire safety education both within their respective schools and the wider community
4. Ensuring emergency services ongoing involvement in sessions and governance

#### Barriers to Success

1. Articulating the value of community-led Youth Fire Safety education
2. Engaging schools in the program
3. Identifying the corresponding Victoria Essential Learning Standards to ensure broader education needs were being met within the CHYFP content

## Additional Project Details

Lead organisation/s	Echo Youth and Family Services Inc.
Partner/s	Victoria Police CFA Community safety District 8 & 13 Emerald and Gembrook CFA Shire of Cardinia Dept. of DPCD Emerald Secondary School Emerald Primary School Gembrook Primary School Echo Youth & Family Services -Mentoring groups
Funding source	Department of Planning and Community Development
Funding amount	\$91,000
Contact names	Fiona Sewell, CHYFR Program coordinator, Echo Youth and Family Services
Contact email	<a href="mailto:fiona.sewell@echo.org.au">fiona.sewell@echo.org.au</a>
Contact telephone	Email contact only.
Hurdles submitting details of project	Nil
Project URL	<a href="#">Link to report to be added by MUDRI</a>

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*Disaster Management Is a Preparation of Mind – Accidents an  
Absence Of Mind*

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freshquotes.com

# Centre of Resilience



## Project Summary

The Centre of Resilience (CoR) is a community development model piloted at the Emerald Community House (ECH) and was created to underpin the ECH strategic plan that guides decisions in a high-risk environment. The CoR is committed to resilience building ideas and community development initiatives which stimulate collective community strength and durability to develop a 'community continuity strategy' similar to a business continuity model.

## Background and Situation Context

The Emerald Community House manages the project in Emerald, Victoria as a pilot program to increase self-reliance and encourage other organisations to adopt a community continuity strategy.

The project was inspired after a meeting in 2008 between local and state government community strengthening representatives and the ECH executive committee. ECH sought planning funds to develop a community development strategy that connected businesses, community groups, local education, events and the arts by exercising our relationships in a practical way and developing local management capacity. The government representatives told us to 'Say No to the community, scale back and stick to your core business'. We rejected this advice and set about acting on our vision.

'Community continuity' encompasses a variety of planning, preparatory and related activities which are intended to ensure that community functions will either continue to operate despite serious incidents or disasters that might otherwise have interrupted them, or will be recovered to an operational state within a reasonably short period.

The goal of CoR is to contribute to community continuity by encouraging the efficient and effective use of existing social, natural, economic and built community-based assets in a progressive and sustainable way.

Organisations within a community that set-out to have a continuity strategy could contribute directly to

- sustainable economic, environmental and social benefits
- enhancement of community governance and leadership skills through proactive processes
- an increase in community participation in education, volunteering, the arts, living and employment skills, and;
- safe, happier and connected communities.

Potential benefits could include but are not limited to

- better local connection
- improved local economy (including sustained growth in house prices)
- heritage protection
- infrastructure renewal
- arts and event management
- local education
- volunteer development
- portals for emergency services promotion, and;
- expanded abilities and trust between groups.

## Activities

- We undertook a proactive approach to develop and practice diverse relationships before potential disaster events. The ECH established a CoR steering group from a diverse and talent pool of people including

environment, business, community development, and social science consultancy and sustainability practice. The steering group developed the initial strategy, designed a logo that reflected diversity and networks and trademarked the product.

- The idea of a 'community continuity strategy,' is like a 'business continuity strategy'. The CoR Strategy details a range of activities:
  - adopts a strategy that contributes to 'community continuity' using social, economic, natural and built environments
  - embeds resilience building into our goals and objectives, programs, policies and strategic plans
  - commits to long term local community development approaches by empowering people to get involved and be the change they seek
  - explores what people value, where they want to be, identifies what they can do to get there and assists them to achieve it
  - identifies lateral networking opportunities and increase local interoperability through activities and partnerships
  - develops partnerships locally, nationally and internationally to create collaborative networks with other organisations to spread our collective resilience to support each other, and;
  - sources support through creative means - individual, government, philanthropic and organisational and draw interest from business and other organisation partnerships.
- Activities included speaking about CoR at Monash University, conferences and Emergency Management Victoria events, developed a Facebook page to promote the ECH CoR.
- Ensuring that the ECH has sustainable power, important community facilities like toilets, showers, free access to computers/internet/Wi-Fi, stored water supply, food, community kitchen, childcare and connections to business, local government and community groups to ensure community continuity.
- Invested in infrastructure and local economy by creating the Emerald Business Group, contributed toward and sourced state funds to refurbish Council's century old Hall and ECH buildings, sourced heritage funds to restore heritage bakery as a community enterprise and developed the largest monthly community market in the Dandenongs.
- Embedded fire safety messages into the ECH programs and arts festival (PAVE).
- Provided opportunities for local emergency services groups to engage more effectively with the community. For example: the presentation of fire safety at the Burlesque night and during PAVE festival (smoke house for kids, free stall at PAVE arts festival), provision of free monthly market stalls at Emerald, CFA bush fire planning workshops at ECH where childcare parents are required to attend.
- ECH's vision embraces many activities that reflect the central themes that have motivated similar communities. For example: Whittlesea Community Emergency Plan; Cockatoo Ready2Go project for vulnerable people inspired by The Go List; Dig-In Community Café inspired Cockatoo 's community dining project; the Victorian Neighbourhood House sector began to nominate projects for the Fire Awareness Awards after 2010 (previously the sector had not nominated for these awards); Neighbourhood Houses Victoria consulted with ECH to define their Bushfire Community Toolbox, promoted ECH ideas and activities on their Resilience website page; Emergency Services/EMV began to endorse Community Houses since 2009 due to ECH's related projects ; MAV (MEMEG) representative began to recommend that Council childcare programs adopt a policy similar to ECH program, recognised in international studies and publications 'to focus on building community strengths through establishing and strengthening trust and mutual benefit in each area of everyday local activities (Emerald Community House, 2014).'
- ECH used resources from the MUDRI / EMV Compendium Guidelines, literature on community recovery committees, post disaster recovery and post traumatic growth. ECH staff worked with groups in Kinglake and Marysville to increase our awareness about the challenges facing recovering communities.

This project was in-progress at the time of publication.

## Results

This project is in-progress at the time of submission; however, the following portray the initial results of CoR.

- ECH developed a strategy to guide CoR.
- The COR project featured in the book *Strategies for Supporting Community Resilience, Multinational Experiences*, *Multinational Resilience Policy Group* as an Australian exemplar. Mark Duckworth quotes



‘...For instance, the Emerald Community House (ECH) has established its own Centre of Resilience within a community of almost six thousand people located at the foothills of the Dandenong Ranges near Melbourne. The centre’s vision is ‘To be a place where connections are made and opportunities realised,’ and people are empowered to confront the risks they face, especially the bushfires. The pursuit of community resilience involves efforts to integrate safety messages across several risks, build local capacities with local resources, and provide training embedded throughout numerous community programs, activities and services.’

- ECH / CoR won 5 Five Fire Awareness Awards in 5 years (2010-2014) based on CoR strategy which reflects its commitment and creativity to building resilience and empowering others.
- ECH promoted the resilience agenda to community house peak bodies. After 5 years the Neighbourhood Houses Victoria Board is now in the process of establishing a Community Resilience Task Group and asked that ECH / CoR provide advice.

CoR activities have been recognised in other international publications in the ASEAN region, for example:

- Strategies for Supporting Community Resilience, Multinational Experiences, Multinational Resilience Policy Group, Editor: Robert Bach
- ASEAN Literary Festival
- The Jakarta Globe news media and The Jakarta Post news media
- Indonesia Development of Education and Permaculture (IDEP)
- Three International PhD studies
- We believe people have been empowered by the CoR strategy. The local community has been advantaged socially, economically and environmentally, and we are collecting the evidence. Some examples include DRREA's Ranges Energy with EmFSuS and the solar power collaboration, Eastern Dandenong Ranges Association development. The Local Voice newspaper, Cockatoo's saving and restoration of the old McBride Street Kindergarten as the first heritage site in Victorian history with a bushfire theme and its associated funding based on our grant application.
- Other groups such as the Dandenong Ranges Renewable Energy Association have supported ECH solar power project to achieve sustainable power as a backup power resource, thus achieving elements of CoR
- Other ECH community development projects besides the Emerald Going Solar project that now come under the banner of CoR include :
  - Dig-In Community Café (self-funded, feeds people, develops skills, food safety, business partnerships)
  - Emerald Monthly Market (self-funded, raises funds for ECH, contributes to local economy and connections)
  - PAVE and FunFest Festivals (mostly self-funded, some external funding, develops local community capacity through the arts), and;
  - Emerging community enterprises (i.e., century old hall renovation, old bakery restoration, Heritage Walk).

EMV featured Dig-In Community Café as an exemplar in its ‘Community Resilience Framework’, exhibiting actions that can be planned, integrated and implemented, building safer and more resilient communities. The Dig-In Community Café was noted as a specific case study, which contributes to a dynamic and diverse local economy, strengthening employment, income, skills and business/community continuity planning.

<https://www.emv.vic.gov.au/how-we-help/resilience/community-resilience-framework-for-emergency-management>

CoR and Dig-In are still wholly self-funded by ECH and resistant to economic pressures or downturns.

## Next Step

Encourage more groups and organisations to adopt Centre of Resilience community continuity strategies.

## Reflection

Centres of Resilience are doable, achievable, innovative and empowering. Establishing a vision that results in a strategy that other communities can adopt to collectively raise and strengthen their resilience has the potential to increase self-reliance within Australian communities.

The success of CoR focuses on our own success; and not measured by whether anyone else takes up the strategy. When we look at the Victorian Neighbourhood House Coordination Program Agreement, the goals and objectives certainly parallel the philosophy behind CoR from a community development perspective. Nevertheless, the addition

of sustainability and 'transition town' values completes the CoR strategy to be more complete, local, more relevant and more focused.

Looking at our work as a business, even though a not for profit, we still need to continue to be financially viable within the community especially during times of adversity by having a cash operational reserve. The more profit we can generate, the more local people we can employ, the more services we can support and the more independent we become. It is worth noting the ECH is the largest contributor to our own bottom line, rather than government sources that is important in maintaining a balanced view of influence. We have learned that true resilience is enhanced when an organisation feels free to comment critically about government actions, free from worry about financial penalties being leveraged. We have certainly run the gauntlet there.

There is room for centres that operate effectively with this heightened CoR strategy to be formally identified as Centres of Resilience and become eligible for 35 management hours a week funding through DHHS, especially if operating in high risk areas working with EMV's 2021 strategy and Resilient Melbourne (metro and peri-urban areas). There could be a set amount of centres that would be required to apply and maintain the work for the duration of the award. Neighbourhood houses could *aspire* to operate as a Centre of Resilience.

### Critical Success Factors

- local partnerships and local governments' facilitation, and;
- training of emergency services personnel in community development practices to assist communities in developing resilience to adverse events.

### Challenges Faced and Solutions

- There have been incidences where some traditional emergency management/services volunteers have dismissed CoR activities as being 'silly or irrelevant' and 'outside the Emergency Management Act.' While that attitude has actually contributed to our own resilience, independence and success, it illustrates how confronting it is for community groups to take a leadership role and determine their own local processes and partners.

### *Sustainability and potential for replication in other settings*

Any community group can adopt CoR values; modify them to suit their objectives and increase community networks and connections. Imagine if we all did this for the next five years. How much better off we would be....

### Additional Project Details

Lead organisation/s	Emerald Community House (ECH)
Partner/s	
Funding source	Emerald Community House (ECH)
Funding amount	Not specified.
Contact name	Mary Farrow
Contact email	emhouse@iinet.net.au
Contact telephone	03 59683881
Hurdles submitting details of this project	Nil
Project URL Link	<a href="http://www.emeraldcommunityhouse.org.au/centre-of-resilience-cor/">http://www.emeraldcommunityhouse.org.au/centre-of-resilience-cor/</a>

# Community-Based Bushfire Management



## Project Summary

Community Based Bushfire Management (CBBM) embraces a community-centred model of engagement that aims to empower community and seeks their leadership in shared-decision making processes regarding local bushfire risk. CBBM adopts a facilitated process built on a foundation of trusting, respectful relationships. All stakeholders have an equal voice.

## Background and situation context

CBBM reflects the Victorian State Government's Safer Together program, a community engagement model chosen for one of the community-focused projects. The Department of Environment, Land, Water and Planning (DELWP) introduced the Safer Together in 2016 following an Inspector General for Emergency Management (IGEM) investigation and report on the 2015 Lancefield-Cobaw escaped burn. This burn destroyed several dwellings and sheds, as well as many kilometres of fencing and greatly impacted the local community. The IGEM report made several recommendations relating to the interoperability of land and fire-management agencies. The introduction of Safer Together program enabled agency interoperability, particularly between Country Fire Authority (CFA) (DELWP) and Forest Fire Management Victoria (FFMVic). Safer Together particularly targets cross-tenure activities. CBBM was chosen as the model of engagement for this project as participatory models such as this often produce effective behaviour change. This is due to:

- such approaches facilitating more knowledgeable decision-making processes
- community-based partnerships helping to align agency objectives with community goals
- such approaches fostering greater social trust, by strengthening connections between people
- perceptions of social norms around safer community behaviours being encouraged to change
- social network-based interventions reducing social barriers to behaviour change, by diffusing new ideas

A small number of CBBM communities have been running since the inception of Safer Together in 2016

## Activities

Currently, 21 CBBM communities exist throughout Victoria. Eight facilitators facilitate CBBM in these communities and they each have no more than three communities. CBBM communities may comprise one township, or up to four townships, depending on the nature of the relationship between the townships, particularly in the face of bushfire.

Initially, work within the CBBM communities focuses on the development of open, trusting relationships between all stakeholders and a mutual understanding of the priorities of all stakeholders. Ideally, these attributes lead to the identification of local values and priorities with a bushfire context. The identification of these values helps determine what local risk-reduction strategies the community would like to implement. In the early stages, fire scenario presentations are often organised, to help the community understand their risk and to find community members who may be interested in participating in the CBBM process.

Recent community activities included:

- a variety of vegetation management activities;
- media work
- local emergency response plans
- community bushfire exercises;
- property advice visits
- working with special interest groups
- working on better awareness of various emergency options (e.g. Neighbourhood Safer Places) and much more.

## Results

First Person Consulting are currently undertaking a number of CBBM evaluation project, with results expected in mid-2019. Babel Fish Group also undertook some Social Network Analysis in St Andrews, one of the longest-running CBBM communities. This analysis has demonstrated that this type of community-centred engagement results in the development or enhancement of local relationships between community members and between community members and local government and agencies. Greater trust develops between community members, local government and agencies. Community members also report positive outcomes in terms of their ability to plan and prepare for an emergency and being more resilient in the face of an emergency.

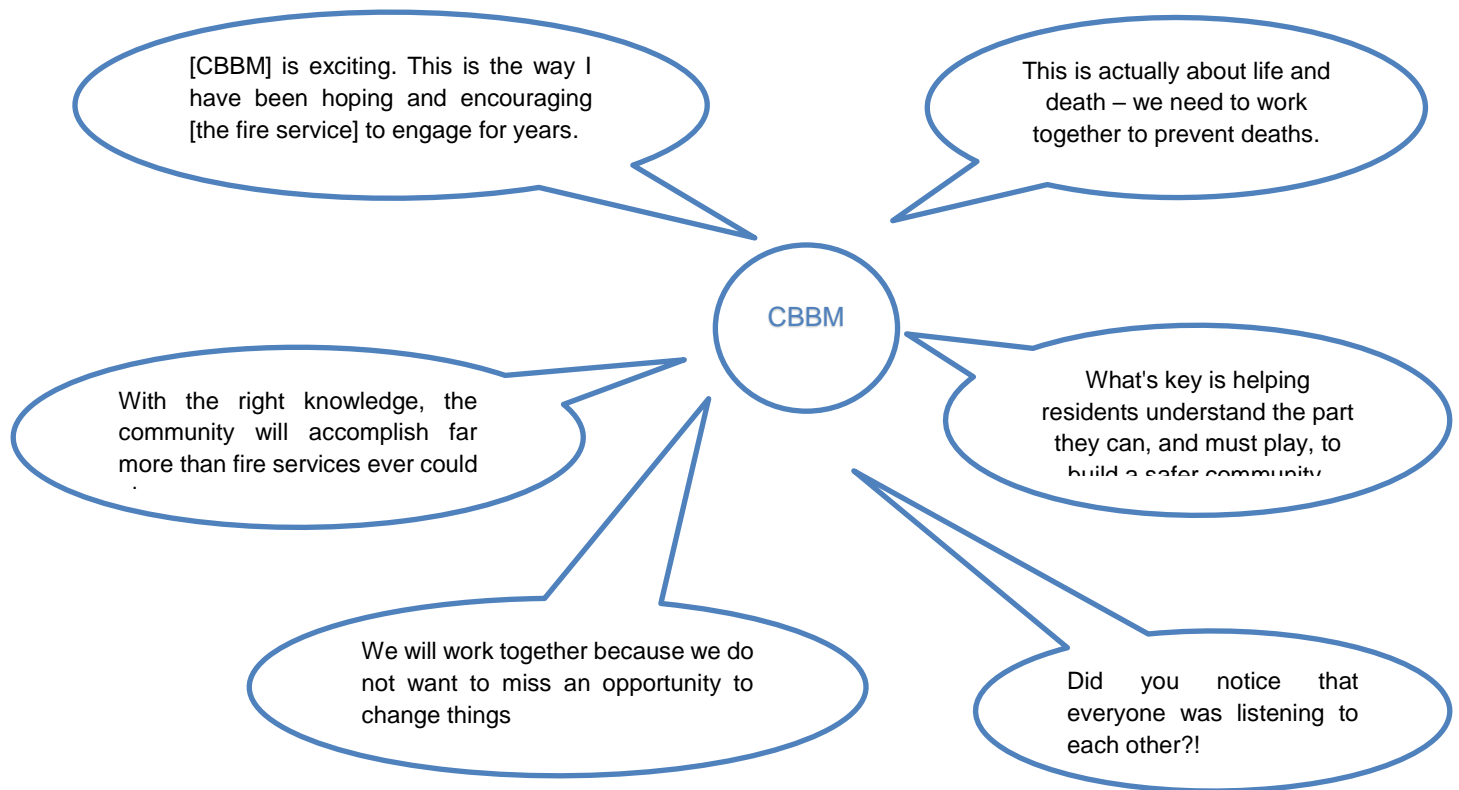
In addition to the St Andrews analysis, there are also numerous anecdotal accounts of the excellent outcomes produced by the CBBM process. Most notably, fire impacted three CBBM communities during the 2018/19 fire season and there were many reports of positive community actions in the face of fire. Similarly, in previous fire seasons other fire-impacted communities, most notably Wye River, in 2015, which resulted in the loss of 116 homes, with no lives lost and the timely and ordered community evacuation. In part, this is, attributed to the CBBM group requesting a community bushfire exercise approximately six weeks prior to the fire – and consequently being well prepared for the event. Many CBBM groups commented on the relationships they have developed – both with each other and with agencies and local government personnel. This led to greater trust, as well as greater mutual understanding of the issues affecting stakeholders. This meant that groups determined strategies to reduce their bushfire risk in a manner, which respects all stakeholders' views and was broadly acceptable.

## Reflection

CBBM provides a unique model of community engagement. Those involved with CBBM recognise that, for the most part, this model of engagement represents a fundamental shift in the way agencies and local government interact with the community. CBBM promotes a model that moves away from the tradition of agencies 'informing' the community, but rather seeks to collaborate with and empower the community, ultimately to reduce local bushfire risk. In essence, it is a shift from 'command and control' to a 'bottom-up' approach, that acknowledges community knowledge and wisdom.

## Critical Success Factors

CBBM requires a willingness of the community to embrace and participate in the process. Likewise, agencies and local government need to be ready and willing to participate. Communities need a suitable knowledge level of bushfire risk. For success, CBBM requires a skilled facilitator who understands the nuances required to make this process effective. Facilitators often do well when they remove their uniforms and become a neutral entity, who are not seen by stakeholders as having allegiances. Evaluation shows the widespread benefit of CBBM with the community. The positive impacts of CBBM are far-reaching and are testament to the effectiveness of a community-based approach. Community members respond positively to having the opportunity for empowerment. Furthermore, the development of trusting and respectful relationships has widespread benefits. Community members illustrate the success of CBBM best, no more so than in the following quotes:



## Barriers and Solutions

- CBBM is a model of engagement that moves away from the traditional agency top-down model of engagement. Instead of informing the community, CBBM seeks to collaborate with, or empower, the community. A major challenge has been working with agencies and local governments to help community understand what emergency services organisation do, and the efficacy of this approach. The solution to this challenge is to communicate frequently with a range of internal stakeholders, build relationships, demonstrate the achievements of CBBM and above all else, be patient.
- CBBM will not work well in all communities. In this project, some earlier communities selected were not in accordance with the selection criteria. This resulted in some communities being unsuitable for the CBBM approach. This meant that the communities have been especially challenging to engage with and therefore have not been as successful as others. Since that time, the development of a set of community selection criteria ensures a better selection process for communities. These criteria have proven invaluable, as the criteria resulted in far greater success with the communities chosen.
- In some communities, a strong sense of division exists. Divisions are often well-established, and over matters unrelated to CBBM. These divisions are naturally a challenge for the Project Officers undertaking the facilitation of CBBM. As with internal community challenges, the solution to this issue focuses on building trusting relationships between community members, learning to understand the opinions of each other and at all times treating one another with respect. Project Officers broker and encourage these solutions.
- One of the on-going challenges for CBBM is how to integrate this work into agency and local government business-as-usual once the Safer Together Program/CBBM funding concludes (currently June 2020). Significant concern exists relating to how to continue the good community development work achieved with CBBM communities beyond the life of the project, and discussions are currently in play to determine how to support communities beyond June 2020. Fortunately, excellent consensus acknowledges that the CBBM communities need continued support: how this will happen will be determined throughout the 2019/20 financial year.

## Additional project details

Lead organisation/s	CFA and DELWP
Partner/s	DELWP and CFA are the lead Safer Together organisations. Other stakeholder in CBBM are numerous and depend on the particular community, however EMV and local Government as essential other partners. Other partners may include; CMA, Landcare, School representatives, Neighbourhood House representatives, local healthcare agencies and more.
Funding source	Victorian Government
Funding amount	\$165000
Contact names	Fiona Macken, CBBM Coordinator, CFA
Contact email	<a href="mailto:f.macken@cfa.vic.gov.au">f.macken@cfa.vic.gov.au</a>
Contact telephone	0400 955 925
Hurdles submitting details of project	Nil
Project URL	<a href="https://www.safertogether.vic.gov.au/community-first">https://www.safertogether.vic.gov.au/community-first</a>



# CONNECT Warrnambool



## Project Summary

CONNECT is an integrated online hub that is the first of its kind in Australia. Open 24/7 it is accessible to all ... And while it has an address; it is a meeting place without walls or doors.

A connected community is a resilient community. CONNECT utilises the power of online communications to provide a new way to meet, communicate and connect – both in good times and when challenges arise.

CONNECT is designed to make it easy for residents and groups to share information, ideas, events, opportunities and get to know each other better.

The website includes a custom-built community directory with hundreds of local groups, clubs and organisations; and Facebook provides them with a huge platform to share and distribute information to the wider community.

## Background and Situation Context

CONNECT began as Great South Coast Recovers, which was envisaged as “a website and network that enables councils to capture and develop volunteer resources, donations, list club and service resources and act as an information point for local communities in the time of a disaster” (Resilient Community Program Grant Application).

The initial plan to achieve this was to purchase an existing website product, Recovers, which registers people and groups in order to enlist them in emergency recovery efforts. This procurement was to be followed by a community and organisational engagement and awareness program.

Research in the early stages of the project however, indicated that:

- creating something that is only used in an emergency context means it could potentially be un-used for years;
- this limited use would present difficulties such as ongoing awareness of the site, how to use it and forgotten login details; and
- engaging people in emergency information in isolation from something they're already doing or interested in is very challenging.

Research also indicated that connected communities with capacity to support each other bounce back more strongly after an emergency and so from this initial setback, a concept emerged to build an online meeting place to allow people and groups to connect everyday - not just when things go wrong.

## Activities

A resilient community is a CONNECTED community. CONNECT has been custom designed to be flexible and innovative and can be altered to respond to local events as they happen. It engages the whole community, including groups and individuals not usually involved with emergency management, and continuous use will build familiarity and embed CONNECT as the 'go to' point during recovery. It can also be harnessed for sustained resilience and well-being, rather than being left, to taper away outside recovery and renewal processes.

### Building the Product

As the CONNECT concept took shape, the components that would work together as a cohesive and powerful 'whole' were identified:

- A vastly improved community directory that not only provides information about group and club activities, but also captures their skills, interests, resources and volunteering opportunities;
- A volunteer resource hub;
- An emergency information hub
- What's on' links to calendars of events;
- A Facebook platform as a virtual community noticeboard to find out about local activities and events, get involved in community projects, or ask questions and share ideas.

#### It delivers

- A substantially improved and more searchable database of clubs, groups and organisations for use by the community.
- An online updating function for community organisations to maintain and update their own profiles.
- A database for emergency agencies (including Councils) to locate community assets, equipment, skills and other resources during emergency recovery (e.g. marquees, temporary furniture, equipment, registered kitchens, first aiders, volunteers etc.).
- New searchable fields including skills and interests; and membership and volunteering opportunities.
- A single, credible source of local emergency alerts and preparedness information via direct links to Emergency Management Victoria, as well as agency websites and social media - including CFA, SES, VICPOL, DELWP, VicRoads.
- Capacity to highlight current and local messages.

#### A social media platform included

- clubs and organisations can communicate with each other and with residents;
- ideas are shared, questions can be asked and responses sought from other members of the CONNECT community;
- opportunities to get involved in local events, activities and volunteering are encouraged and promoted;
- new residents can find out about what's happening/available;
- good news and positive stories about living in the local area are sourced and shared;
- a 'can do' attitude is supported;
- helping & supporting each other is encouraged.

#### Outcomes

- CONNECT Warrnambool website hosting the new Warrnambool Community Directory - with 220+ local clubs, groups and organisations on a self-managed, automated database, capturing for the first time the infrastructure, skills, resources and capacity these groups could offer the community in times of emergency.
- CONNECT Warrnambool Facebook Page - a new communications channel designed to let community groups and individuals 'get to know each other better' – 5000+ followers (2018)
- CONNECT Annual communications plan which includes promotion of CONNECT's capacity to promote events/activities/good news, health and wellbeing campaigns, and seasonal emergency preparedness messages.
- From July 2017 – February 2018 posts which promoted emergency preparedness, awareness campaigns by emergency agencies and weather warnings achieved the following regional reach and response within 50kms of Warrnambool.

Total Reach/Audience (how many saw a post)	Total Engagements (Likes/Shares)	Total Click throughs (to content/link)
105,971	1,091	2,927

#### Reflection

Connect Warrnambool is a unique platform which took significant resources to build, launch, nurture and develop a brand and trusted reputation. It offers a model for others to consider and potentially implement. As a pro-active tool,

it has built community connection and engagement so that the reach of the platform can be utilised on when challenges arise. It aims to ensure the community are informed, aware and connected.

Launched in mid-September 2015, the platform has received strong support from groups and organisations, and a very positive response from individual users. Connect Warrnambool Facebook page has grown to have more than 5000 followers (20% of the total target Warrnambool/sub regional audience active on Facebook). Engagement and reach of the Facebook platform now exceeds 20,000 individuals per month.

A challenge has been that due to its success other municipalities have shown interest in implementing the CONNECT platform but funding is not available to support its establishment and launch in new communities.

### Critical Success Factors

### Barriers to Success

### Additional Project Details

Lead organisation/s	Warrnambool City Council
Partner/s	Emergency and Community Agencies
Funding source	Regional Development Victoria
Funding amount	\$100,000
Contact name	Lisa McLeod
Contact email	lmcLeod@warrnambool.vic.gov.au
Contact telephone	0400 921 078
Hurdles submitting details of this project	Nil
Project URL Link	<a href="http://www.connectwarrnambool.com.au/">http://www.connectwarrnambool.com.au/</a> <a href="https://www.facebook.com/connectwarrnambool/">https://www.facebook.com/connectwarrnambool/</a>



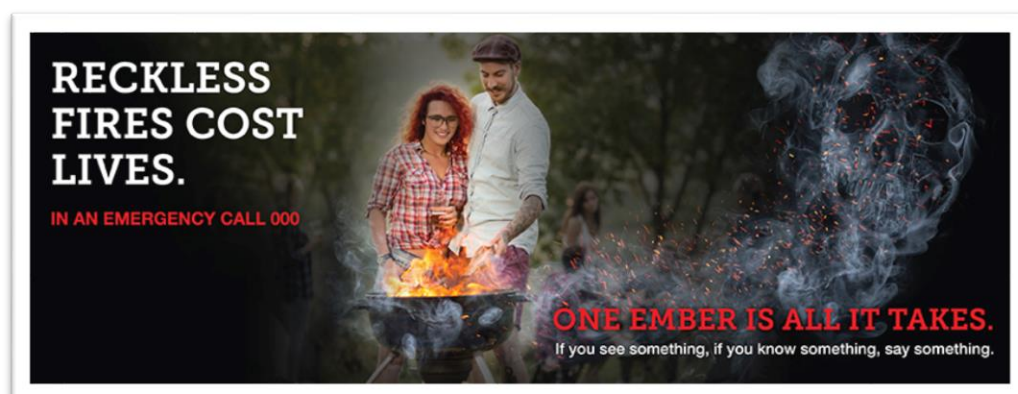
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*The past year's natural disasters have highlighted the invaluable contributions of volunteers in our communities. ... They have volunteered their time, energy and skills to save lives and to rebuild communities. ... In this they joined countless people around the world who volunteer every day in response to 'silent crises'. These often unsung heroes understand all too well that poverty, disease and famine are just as deadly and destructive as earthquakes, hurricanes and tsunamis.*

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Kofi Annan, 2005

# Crime Stoppers Bushfire Arson Campaign – Reckless Fires Cost Lives



## Project Summary

The Crime Stoppers Victoria (CSV) Bushfire Arson and Reckless Fires project is a marketing and PR campaign designed to reduce the number of bushfires occurring in Victoria, by encouraging community members to report arson and suspicious fire behaviour to Crime Stoppers and help reduce the incidence of deliberately or recklessly lit bush and grass fires.

## Background and Situation Context

The Royal Commission into Black Saturday Bushfires Crime Stoppers Victoria recommended Crime Stoppers Victoria lead a state-wide Bushfire Arson and Reckless Fire Awareness” campaign. The objective was to reduce the number of bushfires in Victoria, as at the time statistics indicated that up to half of all bushfires in Victoria were the result of deliberate or reckless actions. As a result, CSV has produced an annual community education campaign for the past eight fire seasons, which equips the community with the appropriate call to action, and increases awareness around the issue of bushfire arson and reckless fires in Victoria. The campaign focus has varied across the lifetime of the campaign, from encouraging the reporting of deliberate arson to Crime Stoppers, to raising awareness of the criminal aspects of reckless behaviour in starting a bushfire.

Through encouraging the community to take an active role in crime prevention and detection, CSV promotes a holistic community approach to preventing bushfire arson and reckless fires, which may lead to a greater capacity to strengthen resilience.

## Activities

The campaign has grown and evolved to encompass a number of activities to encourage awareness of, and engagement with, the message. At a basic level, the campaign included

- Advertising elements including television, radio, print, outdoor, and digital media.
- Public Relations (PR) elements, press conferences and media events.
- Community engagement elements including attendance at Field Days and other events.

Accompanying the PR and media campaign, CSV has worked collaboratively with the National Centre for Research in Bushfire and Arson (NCRBA) to commission a world-first longitudinal study into community attitudes to bushfire arson and bushfire arson reporting. This ongoing research has influenced the development of campaign strategy and marketing programs; the campaign strategy undergoes a review each year in line with research outcomes.

## Results

The NCRBA research has shown that over the lifetime of the campaign, there has been a significant increase in the likelihood of community members to report bushfire arson, and a 13 per cent increase in the likelihood of community members to make a report to Crime Stoppers. Between 2009/2010 and 2016/2017, the campaign generated 835 community information reports made through the Crime Stoppers call centre or online reporting service.



### *What knowledge or product outcomes did the project accomplish?*

Finalist for 2016 Fire Awareness Awards (Community Prevention and Preparedness) 835 community information reports, passed to Victoria Police for follow-up and actioning as appropriate Comprehensive longitudinal research study into community attitudes to bushfire arson and bushfire arson reporting.

### Reflection

Identifying the best methods, channels and messages to reach different community segments and drive reporting has been a continual challenge. Over the years, CSV has been able to use the NCRBA research data to refine where, how and what messaging is used to raise awareness of the issue and drive community action. It has been challenging to identify the hidden impact of the campaign. The CSV has been able to track outputs (such as media placements) and outcomes (such as number of information reports received) and changes in attitudes to reporting (through the NCRBA research). However, it has been an ongoing challenge to identify and quantify what other positive benefits the campaign has had (such as decreased firebug activity, changes in personal fire behaviour, and increased wariness of reported fire behaviour). We are continually looking at ways to measure this hidden impact better. Multiple factors have contributed to the success of the campaign, including the use of targeted messaging for different communities and sectors, the use of multiple media channels to deliver messaging, the mix of community engagement and media activities, and the increasing use of digital to reach targeted segments. The campaign has experienced longitudinal success by continually evolving to meet community need, and developing new campaign creative to remain interesting and relevant across time. One element CSV did not change enough was the format of media launches and press events, using the same format in the same communities with the same visual prop and messaging for the first six years of the campaign. This format and visual messaging slowly lost its impact; CSV should have changed this format and messaging earlier to retain better media and community cut-through with media events. There is scope to replicate the campaign in other settings, including interstate and overseas. Another organisation could use the campaign framework to build the basis for a similar but localised campaign to address fire issues in the relevant jurisdiction.

### Critical Success Factors

- Engaging and relevant campaign messaging.
- Thorough research used to inform campaign strategy.
- Strong community, inter-agency and media partnerships.

### Barriers to Success

- Campaign messaging needs constant refresh in order to remain interesting and newsworthy.
- Regional media roadshow component quite resource-intensive.

### Additional Project Details

Lead organisation/s	Crime Stoppers Victoria
Partner/s	Emergency Management Victoria with support from Victoria Police, CFA, and Forest Fire Management Victoria
Funding source	Emergency Management Victoria
Funding amount	Not specified
Contact names	Chris Plumridge Community Manager Crime Stoppers Victoria
Contact email	<a href="mailto:chris@crimestoppersvic.com.au">chris@crimestoppersvic.com.au</a>
Contact telephone	0477 011 580
Hurdles submitting details of project	Nil
Project URL	<a href="https://www.crimestoppersvic.com.au/bushfire-arson/">https://www.crimestoppersvic.com.au/bushfire-arson/</a>

# Dig-In Community Café



## Project Summary

Emerald Community House team of volunteers creates meals from food donated by local businesses and community through a food collection/donation partnership on a regular monthly basis. The Dig-In Community Café brings together experiences and people with an opportunity to practice feeding the community in a spontaneous environment participating in a shared responsibility exercise.

## Background and Situation Context

The Dig-In Community Café is held on the last Friday of the month at Emerald Community House Hall in Emerald, Victoria between 6-8 pm.

Emerald Community House collected stories and data about

- emergency food relief
- provision of food in emergency situations
- recovery of a community after disaster, and;
- community dining models
- Journal entries from diners

The Dig-In Community Café was developed to provide volunteers an opportunity to participate and train in spontaneous community dining. It also increased the working relationships with other organisations and businesses such as Woolworths, local bakeries, local community groups and green grocers to participate in a shared responsibility model. ECH manages the hall and local council owns the hall. By partnering with diverse groups, collecting ingredients, donating services, cooking and serving food for the monthly meals, this project is a great mirror of the National Strategy for Disaster Resilience statement which identifies local government, business, organisations, families and individuals as key shared responsibility stakeholders.

Emerald Community House, through a small fund donated to us, also provides formal training for food handlers to attain food safety skills by paying for half of the cost of this training and the council pays for the other half. That training not only puts more food safety education into the community (important when power goes out and food spoils), it also gives them a marketable skill and experience to get a job in hospitality or care services - this is employment resilience.

The people who come to dine (anywhere from 50-100+ diners a night) can be isolated, marginalised, just want to commune and chat about local subjects or try out their skills in the kitchen in a spontaneous environment. They all mix it up with local community leaders, followers, volunteers, CFA members, politicians, tradies, retired people, artists, musicians, tourists, visitors, children and family members. Monetary donations are appreciated but not required and usually cover the cost of anything extra that needs to be purchased for the meal.

## Activities

We set our goals to

1. Proactively increase and practice capacity building in community to be resilient in good times or hardship
2. Promote well-being through social inclusion



3. Increase safe food handling skills throughout the community
4. Receive donations for equipment and resources that connect suppliers who support the program
5. Provide training opportunities for public dining and hospitality skills for youth
6. Promote healthy eating, use seasonal produce where possible, sourced locally, and cater for special dietary needs (vegetarian, vegan and gluten free at a minimum), and;
7. Encourage self-reliance with smart food storage and pantry supplies at ECH and at home.

We publicized the date, and used outdoor signage, a Facebook page with website promotion. We then developed the model guidelines document for roles and responsibilities based on our experiences as we went along.

So far, we have successfully run the program sustainably for 3 years with donations and interest now increasing. We have served to over 1500 people in that time. Others have come to train in our program and go to their communities to create something similar. Our volunteer base has grown and food sources have stabilized in regularity. Uniting Care modelled their community-dining model after our program acknowledging ECH as the creator of the project.

Volunteers attain food safety skills, and ECH pays for half the cost of Food Safety courses and council pays for the other half. That training not only puts more food safety knowledge into the community (important when power goes out and food spoils), it also gives them a marketable skill and experience to get a job in hospitality or care services - more employment resilience.

The Dig-In Community Café continues to be a donation based self-funded training program, gaining no funding from government other than council's partial coverage of half the fee for food safety. This contribution is offered to all community groups in the shire, not specifically for the Dig-In program. We use this training to embed further benefit within the community.

This project is still in progress. We continue to run this program not only because it is beneficial and yielding results, it's just plain fun!

## Results

- The Dig-In Community Café Guidelines Manual
- Over 200 people have attended our Food safety training.
- We have increased our number of volunteers who have been enticed by a program that involves 'mystery box' cooking and food interests.
- We have increased our working relationships with local businesses and other community groups and churches.
- We have provided training for youth in food service and they have gone on to get employment because of that experience.
- Some people who initially came because they were lonely, isolated, looking for connection or just curious about what was going have now become volunteers, feel increased connection and valued in their community. They have gone on to attend courses and functions or even joined our committee of management. In fact, one of our diners joined the committee and is now our Chairman.

The 2016 Resilient Australia Awards recognised the Emerald Community House's Centre of Resilience as a Victorian 'Highly Commended' Community Award. CoR has begun to take the "next steps," recognising Morwell Neighbourhood House (MNH) as a Centre of Resilience in its own right, based on MNH's local community development and strengthening projects that meet the environmental, built, social and economic goals consistent with a CoR philosophy. Moreover, MNH achieves with very little or no external funding for key projects to support their community. While disaster risk represents a common feature that influences a CoR practice, it is not always the dominant factor. However, such adversities may create opportunities to develop CoR strength in communication, connectedness, durability, local voice and self-reliance within communities.

<http://www.emeraldcommunityhouse.org.au/morwell-neighbourhood-house-centre-resilience/>

CoR and Dig-In are still wholly self-funded by ECH and resistant to economic pressures or downturns.

## Next Steps

We are looking now for other community partners to share the program and spread out the responsibility of running it. In this way, we reduce a single point of failure and increase our flexibility and relationships. In fact, the future goal is to find a different organisation to run the dinner each month to spread the experience, service, resources and connections.

## Reflection

### *Factors that were unique/good practice*

The Dig-In Community Café is self-funded and run completely on donations. We just started the program, developed the model based on experience and have run continuously for 3 years. It is important to remain flexible to take advantage of opportunities as they arise and empower people to make decisions with sufficient knowledge to solve any problems.

## Critical Success Factors

- Ensure that business partners understand what you are doing and what their role in that process.
- Get a freezer or use others that exist in the community already.
- Make sure everyone understands safe food handling.
- Cater for vegans, vegetarians and gluten free diets, cultural diets
- Have fun!
- Do not overburden volunteers with paperwork and rules when they show up to help.
- Welcome them and let them work at their pace, partnering them up with a regular volunteer, gradually allowing them to gain more responsibility.
- Make sure that every volunteer signs in on the Volunteer Register.
- Do not try to do labour intensive meals. Good food, healthy ingredients and enough food to go around is good enough.
- We serve all of our meals using china dinnerware and glassware and use no disposables.
- Keep the washing up to a minimum.
- Get a good commercial stove that can handle the demand and commercial dishwasher that can turn the dishes around fast.
- Make sure you have a Dig-In Coordinator to set the menu and manage every session.

## Barriers to Success

- Occasionally, holiday periods are hard to get volunteers yet the food donations will overflow. Always accept the food and find a place for it. Availability of cold storage has provided challenges but we have had a freezer donated to us recently. We have run Dig-In for the last two Christmas holidays.
- Occasional availability of volunteers early for food prep is a challenge. The program, designed to run with one person at a minimum to start all cooking, well one person could do if organised. Others usually come a few hours before the event. Even diners will roll up their sleeves if they see that you are struggling. We have run Dig-In for the last two Christmas holidays but gave everyone a holiday in 2015.

### *Future recommendations*

- Would be good if we could write a recipe book - big demand for our recipes.
- Would like other organisations to now pick a Friday in a month and run the Dig-In to spread the experience and capacity building.
- Need a commercial stove and commercial dishwasher - one day....

## Additional Project Details

Lead organisation/s	Emerald Community House (ECH)
Partner/s	Woolworths Emerald Bakery Bakers Delight Other volunteers from local groups Random donations
Funding source	ECH and community at large, food from partners listed above.
Funding amount	We receive between about \$150-\$250 in donations during each meal. ECH provided the first seed money originally. We received access to \$2,000 from Country Women's Association (CWA) through Monash Health from their disbanded kitchen program. This money is for the community to train people in food safety skills.
Contact name	Mary Farrow
Contact email	emhouse@inet.net.au
Contact telephone	03 5968 3881 0403765314
Hurdles submitting details of this project	Nil
Project URL Link	<a href="http://www.emeraldcommunityhouse.org.au/events/digin-cafe/">http://www.emeraldcommunityhouse.org.au/events/digin-cafe/</a> <a href="https://www.facebook.com/DigInCafe">https://www.facebook.com/DigInCafe</a>

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*Unity is strength... when there is teamwork and collaboration,  
wonderful things can be achieved.*

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Mattie Stepanek

# Emerald Emergency Planning Group



## Project Summary

The Emerald Emergency Planning Group (EEPG) consists of first responders, local agencies and key leaders in the community who work together to plan and coordinate a whole of community response in the immediate aftermath of a major disaster or serious emergency. The term that EEPG developed to describe this approach is “Recovery Ready Communities”. The objective is to develop clear local processes and networks specifically designed to operate in a relief/recovery environment post a major disaster or serious emergency.

## Background and Situation Context

The EEPG was born out of the aftermath of the Ash Wednesday fires of 1983, which resulted in loss of life and the destruction of many parts of the Hills communities of the Eastern Dandenong Ranges. Based in the township of Emerald the EEPG increasingly works across communities of the Eastern Hills region of the Dandenong Ranges in Victoria. The community leaders involved in the 1983 disaster observed the chaos that occurred in the initial period after the fire front had passed. Longer-term, they observed the compounding effect of both the inability of external relief and recovery agencies and organisations to operate immediately at a local level, and the difficulties they faced longer-term when trying to provide information and appropriate resources to the affected townships.

The Bushfire Royal Commission gazetted post disaster recovery “Shared Responsibility”: EEPG provides one mechanism for communities to begin the process of becoming what EEPG terms “Recovery Ready” and sharing their part in the responsibility for relief and recovery processes.

### *Objectives*

EEPG seeks to

- Help communities build Relief and Recovery Readiness across the Eastern Hills Region of the Dandenong Ranges
- Help people recover in the most effective way possible, post a major disaster or serious emergency.
- Intentionally build a specific network that works alongside normal community networks, one specifically centred on acute relief/recovery planning and longer-term recovery activities.

EEPG is committed to achieving this by

- Building a team of community’s key leaders committed to working together before and during recovery from a major disaster or serious emergency.
- Developing protocols and systems to enable EEPG members, local government and the community to work together more effectively during the recovery process.
- Mapping existing relief/recovery resources of the local community.
- Providing a network where leaders can meet and discuss current and emerging emergency management issues.
- Working together post disaster or serious emergency, in the longer-term recovery space when required.

## Activities and Results

- The EEPG has been operational since 1983 and consists of key leaders in the community meeting regularly to review how best to respond post disaster.
- The community is aware of the EEPG and casual comments suggest that a feeling of comfort exists in knowing the group actively plans for post disaster relief/recovery.
- EEPG recruited an EEPG Support Group, which consists of broader community-based organisations and individuals, who pledged support and resources for a post disaster event.
- EEPG works with the Macclesfield Disaster Recovery Group and Emergency Management Victoria to map the entire 3782 postcode in terms of relief/recovery focussed resources.
- EEPG reflects a mechanism for the community to start thinking effectively about, planning for and actively preparing for effective relief/recovery post disaster.

## Reflection

People living in small to medium communities do so out of either necessity and/or love of the environment. Research and experience highlight the truth that local responses most effectively respond to local social issues. We have been taught effectively to think like individuals, that we can struggle to think of ourselves as part of anything beyond our immediate network, other than those things that might build on our individual wants and needs or us.

Every Community develops networks that build up over time, because of the natural places where people gather: clubs, organisations, businesses, schools, churches, etc. These networks contribute to helping develop effective, healthy community members and they usually have the capacity and ability to deal with most events that impact a community. However, these normal day-to-day networks have a capacity limit. Our normal networks do not primarily exist to deal with large-scale recovery and at some point; a major disaster or emergency event could overwhelm the community's capacity. At this point, fractures occur in existing networks. Dr Rob Gordon's research is clear that fracture lines in a community post disaster are one of the greatest threats to effective recovery. These fracture lines occur because normal everyday networks break down and not designed to operate in a traumatic post disaster environment. EEPG seeks to pre-plan a network and operational processes designed to work in this environment. EEPG seeks to help key community leaders, organisations, agencies and individuals pre-think how they would best work together in a post recovery period. The goal is to help build a Recovery Ready Community and engage the community in thinking about its responsibility for recovery.

## Critical Success Factors

## Barriers to Success

## Additional Project Details

Lead organisation/s	Echo Youth and Family Services Inc.
Partner/s	Emergency Management Victoria, Local CFA brigades Local SES unit, Echo Youth and Family Services Emerald medical clinic, Sporting clubs Emerald Ambulance, Emerald Primary and Secondary schools Service clubs including Lions, Rotary, etc. Local churches, DHHS Cardinia Shire, Macclesfield Disaster Recovery Group
Funding source	Nil
Funding amount	\$0
Contact names	Wayne Collins, Chair EEPG & Emergency Services Program Supervisor, Echo Youth and Family Services.
Contact email	<a href="mailto:wayne.collins@echo.org.au">wayne.collins@echo.org.au</a>
Contact telephone	Email contact only.
Hurdles submitting details of project	Nil
Project URL	<a href="http://echo.org.au/programs/recovery-ready-communities-project/emerald-emergency-planning-group/">http://echo.org.au/programs/recovery-ready-communities-project/emerald-emergency-planning-group/</a>

# Emerald Emergency Support Team



## Project Summary

The Emergency Support Team (EST) is a group of trained and identified community volunteers who activate to provide leadership and support for the people living in the Emerald area within the first 24 -72 hours post a major emergency. EST also supports first responders and residents in widespread local emergencies like storms, power outages, etc.

## Background and Situation Context

The EST is a community-led group consisting of local volunteers. After the Echo Youth and Family Services experience at Whittlesea post the 2009 fires, people recognised that immediately after a disaster event there were few established community-based mechanisms designed to begin the work of assisting a community to organise itself to help its people respond locally. External agencies and organisations will eventually arrive. However, possible damage to local access routes could create difficulties for external services that could take days to organise and deploy effectively. In the meantime, EST serves to mitigate against potential fracture lines establishing a foothold and so attends to the critical first 24-72 hours following a major emergency.

A significant event activates EST for the Emerald community and establishes a temporary Community Support Hub wherever people need help. EST volunteers work in teams to establish care in areas where an emergency temporarily displaces people; set-up communication with other agencies and groups, provide personal support for community members, and undertake initial provision of primary care such as drinking water and food. In addition, EST provides initial animal care, appropriate information and updates, and logistics support for a Temporary Community Support Hub. EST does not replace existing emergency response activities.

## An outlines of the current chain of responsibility for disaster relief and recovery operations in Victoria

State level – D.H.H.S responsibility

Local level – Local Government

Municipal level – Emergency  
Management Planning (MEMP)

EST is a member of and authorised by  
Cardinia MEMP



## Activities

The EST responds to events affecting the township of Emerald. Nearby communities have made requests to EST to help develop a similar capability. Over the last few years, an increase in events activated EST to respond to community emergency needs after the following events

- 2011 Loddon area floods
  - EST provided recreational activities for families and children in the Boort area following severe flooding.
- 2016 storm event
  - EST provided catering (1500 meals) for SES, CFA, Parks and Police crews deployed because of storm damage across the region.
- 2017 Heavy rain event
  - EST operated a sandbag filling station that provided a few hundred sandbags to local residents who were experiencing local flooding of homes and property.

To prepare for such events, EST volunteers meet and train regularly, owns a fully equipped support trailer and recently received funding for a second dedicated Catering Support Trailer.

## Results

The EST provides community volunteers with the ability to train for and then play an active, on-the-ground role post a major emergency event. Training includes Level 2 First Aid, Psychological First Aid and regular operational training, including local and municipal exercises. Effective community and individual resilience relies on involvement and EST provides a mechanism for involvement in and ownership of this process by community members. EST provides a mechanism for people to volunteer and become part of the broader resilience effort at a local level as well as helping ensure that post disaster recovery be affected positively by its existence and inputs

We now know that there is a direct link between volunteerism and community health. Volunteering Victoria and Dr Rob Gordon have researched the impact of the level of volunteerism and community health. The level of volunteerism or uptake of volunteer positions in a community can reflect resilience and community capacity with respect to recovery. EST adopts a low-key approach for community volunteers to volunteer and play an active role in their community in an ongoing basis.

EST gathers information at a local level and passes it on to emergency service agencies both before and after an emergency. EST remains in place once the emergency service agencies depart and provides a link between the community and future recovery initiatives to keep working alongside to help lead the recovery process.

## Awards

2014 Resilient Australia Award -State Award

2016 Cardinia Shire Council Appreciation Award

## Reflection

EST learning to date includes

- EST empowers community members to get involved, who for a range of reasons, may not volunteer in traditional/formal emergency service agencies. Community volunteers have a valuable contribution they want and can make. We have learned that EST provides an ideal mechanism for local people to participate in a way that suits their level of ability and resources at a particular time.
- While EST was developed for the purposes of responding to community needs after a major emergency event, we have also learned it is an important outlet for community volunteers to connect better with each other, the wider community and be more mindful of local risks.
- We have found that groups like EST provide a local mechanism for local government to engage the community in the relief/recovery planning processes. Furthermore, EST provides a direct line of access to begin engaging with and disseminating information in the immediate aftermath of a major emergency
- EST provides the ability for local response agencies to redirect members of the public to a trusted group who will not only provide information but also support and care for their personal needs. This approach lessens the need for first responders to focus on people who inevitably arrive at their facilities seeking information and allows them to focus on other issues.

## Critical Success Factors

## Barriers to Success

## Additional Project Details

Lead organisation/s	Echo Youth and Family Services Inc.
Partner/s	Cardinia Shire Council Emerald Emergency Planning Group Emergency Management Victoria SES Emerald Local CFAS brigades Emerald Police
Funding source	Cardinia Foundation
Funding amount	\$5000
Contact names	Wayne Collins, EST Team Leader, Echo Youth and Family Services
Contact email	<a href="mailto:wayne.collins@echo.org.au">wayne.collins@echo.org.au</a>
Contact telephone	Email contact only.
Hurdles submitting details of project	Nil
Project URL	<a href="http://echo.org.au/programs/recovery-ready-communities-project/emergency-support-team/">http://echo.org.au/programs/recovery-ready-communities-project/emergency-support-team/</a>

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*The oak fought the wind and was broken, the willow bent when it  
must and survived.*

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Robert Jordan

# Emergency Services Journey



## Project Summary

The Emergency Services Journey, based at Maryborough Education Centre, educates students about Emergency Services as part of the Year 9 Journey Program.

Through the program, students do research, collaborate, and discuss aspects of emergency service organisations and learn about how these various organisations support our communities, and how volunteerism helps build stronger communities.

Around 40 students take part in the program each year helping them educate their families and friends about fire safety and emergency services. Students have the opportunity to develop teambuilding and leadership skills, attain a Bronze E-Lifesaving unit and Basic First Aid certificate as part of the program.

## Background and situation context

The Goldfields Shire identifies our community as having overwhelming disadvantage. This includes issues such as:

- social distress
- economic disadvantage
- significant health problems
- education under achievement

In the *Socio-Economic Indexes for Areas* (SEIFA) index of disadvantage (Local Government Areas in Regional Victoria), Goldfields Shire SEIFA index of disadvantage 2006 showed the highest level of disadvantage of Victorian municipalities and ranked 79/79.

At our Education Centre in 2012, a serious issue of student disengagement existed in Year 9. As part of the solution to addressing this issue, we introduced a program to provide an engaging Emergency Services Journey for all this year level. A hands-on program that connects student back with their community that has run at the Maryborough Education Centre since 2013.

## Activities

The project aims of to improve engagement, motivation and learning outcomes for our Year 9 students. The program supports our school values and provides students with opportunities to develop lifelong skills and strengthen their values in Respect, Inclusion, Consistency, Enjoyment, and Safety & Achievement.

The objectives and skills students can develop include:

- attaining a basic first aid certificate with CPR
- completing elements of the minimum skills for CFA
- developing communication & presentation skills
- developing team building leadership skills
- developing knowledge and understandings associated with bushfires, grassfires, floods and storms
- completing School Curriculum Natural Hazards Resilience Package developed by CFA/SES
- participating in the Lifesaving Victoria's Open Water Learning Program
- completing the Royal Lifesaving Australia lifesaving e-bronze modules
- develop an awareness and understanding of the importance of volunteerism in our communities.

## Results

Over the last 5 years, over 200 students have completed the program. Students utilise relevant resources as part of the program and can share learnings and program outcomes with families, friends and peers by showing a willingness to educate others about how to access information, and safety and awareness. Greater student engagement with the community reflects a highlight and testament to the success of the program. Students have become Volunteers in a variety of areas including CFA, SES, St Johns and Lions Club.

## Next Steps

Maryborough School maintains a commitment to continuing the program into the future and includes working with the CFA and Volunteer Fire Brigades Victoria (VFBV) to explore possible program implementation in schools curriculums across Victoria.

Improving student engagement throughout the program remains a high priority as does exploring opportunities to work within community. For example, at a Volunteerism Expo held in Maryborough, the local Nursing home was looking for volunteers to work with the residents to teach them how to use iPads. Pairing students with residents to support them to learn over numerous weeks resulted in a positive outcome.

The program for 2019 will run as an elective subject offered to students in Years 9 & 10 for 6 weeks.

## Reflection

Funding represents the biggest challenge with two grants funding the program to date. The CFA–District 2 donated \$2000, which was instrumental in evolving and facilitating the program over a two-year period.

More recently, the VFBV funded a further \$2000 grant. This continued support helped reduce the cost for all students and enabled them to participate over a two-year period.

An additional challenge involves the availability of community members to be part of the program. The program relies heavily on community good will and volunteerism to provide access and equipment for the program to run. Available resources at the time determine the content of each program. Increasing resources and activities enabled flexibility to swap learning content for each presenter.

Students who have participated in the program have been instrumental in passing on relevant and important learnings to both families and friends. Even more rewarding was seeing how students in our school developed leadership capacity, stepped up, and took on volunteering roles within our communities and beyond.

## Critical Success Factors

One of the program's critical success factors was achieving the required funding to support its implementation. Without support from CFA and VFBV, the curriculum content would not have been as impactful and beneficial to the students and would have affected vital programs such as the Teambuilding and Leadership camp.

The second critical success factor was the strong relationship developed with the community members. This enabled the program to develop, change and modify each year as relationships matured.

The last critical success factor was the commitment of Maryborough Education Centre. The school leadership team supported the program in its curriculum and continued to work with me to offer the subject as an elective at Year 9 & 10.

## Barriers and Solutions

A constant barrier will be the cost associated with the program. One major expense is the Teambuilding and Leadership camp. The initial funding helped support a subsidy for the camp over the first few years. This has since finished, and we need alternatives funding sources, or limit the accessibility of the camps to all students. Some students have access to camps and excursions funding program, but not all.

Year 9 & 10 students elect to undertake the Emergency Services Journey, which therefore depends on their selection. Each cohort has different interests and these compete with other subject offerings; and attracting student to enable the class to run remains a difficult issue. Over the last few years, student presentations made from previous cohorts from the Journey, described what they learnt, achieved and enjoyed in the program.

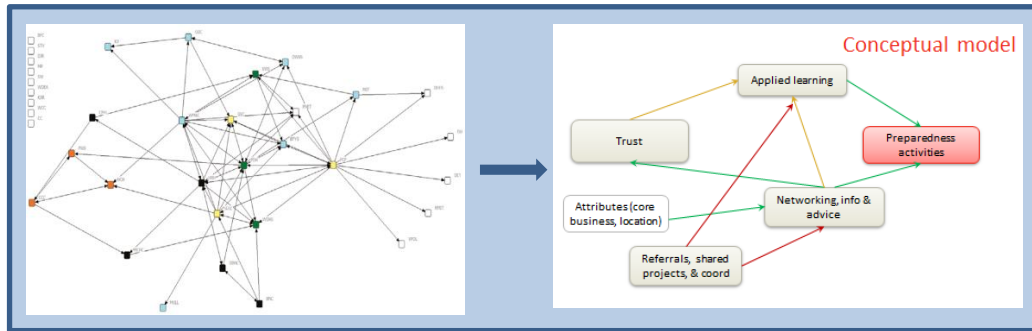
Recently Maryborough School reviewed its curriculum structure from Year 7 to 10, which resulted in many elective subjects not running or offered to students. Thankfully, the Journey remained for 2019, but each year it undergoes a review for future commitments.

At the end of each semester, I conduct my own review and analysis of the Journey and present the results to the curriculum team that makes decisions for the following year. The selection of the Emergency Services Journey each year is justified by the learnings that take place and the skills taught throughout the semester.

#### Additional project details

Lead organisation/s	Maryborough Education Centre
Partner/s	Maryborough CFA, Volunteer Fire Brigades Victoria (VFBV)
Funding source	CFA – District 2, Volunteer Fire Brigades Victoria (VFBV)
Funding amount	\$4000
Contact names	Samantha Rothman, Maryborough Education Centre
Contact email	<a href="mailto:rothman.samantha.n@edumail.vic.gov">rothman.samantha.n@edumail.vic.gov</a>
Contact telephone	5461 7900
Hurdles submitting details of project	Nil
Project URL	<a href="http://www.maryborougheducationcentre.vic.edu.au/">http://www.maryborougheducationcentre.vic.edu.au/</a>

# Enhancing Networks for Resilience



## Project Summary

The National Strategy for Disaster Resilience acknowledges that community organisations are at the forefront of strengthening disaster resilience in Australia. Enhancing Networks for Resilience (EN4) is a comprehensive study of the Southern Grampians Glenelg Primary Care Partnership (SGGPCP) using social network analysis to investigate how these networks contribute to disaster resilience.

## Background and Situation Context

SGGPCP is a partnership of 19 health and wellbeing agencies in South West Victoria that have identified the impacts of climate change on health and wellbeing as a priority for action. SGGPCP has facilitated projects around heatwave, food security and improving household energy efficiency to increase capacity of the partner agencies and reduce the vulnerability of the community. One recent project Rural People; Resilient Futures highlighted the leadership platform of the SGGPCP as well as the strength of the network particularly to reduce the impacts of extreme climatic events on the community. In terms of disaster resilience, the work of SGGPCP partner organisations is critical to helping communities to prepare, cope with and recover from a disaster. Priorities of the NSDR emphasise the role of partnerships and networks based on shared responsibility, coordinated planning and response. In support of these priorities, the NSDR funded SGGPCP, in collaboration with RMIT University, to examine how partnerships and networks contribute to disaster resilience outcomes in the Enhancing Networks for Resilience Project (EN4R).

## Activities

Due to the complexity of the project, it was important to involve partner agencies in co-design of the methodology from the beginning. This co-creation enabled partners to not only input into design, but also build their understanding of the importance of their agency role in disaster resilience, strengthening the case for project participation. Subsequently, semi-structured interviews (n=19) were conducted with partner agencies and significant stakeholders. The interviews followed a schedule of questions that sought to understand the inter-organisational relationship mechanisms, enablers and barriers and dynamics of the networks. Next SGGPCP partner agencies were invited to participate in a very comprehensive on-line survey. This survey generated quantitative data for the social network analysis (SNA). Possibly, due to the ongoing engagement of partners as well as the leadership and support role provided in the PCP platform, 100% of agencies completed the survey. A participatory workshop was also undertaken with SGGPCP partners and stakeholders designed to provide a base level understanding of SNA as well as present preliminary data and to obtain feedback on participant perceptions of networks to inform final reporting.

## Results

Results of the SNA revealed which SGGPCP Partner Agencies were collaborating; what disaster management activities they were collaborating on: and how they collaborate. The findings also show which organisations are important bridges or brokers for a range of important disaster risk management activities. Exponential Random Graph Models (ERGMs), an innovative statistical approach, were applied to provide a deeper understanding of the multiple factors that contribute to the formation of networks. The ERGM results support characteristics of network governance and adaptive co-management that are described in theoretical frameworks and academic literature. The ERGM found that those with informal relationships and those that apply inter-organisational learning in their work, were more likely to collaborate on disaster preparedness. The modelling also revealed that informal relationships were a precursor to trust. More findings that are complex emerged in relation to inter-organisational learning. Interviewees expressed appreciation of learning-type benefits from collaboration, such as innovation and breaking down silos. However, the perceived importance of these benefits did not correlate with SNA results. Applied learning was a sparse network,



highlighting the difficulty of employing new knowledge in practice. Investigation into enablers of learning revealed no statistically significant links with trust, informal and formal relationships, therefore raising more questions about enabling conditions and challenging existing understanding of social learning processes. Sharing organisational goals and understanding each other's organisation and its leadership were stated by participants as the most significant enablers of collaboration, where time, distance, resourcing, lack of shared goals or understanding were considered barriers to collaboration. The social network and interview data supported the notion of a network administrative organisation to achieve network effectiveness. The SGGPCP team were shown to be important brokers and bridges in disaster preparedness, through informal relationships and formal activities like working groups. They were also viewed as providing essential administrative and coordination support. Next Steps: Future work will use these findings to trial interventions to build the capacity of SGGPCP partner agencies to enhance the resilience of their communities.

*What knowledge or product outcomes did the project accomplish?*

A comprehensive research report was completed. A short paper Social Networks and disaster resilience: an introduction was developed to unpack the complexity of SNA in the context of disaster resilience - both available at [www.sggpcp.com](http://www.sggpcp.com)

## Reflection

The community sector is well placed to enhance the resilience of the community founded on established relationships and local knowledge. Umbrella organisations such as SGGPCP provide a leadership platform to engage with the community sector, build capacity and provide a link to research and policy. Co-creating the research approach with the end-users (the partners of SGGPCP) proved invaluable not only in project design, but as a further opportunity to identify roles, ongoing engagement and development of relationships. This was particularly evident given the take up of semi-structured interviews and 100% participation in the very comprehensive survey. Social Network Analysis methodology is complex and based in mathematics and statistical approaches. It became clear to the team that in order to complete the research effectively there was a need to increase understanding of the methodology. Partnering with experts in the field increased the capacity of the research team, allowed for eth development of a short paper to provide an introduction to SNA, particularly in the context of disaster resilience and facilitate a workshop to increase understanding.

## Critical Success Factors

## Barriers to Success

## Additional Project Details

Lead organisation/s	Southern Grampians Glenelg Primary Care Partnership (SGGPCP), Southern Grampians and Glenelg Shires, Victoria
Partner/s	RMIT University
Funding source	National Disaster Resilience Grants Scheme
Funding amount	\$167,000
Contact name	Jo Brown Manager Health and Wellbeing Southern Grampians Glenelg Primary Care Partnership
Contact email	<a href="mailto:joanne.brown@wdhs.net">joanne.brown@wdhs.net</a>
Contact telephone	(03) 5551 8563
Hurdles submitting details of project	Nil
Project URL	<a href="http://sggpcp.com/wp-content/uploads/2015/11/EN4R-Report-FINAL.pdf">http://sggpcp.com/wp-content/uploads/2015/11/EN4R-Report-FINAL.pdf</a>

# Fire Ready Carers Kit



## Project Summary

Certain factors and situations can result in higher levels of vulnerability to the threat of fire. For some people including children, those who are frail, injured, elderly, socially isolated, or have some level of cognitive and/or physical impairment; their survival can depend on the people who care for them. The Fire Ready Kit supports some care providers in helping their clients with fire preparedness and planning and includes training and resources to equip carers with skills and knowledge to assist people in these situations to understand their risk, and plan for leaving early in the event of high fire danger.

## Background and Situation Context

Home and Community Care providers are often required to work and travel in high bushfire risk areas, to visit clients and patients in need of care. These employees require fire safety knowledge to ensure they remain safe during the fire season. However, patients and clients living in high-risk bushfire locations are also at risk. If patients/clients have restricted mobility or are vulnerable given their health status it is important that those providing services to them can prompt and assist them to have a realistic and achievable leave-early plan. People who are housebound and/or have health problems may not attend local FRV Community Meetings or take part in other fire safety events and initiatives. An effective way to reach people that are more vulnerable is through the outreach service.

## Activities

The Fire Ready for Carers program is an ongoing program, and consists of four separate presentation modules. These modules can be delivered in the one session or separately depending on the need of the employer and their staff. The four modules include

Module 1- Bushfire safety for workers in bushfire prone areas

Module 2 – Bushfire survival training awareness

Module 3 (Specialist module): Assisting vulnerable clients and patients to develop a plan

Module 4 - Home fire safety awareness

## Resources available

- Training outline for the Community Care Provider to learn about the program
- PowerPoint presentation for use by the presenter of the session; one for each session
- Fire Ready Carers Kit, a resource for those participating in the session
- A Carers Guide to Home Fire Safety, a flipchart resource for those participating in the training module 4

## Results

The program aims to achieve the following objectives

- To inform Community Care staff (and volunteers) working and travelling in high risk areas of the bushfire risk, and the measures they can take to reduce the risk and act safely.
- To provide Community Care staff with the knowledge and understanding of how they can assist their clients and patients to better prepare, plan and respond to the bushfire risk.

### POSITIVE impacts/changes/benefits for the target beneficiaries

The program has a range of short term, medium term and long-term benefits it aims to achieve.

These include

- Increased understanding of the risks associated with travelling and working in high risk areas
- Development of skills and resources for HACC workers to assist their clients to develop a leave-early plan
- Vulnerable clients have a bushfire survival plan that they can implement on high risk days

### Next Steps

An expectation is that at a local level (District or Regional) a stakeholder analysis be undertaken of all local Community Care Providers. Local council/s, through the community/social services area, can assist with this analysis and are a key stakeholder in this program. Once relationships are established locally, the program can be offered to all Community Care providers and be prioritised to those who provide outreach services to vulnerable clients and patients living in high-risk areas. The program delivery could include the following groups of care providers

- Home and Community Care (HACC) Workers, which is usually through local councils
- District Nurses
- Maternal Health Nurses
- Community Correctional Staff
- Occupational Therapists
- Children and Family Services Staff
- Community Mental Health Workers
- Indigenous Health Provider Staff
- Community Wellbeing Volunteers such as *Meals on Wheels*

### Reflection

The program is in early stages of delivery; however, we plan an evaluation for late 2016.

### Critical Success Factors

### Barriers to Success

### Additional Project Details

Lead organisation/s	CFA
Partner/s	Department of Health & Human Services, Local Government Various local Care Networks/partners
Funding source	CFA (training, support to carers, materials) DHHS (availability of carers)
Funding amount	Negligible – funded regionally dependant on local need. Involves time and effort from CFA staff, materials and training time. Costs difficult to estimate given they are largely absorbed within regional service delivery budgets as part of broader program delivery & training.
Contact name	Stefanie Russell, CFA Diversity & Inclusion Program Coordinator Angela Cook, CFA Diversity & Inclusion Program Coordinator
Contact email	<a href="mailto:s.russell@cfa.vic.gov.au">s.russell@cfa.vic.gov.au</a> and <a href="mailto:angela.cook@cfa.vic.gov.au">angela.cook@cfa.vic.gov.au</a>
Contact telephone	03 9262 8444
Hurdles submitting details of project	Nil
Project URL Link	<a href="http://www.cfa.vic.gov.au/fm_files/attachments/plan_and_prepare/frk/Carers_Guide_Booklet_Web_Single_pages.pdf">http://www.cfa.vic.gov.au/fm_files/attachments/plan_and_prepare/frk/Carers_Guide_Booklet_Web_Single_pages.pdf</a>

# Fire Recovery Project – Upper Goulburn Landcare Network



## Project Summary

The key aims of the Fire Recovery Project were the implementation of erosion control, weed control, remnant vegetation protection, installing wildlife nest boxes and volunteer assistance coordination.

The Upper Goulburn Landcare Network (UGLN) represents a collective of 14 Landcare and land management groups in the Murrindindi Shire, North-East Victoria. The UGLN has been operating for over 10 years and has a strong and positive relationship with landholders, community organisations and government and agency stakeholders.

The broad role of the UGLN includes

- Landcare group support
- Communication of Landcare and land management information
- Community capacity building
- Sustainable, community-driven land management
- Community education and project management
- Liaison with government and agency stakeholders
- Contribution to catchment Natural Resource Management targets

## Background and Situation Context

Since the Victorian bushfires of 2009, which resulted in 173 deaths, mainly around the Kinglake and Marysville regions, the UGLN has been working with landholders and local communities in the Murrindindi and Mitchell Shires to rebuild and rehabilitate the natural environment and assist the local community recover from the tragedy through a series of programs.

Landcare responded in the aftermath of the bushfires by establishing an emergency relief fund. Raising over \$100,000 in contributions from corporate Australia, Landcare and the Department of Sustainability and Environment in Victoria worked together to deliver funding to fire affected regions to achieve community and environmental recovery from bushfire (Landcare Online, 2012). Additionally, the Australian Government's Caring for our Country program funded fire recovery work in the Goulburn Broken Catchment.

## Activities

The Goulburn Broken Catchment Management Authority (GBCMA) and UGLN delivered the Fire Recovery Project. The project encompassed the following programs

- Fencers Without Boundaries
- Operation Coughing Parrot
- The Lorax Project
- Fauna Surveys in Remnant Vegetation
- Weed ID and ACUP Training

## POSITIVE impacts/changes/benefits for the target beneficiaries

### Education, awareness and practice change

#### *Multigenerational reach*

- The network engaged youth (such as colleges at Benalla and Ballarat and Rotary South Australia) in the process for various tasks (such as construction of the tree boxes) which created a knowledge transfer, increased awareness and the knowledge of bushfires.

#### *Scale of change*

- Outcomes included a progression of programs, the reinstatement of assets of environmental value, fencing (the opportunity for fencing to be undertaken by land class, meaning the different areas on the property such as steep hills, waterways, open pasture, remnant bushland etc. to improve productivity) and an opportunity for improved run off (erosion) control.
- The creation of new groups has occurred because of the fires.

#### *Continuous learning*

- Improved knowledge of landscape rehabilitation through the Focus on Fauna Program, a program focussing on how wildlife fits into the environment. The program engaged members and non-members with over 70 participants involved.
- Training courses such as a weed control workshop, farm chemicals users' course, 1080 baiting course and habitat management course had high participation levels, which were critical for the recovery process but also provide ongoing production benefits. As of September 2012, attendance across 19 training courses totalled 327.

#### *Awareness raising*

- Landcare was on the ground, had the ability to react using its own resources. This included a 'Help is at Hand' form; people were able to nominate problems (such as environmental issues).

### Economic contributions

- The fire recovery fencing program 'Fencers Without Boundaries' contributed tens of thousands of dollars to the local community and small businesses by sourcing local accommodation, catering and meals, transport, machinery, safety-wear suppliers, timber and hardware.
- The steel recycling program 'Recycling for Recovery' raised a significant sum of money through a Victorian and Federal Government-funded clean-up of properties destroyed in the 2009 bushfires, carried out by Grocon on behalf of the Government. 'Without the UGLN and GBCMA facilitators the project wouldn't have started. They were critical in initiating and driving the program' (UGLN President).
- 6,267 volunteer days were contributed to the fire recovery project, contributing a significant human capital resource. Investment from corporate partners was invaluable, with many, such as banks, contributing entire teams for days at a time to undertake well-managed tasks. Examples include the access to equipment, machinery and personal, fire fighting vehicles and volunteers.
- Full time employment also emerged from the volunteer sector. For example, a farmer who now suffers from ill health due to smoke inhalation following the bushfires now employs someone who was originally a volunteer – an opportunity that would not have arisen had the volunteer network not been in place.
- Seed orchards and farm forestry plantings were encouraged as part of the revegetation process, which has the potential to deliver future economic benefits. Emphasis was also placed on the aesthetic value of plantings.

### Social capital

#### *Social connectivity*

- Occurred both within the community and from outside the community, such as from the Toyota 4WD Club, a self-sufficient group who provided labour in the recovery process.
- Reciprocal visits occur between Landcare groups to view each other's projects and take away learnings from each other.

#### *Partnerships and networks*

- Occurred with school groups, corporate volunteers (e.g. NAB, Ford, Accounting Firms), Church volunteer units (e.g. Uniting Church), Rotary, individuals and other Landcare groups.

- Engaged different groups, including activities such as 'New Tree Days' where people from all ends of the network come together (from the 11 groups in the network) and cricket matches (such as Yellow Creek/Dairy Creek vs Strath Creek). A new political voice: There has been the progression of an individual from the Chair of Landcare, to Chair of the Network, to Chair of Victoria Landcare Council to the Australian Landcare Network.

#### *Political*

- A new political voice: The delegate on the Victoria Landcare Council lobbied for the reintroduction of coordinators because of the changes that occurred with the establishment of Caring for our Country.
- Government and self-regulation: The network is accountable with a voluntary executive and self-regulated group and governed to a high standard.
- There is the opportunity for people to join the group and 'move up the ladder' through the organisation and on to greater heights. It has given the community confidence to establish other networks.
- The group splits evenly between males and females, with females well represented in the executive.
- Personal growth – There has been a community recovery committee in place, which has provided an avenue for personal growth following a traumatic event.

#### *Filling the void*

#### Resilience and health

The program was viewed as a morale boosting exercise – 'The program and its results impacted on peoples morale, sometimes simply by having other people turn up at their place to help' (UGLN President).

#### NEGATIVE impacts/changes for the target beneficiaries

Nil specified

#### Next Steps

UGLN will continue to keep in touch and support fire affected landowners throughout our catchment and provide assistance where possible with land management activities and training.

#### Reflection

#### Critical Success Factors

Labour was available that would not otherwise have been if not for the volunteer presence.

#### *Sustainability and potential for replication in other settings*

The incorporated network is able to receive government funding and holds its own AGM. The network provided a model from which Queensland flood recovery organisers sought advice. The CMA enshrined a strategic model for rolling out future environmental recoveries.

Lead organisation/s	UGLN
Partners	Department of Primary Industries, Victoria, Department of Sustainability and Environment, Victoria, Local Government (Murrindindi Shire Council), Goulburn Broken CMA, Caring For Our Country, Chartered Practising Accountants, Uniting Church, United Care, Greening Australia, Men's Shed (Shepparton), Rotary, Scouts, Kevin Hynes School of Horticulture, Euroa Native Plants Arboretum, Numerous corporate organisations (e.g. Grocon, NAB, ANZ, JBWere, Ernest and Young)
Funding source	Not specified
Funding amount	Not specified
Contact name	Chris Cobern
Contact email	ugln.projects.ugln.net
Contact telephone	0413 855 490
Hurdles submitting details of project	N/A
Project URL	<a href="http://landcarefirerecovery.blogspot.com.au/">http://landcarefirerecovery.blogspot.com.au/</a> AND <a href="http://goulburnbroken.landcarevic.net.au/ugln">http://goulburnbroken.landcarevic.net.au/ugln</a>

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*Leadership is the capacity to translate vision into reality.*

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Warren Bennis



# Fire Safety Video for Public Housing Tenants



## Project Summary

The Department of Health and Human Services (the department) developed a video for fire safety awareness in collaboration with the Metropolitan Fire Brigade (MFB) to raise awareness about fire safety in 44 Director-owned high-rise towers. Translated into seven key languages for tenants, the video's impact included increased fire safety awareness, and what to do in the event of a fire.

## Background and situation context

The catalyst for the fire safety video was two corridor fires in Director-owned high-rise towers in 2017 resulting in a person sustaining serious injuries. The department wanted to assure tenants living in high-rise buildings that their homes were safe and had a range of fire safety equipment in each tower.

The department collaborated with MFB to develop a short video about fire safety. The video combined key messages from MFB firefighters as well as animation to explain complex messages. The video now plays on a loop in the foyer of every high-rise tower. The key beneficiaries of this video are the public housing tenants living in the Director-owned high-rise buildings across Melbourne.

## Activities

MFB and the department developed a high-rise specific fire safety brochure, which interpreters translated into seven key languages. MFB delivered twenty-six collaborative fire safety sessions to tenants living in high-rise towers. Attendance at these sessions was voluntary and not always well attended.

The department wanted to provide the fire safety message more broadly to all tenants living in the high-rise towers through a fire safety video that was informative and could traverse diverse cultural backgrounds. The use of animation was included in the video to assist with cross-cultural diversity.

A \$50,000 commitment to develop the fire safety video made the project possible. The department procured Burning House, the production company, through a competitive process to work with the department and MFB to develop the video, including the animation. MFB provided fire units, firefighters and resourcing for the video, which the production company shot at one of the department's high-rise towers. The completed project loops in the foyer of all the 44 high-rise towers across Melbourne, including the translation of the video into seven key languages.

The tragic events involving public housing tenants in London affected the timing of the video. A sense of urgency existed with the fire safety sessions and subsequent video to ensure tenants were informed and not alarmed.

## Results

The successful implementation of the fire safety video in 44 high-rise towers across metro Melbourne.

The fire safety video achieved a Highly Commended in the Resilient Australia Awards in 2018.

A fire-safety awareness brochure complements the video. Each high-rise tenant received a brochure and attended fire safety workshops with MFB and the department.

The fire safety video was an initiative of the departments Public Housing Fire Safety and Arson Management Committee, which included representatives from the Victorian Public Tenants Association. The committee's purpose was to provide the department opportunities to discuss with other relevant stakeholders, issues related to the management of statewide fire safety and develop initiatives across Melbourne to help reduce the risk of fires.

One of these initiatives has been a department-wide fire safety research project which involves the linking of fire safety incidents with tenant records, including health, mental health, disability, drug and alcohol to determine key fire risk indicators. Once the department identifies these risk indicators, the MFB can implement a range of initiatives for tenants who may be a high risk for a fire incident. The research, when completed, will inform further fire safety education as well as policy initiatives.

## Reflection

The video aims to provide key fire safety messages to all public housing tenants living in high-rise towers, and serves to increase the resilience of residents should a fire or unexpected event occur. The use of animation provided a novel approach at overcoming language, cultural and other barriers to becoming more about fire safety. The seven translated versions aimed to reach key language groups living in the high-rises. However, due to a limited budget, the department could not translate all languages. The department delivered the project on time and within budget.

## Critical Success Factors

The critical success of this was the appointment of Burning House, the production company, was highly engaged in the project and passionate about the outcome of the project. The allocation of a resource to manage the project ensured that critical elements of the project were managed efficiently so that the project was not delayed.

The partnership between the department and MFB was the critical success factor in achieving an engaging, informative and relevant fire safety video for a diverse range of people. The procurement of Burning House to deliver the video was also a success factor because the team was committed to delivering a compelling video for tenants. The team went beyond the call of duty to achieve a successful outcome that was within budget. The video has the potential for the department to replicate in other types of public housing dwellings.

## Barriers and Solutions

- Small budget had the potential to impact on the quality of the video – this was overcome through good project management
- Diversity of culture necessitated a creative approach to inform public housing tenants about fire safety – using animation assisted with addressing cultural diversity.
- Short timeframes required a high priority for this project, which often competed with other key priorities.
- There was a challenge in how to get the videos to all of the tenants, which resulted in the installation of television monitors in the foyer of all 44 of the high-rise towers across Melbourne. The video has been set to loop through the different languages.

## Additional project details

Lead organisation/s	Department of Health and Human Services MFB
Partner/s	MFB was a critical partner in the development and delivery of the fire safety video.
Funding source	The Department of Health and Human Services
Funding amount	\$50,000
Contact names	Lisa Taylor, Principal Communications Advisor, Department of Health and Human Services
Contact email	<a href="mailto:lisa.taylor@dhhs.vic.gov.au">lisa.taylor@dhhs.vic.gov.au</a>
Contact telephone	0488 023 348
Hurdles submitting details of project	Nil
Project URL	<a href="https://www.youtube.com/watch?v=0k9UdsDefGE&amp;list=PLbha5HB_rfeAsBeLpO--TTuaNyldgPNsa&amp;index=1">https://www.youtube.com/watch?v=0k9UdsDefGE&amp;list=PLbha5HB_rfeAsBeLpO--TTuaNyldgPNsa&amp;index=1</a>

# Gather My Crew



## Project Summary

Gather my Crew (GMC) enables people in crisis to find the help they need when they need it. The free, online tool, GMC connects people to their community of friends, family and neighbours so they can ask for and receive practical help. The multi-task, multi-day rostering tool simplifies this process so that a community of ready and willing helpers can support fully their own friends, family and neighbours in need of help.

## Background and situation context

When crisis strikes, humans are motivated to assist those in need. However, without the existence of a fit-for-purpose communication and coordination tool, a family who has experienced a crisis rarely activates their personal network in the most advantageous way. This can contribute to those experiencing crisis feeling unsupported or under-supported. Gathering the practical support needed in a crisis proves challenging and time consuming - and requires a thorough understanding of what families actually need. With the right tools, family and friends can play a greater supportive role in facilitating the recovery of those touched by disaster and crisis.

## Activities

The concept of Gather My Crew was born in 2015 after Dr Susan Palmer, a registered psychologist and clinical researcher, tried to coordinate help for a friend in need only to find the role of spread-sheeting, coordinating and communicating quickly became overwhelming tasks. The greatest frustration was the knowledge that the care and support needed was available, but that the act of coordinating was just too difficult. The idea of creating a digital solution to this problem followed a 12-month 'deep-dive' into the issue via interviews with:

- Survivors' of crises
- Families who supported them, and
- Who guided them throughout their journey?

Through this research, three defining problems were identified that acted as barriers to people in need of receiving the much need help.

- People in crisis do not know what help they need or how to ask for it.
- Friends and family do not know how they can best help and do not want to 'intrude' by providing unwanted help.
- The task of coordinating meaningful help in any ongoing way is onerous and time consuming.

Central to the GMC solution was an exhaustive pre-populated needs' list, developed in three stages:

1. Literature review
2. Review of unmet need surveys and 'distress scales' currently used in hospital and health settings
3. Feedback from the working parties

Feedback from both a clinical working party (consisting of social workers, psychologists and clinical nurse specialists) and a user working party (of breast cancer patients) revised the list, which included 84 commonly identified needs by people experiencing a crisis. The following categories represent these:

- Home
- Food
- Children

- Transport
- Pets
- Medical, and
- Social
- Miscellaneous

A 'click and select' task enables these options so that the person creating the account do not have to think about what help they need. Either the person in need or a delegated support person (e.g. friend, family member or support staff) enters tasks and then invites their own personal community to help (e.g. friends, neighbours, school groups, sporting teams, church groups and work colleagues). The Crew can login and select the tasks they are happy to help with. People can add additional needs to the rostering tool as they emerge. This entire process can be set up in as little as 15 minutes – either by the family in need or someone acting on their behalf - leaving the family knowing that they are not alone and will be well supported through the crisis.

## Results

In the first 15 months since its launch, over 6,300 people registered with GMC and over 20,000 help requests have been created to support people in need. The most popular requests include:

- cooking dinner
- washing clothing
- coming for a visit
- taking me to a medical appointment
- walking the dog
- child minding
- giving carer a break, and
- school transport.

Users dealt with issues such as

- cancer treatment
- sudden death
- surgery
- car accident and
- stroke

Each of these events represents a personal crisis that requires a community support response. The data demonstrates that the average community gathers around a person in need for 53 days. User feedback shows that people who would not normally ask for help are able to do so through this technological solution as it has 'depersonalised' the difficult act of asking people for help. Through the Gather My Crew solution, more people are asking for help and more people are able to offer help that allows for their own busy lives via the GMC calendar.

*What knowledge or product outcomes did the project accomplish?*

The launch of a freely available web tool.

## Reflection

Gather My Crew is a registered charity that provides a community building tool for no cost. Our team was able to do this due to the range of pro-bono partners that came on board in the early stages and committed to getting the concept off the ground. Together, this committed group of people used their unique skills, resources and perspectives, to create from nothing something amazing. Moreover, it is because of this shared commitment that we are able to provide our community building technology to users for no cost.

## Critical Success Factors

- Derive sustainable and sufficient funding sources
- Increase awareness and user base
- Continual improvement of technology platform
- Demonstration of impact at a societal level

## Barriers to Success

- Insufficient funds
- Insufficient staff resourcing

- Lack of social impact research
- Referral organisations very stretched with their own resources
- Competing with a huge number of other 'service' organisations for awareness in the marketplace

#### Additional project details

Lead organisation/s	Gather My Crew
Partner/s	Lord Mayors Charitable Foundation, Resilient Melbourne, Corrs, Chambers, Westgarth Lawyers, Fenton Communications, Unico Computer Systems
Funding source	Lord Mayors Charitable Foundation
Funding amount	\$200,000
Contact names	Dr Susan Palmer, Gather My Crew
Contact email	<a href="mailto:hello@gathermycrew.org">hello@gathermycrew.org</a>
Contact telephone	Email contact.
Hurdles submitting details of project	Nil
Project URL	<a href="http://Gathermycrew.org">Gathermycrew.org</a>

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*The future depends on what we do in the present.*

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Mahatma Gandhi

# Gembrook Emergency and Resilience



*GEaR members developing 'knowledge map' of district, for community and agency use in preparing for, surviving and recovering from a Bushfire emergency. Bushfire Risk was highest risk category in all hazards risk assessment workshop.*

## Project Summary

The Gembrook Emergency and Resilience (GEaR) initiative is an informal group of local community group representatives and residents, working to build community resilience and emergency preparedness in the Gembrook district of the Eastern Dandenong Ranges, in Victoria.

## Background and Situation Context

The GEaR initiative covers the Gembrook Township, surrounding farmland/rural living areas, plus two significant State Parks in the Eastern Dandenong Ranges. The Landscape is a combination of rural township, surrounded by open cropping/pasture land and heavily forested country in roughly equal proportions. Topography is a mixture of ridges and valleys, on the watershed between the Yarra Valley to the North and West Gippsland to the South.

June 2012 the Gembrook Township Committee (GTC) formed a sub-committee to organise a meeting with the Fire Service Commissioner and personnel from that office. The GTC itself formed in 2001 and has a resilience brief - to build community capacity through community group collaboration, information sharing, community projects and representation to all levels of government regarding local issues. GTC tried to grapple with multiple local issues and decided to reach out to

1. Poor mobile phone coverage for large percentage of local population and no support from Telstra to improve, despite engagement and escalation.
2. No support from Cardinia Shire Council to strengthen the local community centre for emergency management and recovery preparedness.
3. Advice that our local football ground (used for refuge during 1983 Ash Wednesday fires) had been appropriated for use by emergency management agency and was not available as a Neighbourhood Safer Place (NSP), despite most in community intending to go there.

The July meeting was successful and an immediate result was inclusion of Eastern Dandenong Ranges into State Government, Dandenong Ranges Bushfire Landscape Project (previously not in scope).

August 2012 following the July forum, GTC then organised an Eastern Dandenong Ranges 'Community Advisory Group' meeting for the Eastern Dandenong Ranges communities of Clematis, Emerald, Avonsleigh, Macclesfield, Cockatoo and Gembrook. Fire Service Commissioner, local community associations/committees, local CFA Brigades, plus Emergency Management (EM) agencies and Monash University Disaster Resilience Initiative (MUDRI) representatives were invited and attended.

In 2013 two significant setbacks to community-led, EM planning occurred with

1. The GTC organised an application for funding from the State Government Resilient Community Program, in collaboration with the preschool, primary school and with the support of the Gembrook Country Fire



Authority (CFA). It was a classic community resilience initiative to benefit the town's children and parents and engage them with bushfire awareness, preparation and planning, but the application was not successful. We realised that despite our understanding that the application was eminently sensible to the community, we were not in synch with the State and they were not in tune with our understanding of what would be an effective project 'on the ground'.

2. Parallel to this, Cardinia Shire Council closed a significant rural road in an area adjacent to a State Park, creating a dead-end cul-de-sac and directly impacting many residents' fire plans regarding community access/egress from a bushfire prone area. Council ignored sustained community requests to reverse the decision, including requests from most residents of the road, simultaneously dismissing emergency management concerns and undermining community resilience.

After the initial successes of the forums, these setbacks made us realise we needed a compelling emergency and resilience narrative that could better align agencies and government departments with what is important, practical and realistic to our community. Talk is cheap - real action was proving much harder.

The desired vision was to create a shared narrative of the emergency risk profile for Gembrook District, and initiate and support community capacity and resilience building. Gembrook district residents, visitors, businesses, local government, state and federal government agencies and departments could all benefit from this project.

### Activities

- |                |   |
|----------------|---|
| 2012           | GTC reached out to Fire Services Commissioner organised forums and formed sub-committee.                      |
| 2013 - Present | GTC started regular meetings as a group – multiple community groups have come together and evolved into GEaR. |

#### *Core activities of the project included*

- Completing applications for funding support resilience initiatives.
- Making submissions on behalf of community regarding concerns over local road management and negative safety implications.
- Continued advocacy regarding community centre preparation for emergencies.
- Phoenix bushfire modelling was completed for Gembrook district to better understand fire threat.
- Commenced discussions regarding traffic management modelling for district 'evacuation/escape' routes.
- Decided to develop formal fire risk assessment for Gembrook district.
- Attending other local forums around bushfire planning.

#### *Resources include*

- Dandenong Ranges Bushfire Landscape Project co-ordinator (EMV initiative), who has multiple contacts across agencies.
- From March 2014, Cardinia Shire Council provided staff resources to provide administrative support for the project and facilitate a forum to assess community risk.

#### *Project progress and achievements*

- |      |  |
|------|--|
| 2012 | Eastern Dandenong Ranges communities added to scope of Dandenong Ranges Bushfire Landscape Project.  |
| 2013 | Phoenix bushfire simulation modelling completed (but not shared with community for improved personal awareness).   |
| 2013 | Multiple groups in Gembrook commence discussion of emergency management and resilience together.   |
| 2014 | Risk assessment broadened to 'all hazards' and completed with Cardinia Shire Council facilitation.<br>The creation of a shortlist comprising the top five emergency risks in the district. |
| 2015 | More detailed bushfire Risk (before/during/after) knowledge mapping exercise using district maps.<br>Large animals and pets forum.   |

## Results

- Eastern Dandenong Ranges communities added to scope of Dandenong Ranges and Yarra Valley Landscape Bushfire project.
- Phoenix bushfire simulations for Gembrook (not released to public).
- All Hazards Risk Assessment (available from Cardinia Shire Council).
- Bushfire assets/hazards map based assessment.
- Over time, meeting minutes accumulate knowledge around emergency management and resilience.

## POSITIVE impacts/changes/benefits for the target beneficiaries

- Eastern Dandenong Ranges communities added to scope of Dandenong Ranges Bushfire Landscape project. Better access to shared knowledge and resources across similar communities.
- Since 2012, not clear – outputs still not widely distributed through/or available to community. Future of and status of initiative is uncertain at time of writing.

## NEGATIVE impacts/changes for the target beneficiaries

- Becoming clear that massive effort by large number of community volunteers will be needed to establish community led, rather than agency dictated emergency and resilience planning. This takes them away from other current volunteer demands in a small rural community that are needed equally as much.
- Clear that agencies still not collaborating closely with the community
- Duplication of effort/multiple contacts/multiple meetings are required from community volunteers to achieve consistency, consensus and a clear narrative for a local community.
- When local issues are raised by engaged people with the potential for a quick win, but these are not part of agencies' agenda the project is looking at years of effort to achieve anything 'on the ground'.
- Clear that volunteers with full-time day jobs and only a few hours spare per week cannot make much impact in this space.

## Next Steps

- Determine future of the initiative and if sufficient volunteer energy remains to continue to try and engage. Need to attract more membership 'doers' and gain authority to enact/drive change.
- Publish Gembrook's emergency/resilience 'community story' to drive more informed community discussion and align behaviour/support/initiatives from agencies more closely to community reality.

## Reflection

### *Factors that were unique/good practice*

Quick win regarding broadening the scope of a State Government project to include our communities. Decisive decision taken by Fire Services Commissioner on the spot to address the initial oversight, in response to community reaching out.

### Critical Success Factors

Decisive decision making by people empowered to make things happen. That initial success has since worn off. Adequate community resources – people, time and money.

### Challenges Faced and Solutions

Community already had list of projects and with limited volunteer time available. The community has tried to start 'doing' these as soon as possible. Challenge is that community narrative regarding what needs to be done re emergency planning is not formally in place and understood by agencies/government layers, so apart from token acts of support the community projects have stalled.

### *Areas for improvement*

More community members to be engaged and actively giving time to GEaR initiatives (without reducing existing volunteer activities needed elsewhere in town, somehow). More 'quick wins identified and implemented – to build momentum.

### *Sustainability and potential for replication in other settings*

Future of the initiative is under consideration by participants at time of writing.

## Additional Project Details

Lead organisation/s	Gembrook Community
Partner/s	Gembrook Township Committee (GTC) - founder group Gembrook Country Fire Authority (CFA) Emergency Management Victoria (EMV) Cardinia Shire Council
Funding source	Gembrook Township Committee Cardinia Shire Council Personal out-of-pocket
Funding amount	\$250 for forum attendance / Cardinia Shire Council staff salaries (%FTE)
Contact name	David Nickell
Contact email	<a href="mailto:sathanai@iprimus.com.au">sathanai@iprimus.com.au</a>
Contact telephone	0400 578 306
Hurdles submitting details of project	Nil
Project URL Link	N/A

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*The need for a new life means not 'bounce back' but 'leap forward'.*

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Robert Gordon

## Gender and Disaster Pod



### Project Summary

The GAD Pod brings a gender focus to disaster policy and practice. Its website synthesises resources developed since the first research in Australia on violence against women after disaster. Other 'firsts' include research with men after disaster and the 3-year Victorian "Gender and Disaster Taskforce" (January 2014-November 2016).

### Background and Situation Context

The GAD Pod, formally established in 2015, promotes understanding of the role played by gender in survivor responses to disaster, and to embed these insights into emergency management practice.

In 2009, research about the implications of gender to disaster experience in developed countries was rare. In 2012, the first Australian research directly with women on this subject - *The Way He Tells It* - was released at Australia's first conference on disasters and family violence; *Identifying the Hidden Disaster*.

The *Hidden Disaster* conference galvanised interest in gender issues in disaster, and led to a successful submission to the National Disaster Resilience Grants Scheme. The researchers then considered men's experiences of health and wellbeing during and after Black Saturday. The findings are captured in *Men on Black Saturday: Risks and opportunities for change*. The 'Just Ask' conference on men's experiences of disaster followed.

Since undertaking these foundational research projects, the Pod partners have led diverse initiatives—with input from emergency management, community members, masculinity experts and government representatives—to inform responses to women and men in future disasters.

### Activities

The GAD Pod has built on community engagement - via qualitative research and consultation - with 30 women, 32 men, and 47 workers affected by the Black Saturday bushfires. The initiative has been led and driven by the two women's health services and Monash University Disaster Resilience Initiative. The men's research was guided by a high level Men's Advisory Group, Chaired by The Fire Services Commissioner and, after establishment of the GAD Taskforce, by Emeritus Professor Frank Archer. Activities have included the hosting of national conferences with international keynote speakers, and collaborative curating with Steve O'Malley from the Metropolitan Fire Brigade of the gender stream of Victoria's Emergency Management Conference. Conference presentations and journal articles, together with training developed and offered to the emergency management sector, have been key ways to disseminate the research findings and achieve positive change for those involved in and affected by disaster. A gender and disaster website and unique 'Roadmaps' section (funded by DHHS) allows easy access to a wealth of resources. Recent projects commissioned by government departments (DELWP and DPC) have allowed research into barriers to women in fire and emergency leadership roles, and (in collaboration with GLHV@ARCSHS, La Trobe University) experiences of LGBTI communities in emergencies in Victoria. Current research, funded by the NDGRS is investigating long-term disaster resilience from a gendered perspective. The GAD Pod, via lead agency Women's Health In the North) is holding a national Diversity in Disaster conference in 2018 in collaboration with other partners, VCOSS and Resilient Melbourne. Leading international gender and disaster researchers are keynote speakers at this conference.

## Results

Gendered research was first covered in two reports entitled “*The Way He Tells It: Relationships after Black Saturday*”<sup>1</sup> and “*Men on Black Saturday - Risks and opportunities for change*”<sup>2</sup>. Recommendations for improving disaster planning, training and ESO practice have been informed by the stories, experiences and advice offered by community members, community and ESO workers, and academics working in the fields of masculinity, gender and disaster.

Filmed proceedings of the two national conferences, featuring presentations by academics, community members and on-the-ground workers are available online. Both conferences were privileged to host Dr Elaine Enarson as keynote speaker, along with leading Australians experts such as Professor Bob Pease and Dr Christine Eriksen. These conferences were the catalyst for the Victorian Gender and Disaster Taskforce – the first in Australia, and as far as we know the first in the world.<sup>3</sup> The 2018 conference features Professor Maureen Fordham and Assoc. Professor J.C. Gaillard. Along with filmed proceedings, a Monograph is currently underway in a partnership of the Australian Journal of Emergency Management and the GAD Pod, particularly through the leadership of Emeritus Professor Frank Archer, MUDRI. Naomi Bailey will lead the productions of an outcomes statement.

The research has been presented at national and international conferences (Japan, Denmark and the US) and MUDRI Forums and at the 6<sup>th</sup> Annual Professor Frederick ‘Skip’ Burkle Jnr Keynote Lecture.

Journal articles and book chapters have been published.

The initiative has won a number of awards at international, national and state levels and from Monash University.

### POSITIVE impacts/changes/benefits for the target beneficiaries

- Funded projects have seen the development, piloting and ongoing delivery of training on Family Violence and Natural Disaster, and Men and Disaster. A further two training modules have been piloted on Gender Equity and Disaster, and Living LGBTI in Disaster. A series of six short films were made as key resources and are available online. Training is aimed at middle managers in the emergency sector, local government and community members.
- A collaboration with 1800 RESPECT has resulted in inclusion of the gender and disaster information in the web-based information at 1800 RESPECT, a community service announcement to be played through ABC rural radio stations during fire season, and a video.
- An initiative over almost three years is the collaborative development of national gender and emergency management guidelines, funded in three parts by the Victorian Department of Health and Human Services, the Attorney-General’s Department and Emergency Management Victoria. Its launch instigated the NDRGS funded Diversity in Disaster conference, 2018.
- Discussions are currently underway to strengthen our involvement in the Oceania-Pacific hub of the Gender and Disaster Network. The GAD Pod is a member of the newly established Gender and Disaster Centre at University College of London.

### NEGATIVE impacts/changes for the target beneficiaries

- None

### Next Steps

- Progressing training so that it is taken up systematically, particularly by the emergency management sector.
- Publishing journal articles related to this work
- Further, ongoing research into gender and disaster.
- Strengthening our role in international Gender and Disaster networks.

### Reflection

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<sup>1</sup> “*The Way He Tells It: Relationships after Black Saturday*” is a WHGNE research report that captures the experience and knowledge of **women** who survived Black Saturday. It was published in 2011.

<sup>2</sup> “*Men on Black Saturday – Risks and opportunities for change*” is a 2013 report on research into **men’s** Black Saturday experience in Victoria. The research was conducted under the auspices of WHGNE and Monash University’s Injury Research Institute (MIRI).

<sup>3</sup> Article about the Taskforce: <https://ajem.infoservices.com.au/items/AJEM-30-04-08>

### *Factors that were unique/good practice*

- Applying a gendered lens across a number of settings and working closely with informants to the research projects.
- Seeking ways to link the research with the practice of emergency management in Australia.
- The establishment and successful operation of the first Australian “Gender and Disaster Taskforce” to reduce the compounding effects of gender on disaster impacts, (as detailed in the URL link).
- This initiative is good practice in that it has
  - catalysed partnerships and collaboration among multiple stakeholders from diverse horizons
  - institutionalized and sustained such partnerships and collaboration over the long term, in a key structure - the Taskforce;
  - galvanised interest in a previously un-researched field; (4) it has made proper use of available technology;
  - resulted in a number of Australian “firsts”; and
  - utilized women’s skills and leadership for risk reduction and resilience building.

### **Critical Success Factors**

The impacts, results and achievements mentioned above have all been the results of the leadership and work of WHGNE, WHIN and MUDRI. These efforts have made the project a success in the Gender & Disaster area in particular, and in the disaster/climate risk reduction and in influencing emergency management in general. The collaboration with Monash University Disaster Resilience Initiative since 2012 has assisted immeasurably in gaining recognition for the work and extending its reach.

### **Challenges Faced and Solutions**

Major challenges have included the need to include “gender” into the disaster context, when people feel there is no time to consider this. Dr Elaine Enarson writes about this challenge. “Each summer,” she says, “the bushfire season again diverts attention on to ‘urgent’ matters and attention to gender issues is relegated to the unimportant. Yet its importance lives on as both men and women suffer from the gendered expectations of ESOs, their communities and society as a whole.” A particular challenge since 2016 has been the reluctance to address gender, particularly in Victoria, and the move to ‘diversity and inclusion’, which overlooks the normative discrimination of women by men.

### *Areas for improvement*

- Training would ideally be adapted for different audiences.
- All disaster agencies could gather sex-disaggregated data.
- A nominated agency should collect and monitor family violence data.
- Prioritization of family violence awareness before a disaster occurs.
- More documentation through journal articles should be completed.
- Establish a sector-wide focus on gender in emergency management.

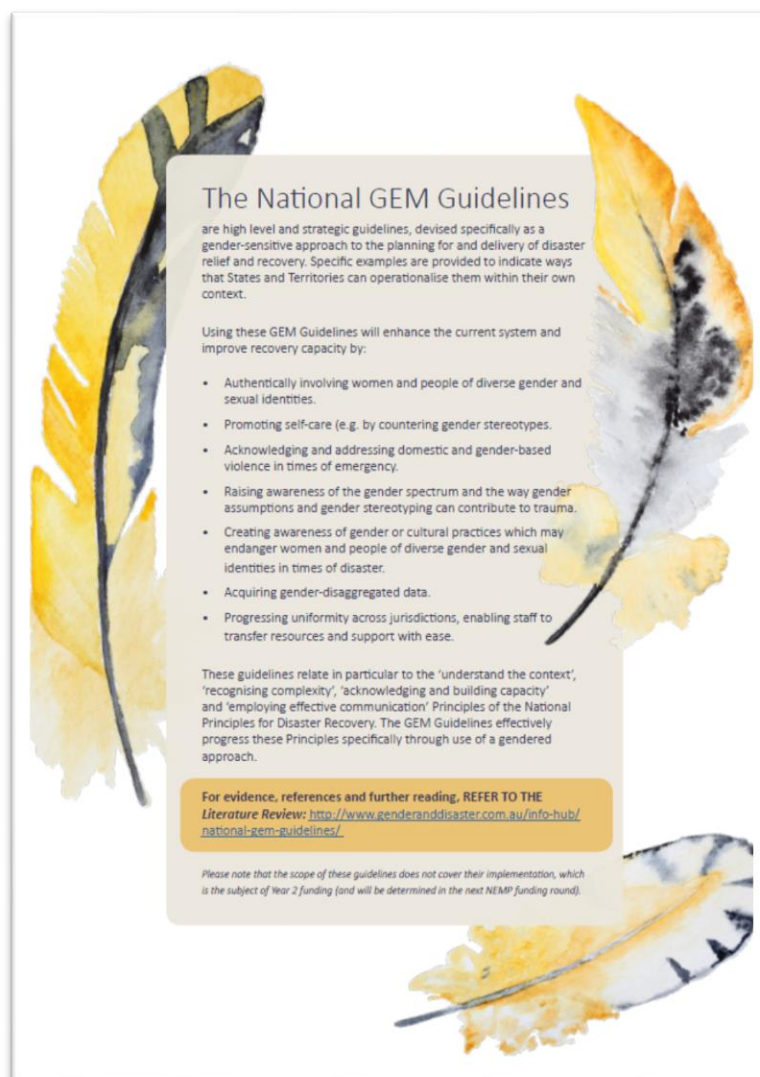
### *Sustainability and potential for replication in other settings*

Project funding achieved to 2019. Further funding is yet unknown.



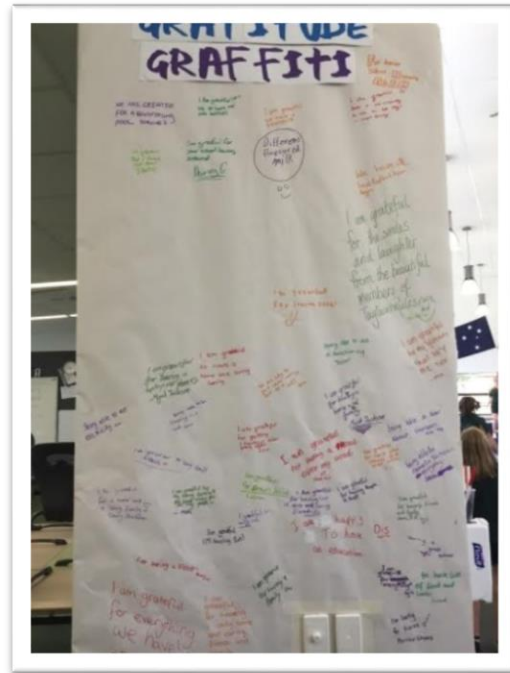
## Additional Project Details

Lead organisation/s	Women's Health Goulburn North East (WHGNE) Women's Health In the North (WHIN) Monash University Accident Research Centre
Partner/s	Collaborative partners dependent upon projects, e.g. most recently, GLHV@ARCSHS, La Trobe University.
Funding source	WHGNE, WHIN National Disaster Resilience Grants Scheme (NDRGS) National Emergency Management Projects Attorney General's Department Department of Health and Human Services (DHHS) Emergency Management Victoria (EMV) 1800 RESPECT Department of Environment, Lands, Water and Planning (DELWP)
Funding amount	WHGNE, WHIN, MUDRI National Disaster Resilience Grants Scheme (NDRGS) <b>Recent funding</b> National Emergency Management Projects Attorney General's Department FRRR Department of Health and Human Services (DHHS) Emergency Management Victoria (EMV) 1800 RESPECT Department of Environment, Lands, Water and Planning (DELWP) From external sources: \$1,000,000 + since 2012
Contact name	Debra Parkinson
Contact email	<a href="mailto:space@netc.net.au">space@netc.net.au</a>
Contact telephone	0423 646 930
Hurdles submitting details of this project	Nil
Project URL Link	<a href="http://www.genderanddisaster.com.au">www.genderanddisaster.com.au</a>





# Healthy And Resilient Together



## Project Summary

The Healthy And Resilient Together (HART) project is a community-wide approach to building resilience in the towns of Beechworth, Wooragee and surrounding areas. The project brings together three primary schools and two early childhood services to address an identified need to enhance and build resilience in children within the community. It also provides and plans for bushfire and fire safety education for children and young people.

## Background and Situation Context

The HART project is being conducted in Beechworth, Wooragee and the surrounding areas of North East Victoria. Situated in a bushfire area of the Indigo Shire, it has a population of approximately 4,000 people, and has experienced three large bushfires over the last 12 years.

The project partners include local government, local CFA, health and education settings working collaboratively to develop an innovative approach to building resilience and providing fire safety education to children, staff and families in the local community.

Groups participating include Beechworth Primary School, St Joseph's Primary School, Wooragee Primary School, Beechworth Kindergarten, Beechworth Community Child Care Centre, Indigo Shire Council, local CFA and Beechworth Health Service. There is commitment from the partners to work together and combine efforts to support funding and future activities.

The need for building resilience in children in our community was identified by consultation with parents, staff and students from primary schools and early childhood services in the area that are all participating in the Healthy Together Achievement Program (AP). The Bushfire Royal Commission and the Bushfire Cooperative Research Centre supported the recommendations to support resilience education and disaster risk education in children and young people. HART supports and enhances the current work and framework of the AP to support the groups to become health promoting schools and services to address health and well-being in each.

## Activities

There are four components to the HART project to

1. provide resilience education and strategies for children aged 5-12 years, attending primary schools and brought together Prep/1/2, year 3/4 and year 5/6 to attend a session as a group of combined schools.
2. provide resilience education and strategies to parents/carers and staff from primary schools (PS) and early childhood education services (ECS).

3. delivery bushfire and fire safety education prior to summer and the up and coming bushfire season.
4. develop action plans to utilise the strategies and skills learnt to implement ongoing actions for building resilience in children.

Partners and the Health and Well Being Teams (HWBT) developed the project design with the commitment to try something different and together. The Foundation for Rural and Regional Renewal (FRRR) provided funding to conduct the project with additional financial support gained from Berry St.

The HART project is still in progress. The resilience education sessions are complete and the fire safety sessions are complete. The groups are all currently developing and reviewing their actions plans to define further activities and actions for the ongoing commitment to enhancing resilience in children and the community.

## Results

The HART project has provided resilience education to

- 340 primary school students from Foundation to year 6
- Education to approximately 40+ primary school and early childhood education staff
- 120 + parents/carers in the community
- 136 evaluations gathered from staff/parents/carers
- 89.71% rating of 9 & 10/10 for satisfaction

By the middle of December 2015, over 400 children received fire safety education provided by the local CFA to the participating primary schools and early childhood groups in Beechworth and surrounding areas. The fire safety education is vital to children and young people living in the bushfire prone area of Beechworth, Wooragee, Stanley and the surrounding areas.

The HART project has generated positive discussions in the community with actions already implemented such as a gratitude wall at Beechworth Primary School, and a staff gratitude wall at the child care centre.

Other results include

- Ongoing commitment from the partners with action plans to address resilience in the groups are being developed and reviewed
- Common language and strategies being discussed in primary schools and early childhood services
- Discussions and ideas gathered to support strategies to share the learning such as gratitude to wider community and celebrate the positive things
- Identified need for follow up session and further education for those who were unable to attend
- Implementation of 2 community discussion groups, *Putting Resilience Into Action* to reflect on results from education sessions and identify community led actions
- Establishment of *Putting Resilience Into Action* network of 115 members with regular communication

The project taught Gratitude, Empathy and Mindfulness (GEM) to the children, parents/carers and staff who are essential elements in developing resilience in children and young people.

The feedback received through evaluation forms and informal conversations has been extremely positive. The gratitude from all involved in the sessions (including children, staff, parents/carers and onlookers) was overwhelming.

The action plans will provide setting-specific frameworks to continue to support and implement the strategies. The action plans also support the continuation of the collaboration for the development of further initiatives and the promotion of activities to support the ongoing development of resilience in children.

The community-wide approach has created considerable conversations within and between the community, schools and early childhood services.

Evaluation has identified actions from participants and these have been presented to the HWBT and *Putting Resilience Into Action* groups.

## Next Steps

Replicating this community-wide approach would be beneficial in other communities and discussions have commenced.

## Reflection

HART is providing the children and families in our community with skills and strategies to support the development of resilience in children and the underlying foundations necessary to manage disaster or challenges presented to them.

### *Factors that were unique/good practice*

- Engagement of education services working in partnership with health, Local Government and local CFA
- Employment of a groups approach to support and promote health and well-being, and in particular resilience
- AP framework and HWBT that include membership from Local Government and health as well as parents and education staff, provides ongoing framework for action in area resilience and bushfire education to support the community.

## Critical Success Factors

- Commitment from partners to work together as all committed to building resilience in children and to support a community wide approach
- Listening to the needs of the community and developing action to address the need

## Challenges Faced and Solutions

The only challenge for the HART project lay primarily with ensuring that parents/carers attended resilience education and to have more than 100 attend as our target. The project offered the parent/carer education sessions in the morning and the evening to provide accessibility and to allow more child care centre staff to attend a session if they were unable to attend the professional development session due to the centre opening hours.

### *Areas for improvement*

The recommendation would be to provide this opportunity to other bushfire communities such as Yackandandah, Kiewa and surrounding areas to lead their own community wide resilience project. HART assists in laying the foundations in supporting children, families and groups to build resilience and engage a wider community. The settings-based approach with community, health, education, local government and emergency services is based on evidence to promote health and well-being. It contributes to the multi-pronged approach to support communities to build resilience and can support individuals and community to return to near normal functioning post disaster.

### *Sustainability and potential for replication in other groups*

The strategies and skills provided are simple and easy to introduce to families and children in the groups. These can also be easily translated into other groups and communities to further enhance resilience and building capacity for children and communities to respond and manage before during and after disaster.

The presence of HWBT, local partnerships and action plans provided a foundation for building further initiatives and community action to support building resilience within the community and for community-led actions. While the funding no longer exists, the structures that support the initiatives are sound and ongoing so that the groups can work together to enhance resilience in children, which is vital for planning for reducing disaster risk.

## Additional Project Details

Lead organisation/s	Beechworth Health Service
Partner/s	Beechworth Primary School, Beechworth Community Child Care Centre, Beechworth Kindergarten Wooragee Primary School Indigo Shire Council St Joseph's Primary School Beechworth CFA
Funding source	Foundation for Rural and Regional Renewal (FRRR)
Funding amount	\$12,260
Contact name	Gabriella Tange
Contact email	gabriella.tange@bhs.hume.org.au
Contact telephone	03 5728 0200
Hurdles submitting details of this project	Nil
Project URL Link	

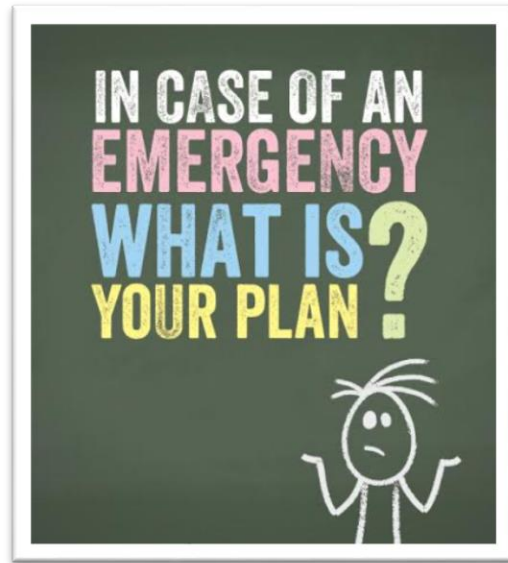
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*We cannot stop natural disasters but we can arm ourselves with knowledge: so many lives wouldn't have to be lost if there was enough disaster preparedness.*

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Petra Nemcova

# In Case of an Emergency, What's Your Plan?



## Project Summary

The City of Greater Bendigo joined with Victoria Police, Victoria SES, Country Fire Authority, Department Health and Human services and Australian Red Cross to work collaboratively with our community to increase resilience and preparedness when faced with a disaster/hazard. The 'In an emergency, what's your plan?' project aims to simplify and personalise preparedness, therefore increasing capacity for resilience throughout the community.

## Background and Situation Context

- Emergency management is evolving and has shifted away from, 'what are agencies doing for the community' to a 'sector-wide approach to achieve joined-up outcomes that are community-focused.' (Emergency Management Victoria)
- The City of Greater Bendigo (CoGB), Community Resilience Pilot Project supports both a regional city setting and surrounding rural areas, with a particular focus on vulnerable communities/people.
- An identified need to increase community resilience, preparedness and awareness, throughout the community created the initiative to establish the plan.
- Emergency agencies worked collaboratively, focusing on a multi-hazard approach to information sharing and preparedness.
  - Initial objectives were to
    - Increase overall community resilience, by delivering a risk communication strategy tailored to suit target audience
    - Coordinate a tailored public education program delivered in partnership with VicSES, CFA and the Australian Red Cross
    - Reduce inefficiency of current and future public education programs, by achieving cost efficiency in communication

The project supports the entire CoGB community, however significant focus has been placed on members and groups within the community that are often identified as vulnerable, e.g. deaf community, refugee groups, socially and geographically isolated people, the elderly, children and teenagers, people with disabilities, low literacy levels etc. Often traditional messaging and information has not been accessible or understood by these groups, therefore they are more vulnerable in the event of an emergency.

The focus of the project is to develop tools, strategies and easy to access information for these groups which assists them to develop emergency plans and to support themselves, family and community. This was done by utilising known information sources and broadening how information was delivered to these groups – with the ultimate goal of increasing resilience of these community members and developing local leaders to further support the community.

## Activities

The project, 'In case of Emergency, what's your plan?' was launched in November 2015, with a TV commercial, radio and social media campaign and a flip chart delivered to every household in the City of Greater Bendigo. This was also supported with media promotion and community education sessions with various organisations and services.

Additionally, in collaboration with Scope, an Easy English version of 'In an Emergency, what's your plan?' was developed to support people with low literacy, intellectual disability, from culturally and linguistically diverse backgrounds (CALD) etc. This has been a valuable inclusion to the project and has been widely utilised and valued by the community.

The roll out of community education to build preparedness is ongoing. This involves continually engaging with local communities to ensure the message is reaching the right audiences and to make sure that they understood the message.

The project consisted of various phases

### **Forum: 'Building Stronger Communities in the face of disaster'**

- Focus: Improve how individuals and the community prepare, respond and cope with natural disaster and emergencies
- Multi-agency and community event, held on June 21st 2014
- Featuring: Craig Lapsley, John Richardson, Mark Squirrell and Dr. Yoko Akama – presenting 'Playful Triggers' activity

### **Engaging with academic institutions, researching aspects of community resilience and engagement**

- Household Pets and Community Disaster Resilience, Josh Trigg, Appleton Institute, GQ University
- Community Resilience and Preparedness Survey, Douglas Paton and Katelyn Russiter

### **Multi-agency working group established, including**

- VicSES (State Emergency Services)
- VicPolice
- Red Cross
- Country Fire Authority (CFA)
- Department of Health and Human Services (DHHS)
- City of Greater Bendigo (CoGB)

### **'In an Emergency, what's your plan?' community education tool(s)**

- Five key themes developed from working group;
  - Knowledge
  - Have a Plan
  - Connectedness
  - Safety & Wellbeing
  - Information
- Products
  - Flip chart distributed to all CoGB households (via 'GB' magazine)
  - TV commercial- Auslan & text included (animation & human component- local Emergency service personnel)
  - Media release & launch by CoGB Mayor & agencies
  - Radio broadcasts (message)
  - Social media
  - Website- linked to the COGB website with all agency information, if community requires specific information
  - Business forum – supporting businesses with preparedness & business continuity planning

## Partnerships within community, supporting community

- Neighbourhood & Community houses- training volunteers to work with people to develop plans, support with identify risks etc.
- Schools- education & peer mentoring
- Aged & HACC services
- Bendigo Deaf community & interpreters
- Emergency Service agencies ( community information)
- Linking with refugee communities & interpreters

## Results

The outputs listed below were developed in collaboration with all emergency service agencies. Each agency identified five key messages that were important to their organisation. As a working group, five themes were developed – encompassing all the agencies' key messages (many, which were the same). The challenge was to create something that had not been done before, to be innovative and follow the principles of shared responsibility. Consultation with community members and potentially vulnerable people was also undertaken. Information on how people like to receive, are able to best comprehend and engage with information was gathered via email, face-to-face, phone conversations, in groups and one-on-one.

From this information, we developed a concept brief for our products: bright, modern, interactive, engaging (wide audience), pictorial, simple language, able to be personalised.

The inclusion of Auslan has been a positive addition into the project. The learning and sharing of information and knowledge over the journey was invaluable. This process has highlighted the importance of engaging and working within communities to ensure that resources are reflective of true community needs.

Working collaboratively was very positive and an efficient use of resources for all agencies and organisations involved. Going back to objectives, looking at the 'big picture' and ongoing communication helped overcome challenges.

A continuing challenge within this space will be, challenging traditional thinking and being agile in our thinking.

## Outputs

- Flip chart to all CoGB households (via Bendigo Weekly paper)- simple information and simple planning structure included;
- TV commercial- Auslan & text included (animation and human component)
- Media release & launch by CoGB Mayor & agencies
- Radio broadcasts (message)
- Social media
- Website- linked to the COGB website with all agency information, if community requires specific information
- Business forum – supporting businesses with preparedness and continuity planning
- Building Stronger Communities' in the face of disaster, forum

Evaluation of the project will occur informally throughout the roll out of the project and the working group will come back to reflect on successes, improvements, changes, community feedback etc. As a pilot project the initial plan was a trial within City of Greater Bendigo, however it has the potential to roll out to the broader Loddon Mallee Region in the future.

## Reflection

Using the 'all agencies and all hazards' approach to develop the Community Resilience Pilot Project helped us step away from the traditional single agency and single incident planning and response method. The project focused on empowering community to take responsibility for preparedness and building individual and community resilience. The initial stage of this project has been rolled out, however monitoring and evaluation of its effectiveness is still in progress.



## Critical Success Factors

## Barriers to Success

## Additional Project Details

Lead organisation/s	City of Greater Bendigo
Partner/s	Victoria Police, Victoria SES, Red Cross, Department Health & Human services (DHHS)
Funding source	Rural Development Victoria (RDV)
Funding amount	\$68,400
Contact name	Ann-Marie Roberts
Contact email	a.roberts@bendigo.vic.gov.au
Contact telephone	(03) 4408 6518
Project URL Link	<a href="#">City of Greater Bendigo In case of an emergency, what is your plan?</a> Provided Courtesy of the City of Greater Bendigo

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*A good half of the art of living is resilience.*

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Alain de Botton

# Jewish Emergency Management Provider Inc.



## Project Summary

The Jewish Emergency Management Provider Inc. (JEMP) exists to

1. Provide disaster response and recovery services to the Victorian Jewish community, affected by major emergencies, through its component agencies, communal resources and personnel.
2. Strengthen the Victorian Jewish community's resilience to major emergencies.

## Background and Situation Context

JEMP was founded in April 2001 in direct response to a number of emergencies in the 1990s but, in particular, in response to two tragedies which significantly affected the Victorian Jewish community. The first of these events was the death of four, and injury of 60, Australian Jewish athletes and officials at the 1997 Maccabiah Games in Israel. The second was the fatal accident outside of Bialik College in 1998 in which many students witnessed a 17-year-old student killed by a car.

These tragedies highlighted a need for the Jewish community to improve the flow of information during emergencies and to improve access to the Jewish community for Emergency Service Organisations (ESOs). David Michelson, Danny Elbaum and Rabbi Ronnie Figdor – each respected members of the Jewish community with extensive emergency experience – took the initiative to bring together existing Jewish organisations including Chevrah Hatzolah, the Community Security Group (CSG) and Jewish Care to talk about working together in emergencies. As a result, JEMP was established. JEMP's approach was to build the Jewish community's resilience in disasters by promoting self-reliance and mutual support, and maximise the benefits of coming from a community, which actively looks after its members. That other Australian and international jurisdictions including NSW, the UK and South Africa adopted the model demonstrates success of JEMP's. In addition, the Islamic Council of Victoria has modelled its Muslim Emergency Management Plan on JEMP's example.

## Activities

JEMP initially established a team of people within the Jewish community with emergency service organisation experience.

This Technical Committee identified the needs of the community, namely that

- There needed to be one source of messaging for the Jewish community
- There is a need for timely, accurate information so that community members are not making up or embellishing aspects of the incident and generating panic in the community
- There needed to be a single point of contact between the Jewish community and the government agencies dealing with the incident.

In its development, we engaged with emergency service agencies. There was some initial scepticism because the model had not been used before and ESOs were concerned that we may be duplicating existing services. The fact that the community had already established a first-aid first responder team (Hatzolah) and a security service (Community Security Group) working well with Ambulance Victoria and Victoria Police, respectively, resulted in much of the caution being set aside. Indeed, not only did the Emergency Management Manual of Victoria encourage community engagement but also JEMP was able to demonstrate that it could provide community-specific value-

added service to the preparedness, planning, response and recovery to an incident. In 2001, the then-Minister of Police and Emergency Services, Andre Haermeyer, personally launched JEMP with much fanfare.

The JEMP's Technical Committee, although some of its members have changed over time, continues to meet monthly in the preparedness and planning phases of EM and is answerable to a Board comprising key stakeholders of the Jewish community's organisational structure. It attends local and state emergency exercises, is recognised in regional emergency arrangements, has membership on the Municipal Emergency Management Planning Committees of many municipalities and holds quarterly Emergency Service Organisation meetings bringing together the state's largest players in emergency management.

## Results

The project has now been active for almost 20 years, having held its first meeting in May 1998. Over time, JEMP has seen many activations and has been regularly called to assist in incidents. Over the years, JEMP has conducted many urban searches for missing persons including Jewish school children and elderly missing from Jewish aged care services. It was activated during a shooting incident in Monash University when early reports suggested that the shooting occurred at the Jewish Centre for Civilisation. During the Boxing Day tsunami, in the first 24 hours JEMP collated a list of 140 members of Australian Jewish persons who were known to be in the affected areas in the days leading up to the tsunami and utilising resources on the ground, was able to update DFAT twice a day while each and every person was accounted for. Following the major terrorist bombings in London, JEMP received a call from the Hertfordshire Constabulary in relation to an Australian Jew caught up in the bombings who would be returning to Australia and would require Jewish social services follow-up upon his return. JEMP has continued to run sessions for Victoria Police on dealing with persons of the Jewish faith and JEMP has published a 20-questions booklet for ESOs.

*What knowledge or product outcomes did the project accomplish?*

JEMP provides a useful resource by services working in the emergency management space, including in all phases of the PPRR model. In 2008, JEMP NSW was awarded the EMA Safer Communities Award in the Volunteer Organisation category recognising JEMP as best practice and a model for other communities.

## Reflection

The JEMP aims to strengthen community resilience (that is, restoring the community's capacity to the same level or greater following a major emergency than its capacity prior to the emergency) by

- Educating Jewish communal organisations and members of the Victorian Jewish community about preparing and planning for major emergencies;
- Eliminating or reducing the incidence or severity of emergencies and mitigating their effects;
- Implementing a coordinated community-based emergency management plan dealing with a major emergency that may affect Victorian Jewish communal organisations or a broad section of the Victorian Jewish community;
- Providing direct relief, where possible, to affected persons of the Victorian Jewish community by utilising the community's resources in a prompt and efficient manner;
- Providing a single, central, Jewish communal point of contact in a major emergency for members of the public, community leaders, government agencies, organisations and emergency service organisations;
- Assisting emergency service organisations in dealing with issues affecting the Victorian Jewish community;
- Promoting the recovery of the Jewish way of the life to the Victorian Jewish community following a major emergency.
- Initially, ESOs and EM stakeholders were concerned that JEMP would be doing work already undertaken by existing agencies. Because of regular meetings and joint exercises, JEMP is now valued as a resource that can support existing agencies. ESOs realise that JEMP has EM and ESO expertise. ESOs and government agencies now call the JEMP hotline when they face a matter involving members of the Jewish community.
- JEMP continues to redefine itself as it faces a changing landscape. Originally, it established a 1800 number for community members to call into the hotline during an emergency to ask about loved ones and get timely, accurate information. However, the nature of public access to information has evolved and people more likely to check Facebook than making a call. After investing time into training emergency call takers, we no longer offer a communal hotline.
- The 'JEMP model' model relies on existing communal building blocks like the community's First Aid first responder service (Hatzolah), Community Security Group (CSG) and the community equivalent of DHHS (Jewish Care). In the absence of these building blocks, communities wishing to adopt the model may leave aside the response phase and work on communal preparedness, planning and recovery.

## Critical Success Factors

## Barriers to Success

## Additional Project Details

Lead organisation/s	Jewish Community Council of Victoria (JCCV) New South Wales Jewish Board of Deputies (NSWJBD)
Partner/s	Australian Jewish Psychologists Chevra Hatzolah Community Security Group Jewish Care Victoria Melbourne Chevra Kadisha
Funding source	Jewish communal roof bodies pay annual membership
Funding amount	\$28,000
Contact name	Kathy Kaplan OAM JEMP Office Administrator 03-9272 5580 <a href="mailto:info@jemp.org.au">info@jemp.org.au</a> Emergency number: 9272 5550 or 1800 18 18 16
Contact email	<a href="mailto:ronnie.figdor@jemp.org.au">ronnie.figdor@jemp.org.au</a>
Contact telephone	03 9272 5580
Hurdles submitting details of project	Nil
Project URL Link	<a href="http://www.jemp.org.au">www.jemp.org.au</a>



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*I am prepared for the worst, but hope for the best*

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Benjamin Disraeli

# Keep Cool in Yarra – Heatwave Safety Campaign



## Project Summary

The aim was to reduce heatwave vulnerability among culturally and linguistically diverse groups living in social and public housing. The campaign brought 25 agencies together to provide information and resources via face-to-face, social media, radio and other creative, innovative ways.

## Background and Situation Context

Yarra City Council developed and led a campaign to support the City's Culturally and Linguistically Diverse (CALD) communities living in social and public housing, to build their resilience and reduce their vulnerability to the undesirable consequences of heatwave. The Council collaborated with 25 different agencies and community groups to deliver the campaign over 2015-16.

## Activities

Council recognised early that community resilience cannot be built through a 'one size fits all' approach. This is because communities are not static, homogenous groups. Council therefore committed to building resilience in the City of Yarra, by engaging with one identified vulnerable community group at a time, on the topic of one single hazard at a time. The resilience-building initiative involved: - engaging directly with vulnerable community members through activities frequented by the targeted vulnerable groups (e.g. English language classes, Migrant Centres, Cultural Community festivals, Housing estates, etc.); - using service providers trusted by CALD groups to deliver heatwave risk information and resilience-building products (e.g. Pharmacists, Red Cross, Yarra Community Housing, VicDeaf, Victorian Aboriginal Health Service etc.); - developing and distributing appropriate physical resources to assist resilience-building; - distributing CALD-tailored heat safety information in creative, accessible formats; - modifying Council's Home and Community Care client assessments to also consider client heatwave vulnerability; - creatively exploiting traditional and social media channels used by CALD community members (e.g. ethnic radio, branding heat safety information on community buses in languages other than English).

## Results

The campaign's success was assessed through quantitative and qualitative methods. Campaign products developed had an estimated reach of 40,000 people. Media advertisements had an estimated reach of 450,000 people. Feedback/surveys from the target audience showed that the Campaign

- Increased heatwave risk awareness among Yarra's CALD residents of Public and Social Housing;
- Encouraged and facilitated heatwave safety behaviour;
- Provided useful resources for vulnerability reduction to occur;
- Forged new connections between Council and vulnerable groups
- Strengthened relationships between government agencies and local social service providers.

**Resilient Australia Award 2016 - Victorian Winner.** The campaign: - Increased risk awareness among Yarra's CALD Public and Social Housing residents; promoted heat safety behaviour within CALD groups; and, provided appropriate information and resources to vulnerable persons.

## Reflection

The campaign is special because it is simple, relatively cheap and can have enormous reach. The campaign can be used and modified by local governments nationally, to target any identified vulnerable group and support resilience-building for any specific emergency risk.

The campaign is original in its creative approach: using face-painting, music, visual images on buses, language classes and lollies etc. to engage with CALD groups. The project is innovative because the deaf community was included as a linguistically diverse group within the campaign, rather than being identified a group with disability. In terms of heatwaves, deaf people are vulnerable because of their inability to access information in their language, not because they cannot hear. This has helped to change perceptions around deaf people in our community and it aligns with how VicDeaf sees the deaf community too.

The project was innovative because the thermometer-magnets developed as part of the campaign allowed Council to embed heat safety information directly into homes in a way that would raise risk awareness and assist resilience-building in a practical and meaningful way. People access their fridge multiple times per day, so having a technical gauge for how hot it is in the home raises awareness constantly and also allows people to make decisions about when and how they can best manage their safety in the heat.

Partnering with 25 different groups (and also directly with community members) has allowed the Council to have a massive reach into the targeted vulnerable communities. When developing the campaign, the Council consulted heavily with CALD residents (via networks and meetings at CoHealth centres) to work out what was wanted and needed by vulnerable groups, and the best way to deliver heatwave resilience support to them. The Council worked with businesses (pharmacies) located next to housing estates where there were high numbers of CALD residents. Pharmacies were stocked with Council heat safety products and information in Chinese, Vietnamese, Hakka and Greek. Pharmacists were able to target CALD residents who were doubly vulnerable to heatwaves because of the medication they were taking. When residents picked up medication, they were given heat safety resources in their language. The Council devolved responsibility for running a number of community information sessions to Victoria Police, Red Cross and also community members themselves. This meant that ownership was being taken over directly by those who needed to manage heatwave risks.

Interestingly, some community members who attended heat safety sessions became so engaged with the campaign, that they started to support the Council's campaign by running their own heat safety projects and information stands at events, using products provided by the Council. One community member involved their local craft group to make cooling neck ties, to distribute these to vulnerable people within their area. Council provided the material to do this. Other rooming house tenants decided to distribute Council's heat safety information and products at a massive social housing festival. Even though the campaign ended after summer, the police continue to provide safety-focused English classes for new migrants, as this activity proved so useful in creating trust and providing important information between police and new migrants.

The project created new relationships and forged stronger social connectivity

- within the broader Yarra community;
- between the community and government agencies; and,
- between government agencies and social service providers. This has led to an increase in emergency management activities between the Council and its campaign partners and has resulted in new resilience-building activities between CALD groups and campaign stakeholders.

## Critical Success Factors

## Barriers to Success



## Additional Project Details

Lead organisation/s	Yarra City Council
Partner/s	Richmond Housing Estate, Yarra Community Housing, Carringbush Adult Education, Victoria Police, Australian Red Cross, Victorian Aboriginal Health Service, Belgium Avenue Neighbourhood House, CoHealth, Save The Children, Finbar Neighbourhood House, + more
Funding source	Yarra City Council
Funding amount	16500
Contact name	Lucy Saaroni, Senior Advisor Emergency & Risk Management
Contact email	<a href="mailto:lucy.saaroni@yarracity.vic.gov.au">lucy.saaroni@yarracity.vic.gov.au</a>
Contact telephone	
Hurdles submitting details of project	Nil

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*Noble souls through dust and heat, rise from disaster and defeat the  
stronger.*

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Henry Wadsworth Longfellow

# Leading From Within – Building Resilient Communities



## Project Summary

The project was about enabling community leaders to take control and support shared responsibility in planning for disasters (all hazards). The idea behind the program was to find ways to support communities to do 'it' for themselves. Owned and delivered by the community for the community.

## Background and Situation Context

The project was conducted in the communities of Dunolly, Bealiba, Daisy Hill, Carisbrook and Talbot in the Central Goldfields Shire (CGS). The Shire identified the need to engage on a deeper level with communities to foster the desired outcomes of shared responsibility in disaster preparedness activities. ARC Ventures, the contracted project manager, undertook the project methodology and design

The project aimed to harness the energy and leadership that already exists in a community and enable these leaders to take ownership of a process aimed at making the community safer and more resilient. Rather than coming into the community and leading them through the process of planning for disaster this project looked to develop and support the leaders that already exist. The key success factors for this project directly related to local understanding and the ability to implement activities to meet the individual needs of the local community.

The defining factor of this project compared to many other community-led projects was that local people led the process. Volunteers were empowered to lead through support provided by a third party. Agencies and local government played a support role as subject matter experts but did not drive or influence the decisions-making or associated activities.

## Activities

Following the selection and training of the community leaders, a local steering committee of 8-10 well-connected community members was established. These steering committee members were then responsible for deciding how the process would be implemented in their community taking into consideration the individual community makeup.

The program followed a 5-staged approach (community profiling, risk analysis, community engagement, plan development & plan implementation, & review). This approach helped the communities understand their own

community make up and local risks. This process also involved the establishment of a community engagement plan that reflects the way in which the community best engages in and contributes to the creation of community initiatives with an action plan created that supports communities being prepared before, during and after a disaster. Key resources developed were

- Dunolly/Bealiba Community Action Plan
- Dunolly shortwave radio communications plan
- Dunolly – Flood information packages for areas at risk of flooding
- Daisy Hill Community Action Plan
- Daisy Hill Telephone Tree – Magnets and flyers
- Talbot Community Action Plan
- Carisbrook Community Warning System – Magnets and flyers Events/activities – involving CFA, SES, Department of Environment, Land, Water and Planning, North Central Catchment Management, CGS
- Daisy Hill – understand your risks information evening
- Daisy Hill – Preparing for the fire season information evening
- Dunolly – community risk workshop
- Talbot – Emergencies information evening future.

## Results

Some of the key outcomes included

- Creation of three community action plans.
- Creation of a communication plan/strategy to better inform residents of local emergency warning systems already in place.
- Establishment of a community tree phone in Daisy Hill, to connect neighbours in a community where little opportunity for interaction is available.
- Changes made to the Municipal Emergency Management Plan to incorporate the availability of the shortwave radio club – a secondary communication system when other systems fail.
- A better understanding of the level of vulnerability in each community.
- Establishment of relationships between community leaders and Emergency Service agencies to support opportunities to work together.
- A core community leadership group who are better engaged with the CGS and empowered to take action in creating a safer community and building resilience.

Some of the broader outcomes included

- The Daisy Hill committee are now a subcommittee within the already established group - Daisy Hill Community Centre Inc.
- The Emergency Management Manager of the CGS formed relationships with each local community committee and will be the contact point for each group into council.
- There is a clearer understanding of residents' thoughts and actions in preparing for emergencies through community surveys conducted in Dunolly, Bealiba, Daisy Hill and Talbot.
- Dunolly/Bealiba committee has become an incorporated association.
- Talbot committee are now the Talbot & District Emergency Self Help Action Team.
- Relationships between community and council have been strengthened and in some cases repaired.

*What knowledge or product outcomes did the project accomplish?*

- Winner of Resilient Australia Awards 2016 - Business Category (Victoria) Finalist in Fire Awareness Awards 2016

## Reflection

A decision to engage a local project manager, independent from council and isolated from council responsibilities, supported the locally owned and driven process with the community decision-making powers. The project manager acted as a conduit between the community, council and emergency services helping to build relationships and strengthen partnerships.

## Critical Success Factors

- Local leaders as facilitators were able to utilise their established local networks throughout the project lifecycle.
- Group training of facilitators created a team atmosphere and mentoring/support network.
- Provision of 'coffee/tea packs' and 'administration toolbox' to ensure local facilitators were not left out of pocket.
- Ongoing mentoring, coaching and support of facilitators were provided by an experienced practitioner.
- Support was provided from DELWP, CFA, CGS, SES and North Central Catchment Management Authority (NCCMA).
- Local facilitators were able to engage better with the community.
- Local knowledge and background provided an established credibility of the facilitator.
- A local project manager had an understanding of the local communities and a background in community engagement/ development, emergency management and strong networks both locally and within Emergency Management agencies.

## Barriers to Success

- Relying on one local volunteer facilitator put pressure on that one person. When circumstances prevented that person from participating, the process stalled. One way this could be overcome would be to look at co-facilitation. Training two community leaders in the community-led planning process so that they can support each other in a leadership role.
- Difficulty in engaging local leaders to participate as a facilitator. In some locations, this took many weeks/months. In many cases local leaders who were approached were burnt out from many volunteer roles.
- In one community, there was a push to put all identified risks back onto the responsible authority to manage. This situation was managed through strong leadership (facilitator) and support from the project manager.
- Volunteer Fire Brigade members & SES need to be involved in the process whilst understanding that they are not the drivers.

## Additional Project Details

Lead organisation/s	ARC Ventures
Partner/s	<b>Community Leaders</b> Lisa Mahon, Dunolly Bill Best, Bealiba Christine Greenwood, Daisy Hill Adrian Holland, Talbot Ian Boucher, Carisbrook Central Goldfields Shire.
Funding source	Not specified
Funding amount	\$68,800
Contact names	Raelene Williams - ARC Ventures
Contact email	<a href="mailto:raelene@arcventures.com.au">raelene@arcventures.com.au</a>
Contact telephone	0412 507 418
Hurdles submitting details of project	N/A
Project URL	<a href="http://www.arcventures.com.au">www.arcventures.com.au</a>

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*A leader's job is not to do the work for others, it's to help others figure out how to do it themselves, to get things done, and to succeed beyond what they thought possible.*

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Simon Sinek

# Macclesfield Disaster Recovery Group



## Project Summary

Macclesfield Disaster Recover Group (MDRG) is a Relief/Recovery focused community-based emergency management group. MDRG is an integral part of local emergency preparedness and relief /recovery capability. MDRG has been instrumental in promoting formal emergency safety messages and establishing foundations by which the Macclesfield community can be key drivers in their own Recovery.

## Background and Situation Context

The Macclesfield area is a rural hamlet in the eastern Dandenong Ranges of Victoria and has a diverse mix of residents.

Macclesfield has recently been included in the Victorian Fire Risk Register with High and Very High-risk areas and is at risk of both grass and scrub and bushfire events. Our combination of elevated and low-lying areas, coupled with several older wooden bridges combine to isolate us from nearby support areas.

Should a large fire impact on Macclesfield and surrounding areas we face a loss of life and injury, the destruction of multiple dwellings and kilometres of fencing and loss water for livestock for more than 24 hours. The Macclesfield area also experiences high impact storm and wind events, which regularly results in the loss of power and impacts access and egress to the area due to fallen trees.

The MDRG response area is approximately 100 square kilometres. We have strong agricultural origins and residents include a mix of long term and recently relocated residents. These factors combined with a community culture of independence and self-determination compelled MDRG to develop proactively our community's capability during the immediate, medium and long terms phases of a disaster.

## Activities

In 2013, the Macclesfield Disaster Recovery group was formed in partnership with the Macclesfield CFA. MDRG services a role within the community to provide primary care and support to affected residents in the immediate aftermath of a serious or high impact emergency in the area.

MDRG core purpose is managing the primary and psychosocial needs of our community during the first 72 hours of a serious event. Secondly MDRG provide a conduit by which our community will have the capacity to provide leadership to government and social support services should external relief and recovery support be needed in our township.

The leadership and membership were formed following initial community consultation. After the development of our procedure manual, we were fortunate to procure training support from Red Cross and have now trained many members in Psychological First Aid (PFA) and Communication in Recovery. Further community information sessions included supporting children, teenager and Animals in emergencies.



Most importantly, the group raised awareness across the community of the devastating impact that high intensity emergencies can have at a community level. This in turn added a depth of context to prevention and preparedness activities undertaken by individuals and community groups across our area.

## Results

The impacts of MDRG include;

- Enshrined community values and diversity by developing the MDRG procedure manual in consultation with the Macclesfield community.
- Mitigating the risks of fatalities/injuries/post event psychological trauma associated with high impact emergencies by providing primary care and psychological support in the first 72 hours after an event.
- Increased Bushfire awareness by providing planning assistance through pre-season information sessions for both MDRG members and the wider Macclesfield community. People are better prepared for extreme events.
- Reduced social isolation and increasing social connectedness by providing regular training events and by providing an inclusive and positive group culture.
- Increased member's employability skills by providing first aid, specialist communications and psychosocial training. These skills remain transferable across working and personal lives and other areas of community living.
- Enabled community leadership in the aftermath of a serious event thus increasing the community's ability to have ownership and direction of relief/recovery efforts. This in turn reduces dependency on government and welfare sectors.
- Provided a conduit for Macclesfield fire brigade members to access specialist psychosocial training outside of training provided by CFA.

*What knowledge or product outcomes did the project accomplish?*

- *Leading change and coordinating effort:* by developing strong and meaningful partnerships with Shire Yarra Ranges, Victoria Police, Red Cross, Australian Institute of Disaster Resilience, Emergency Management Victoria, Macclesfield CFA, Macclesfield Primary School, Macclesfield Landcare, Macclesfield Pony & Adult riding club.
- *Communicating with and educating people about risks:* by promoting the need for and opportunities of MDRG at a local and regional level and by providing pre-season training and specialist information events to highlight and plan for disaster risks and by assisting residents by providing education and relevant local knowledge tailored to their level of literacy and capacity to respond.
- *Partnering with those who effect change:* by collaborating on an ongoing basis with a broad range of local and state partners in the development, delivery, monitoring and expansion of broader community-based emergency and relief/recovery planning and by fostering volunteerism and leadership within the local community.
- *Empowering individuals and communities to exercise choice and take responsibility:* By providing proactive and supportive solutions to give residents greater choice to develop and enact emergency plans. By encouraging local individuals and groups to be more responsible for the risks they live with and to consider the needs of our community in the aftermath of an emergency. By raising awareness of the roles, responsibilities and limitations of relief/recovery agencies to ensure that residents have more realistic expectations of the support on offer and are better prepared to greater responsibility for their own wellbeing in the aftermath of an event.
- *Supporting capabilities for disaster resilience:* By reducing dependency of traditional emergency services and welfare support following a high impact event and by establishing stronger pre-existing relationships between our local community and the agencies that support us, thus ensuring a better understanding of our community needs in the aftermath of a serious event.
- *Transferability:* Our initial focus on environmental disaster such as Bushfire/extreme weather events has provided a sound basis from which we can now consider a range of disaster/emergency applications. While we do not have cause at local level to be the target for acts of terrorism, a localised or wide spread agricultural/livestock biological event, such as disease outbreak, would have a devastating effect on our community. Now MDRG is trained and well placed to offer the sort of targeted support that our community would need to liaise with authorities and provide personal support to affected families and businesses.

## Awards

Finalists Fire Awareness Awards 2015

Highly Commended Resilient Australia Awards 2017

## Reflection

MDRG utilised existing learnings in community recovery from high intensity disaster situations to tailor a program to the Macclesfield community in particular. Our collective experience/skills within MDRG identified that focusing only on the catastrophic nature of disasters would not increase the resilience and fortitude of our community when faced with an active threat.

Understanding the difficulties faced by other communities we determined that while our group is underpinned by the concept of disaster relief and recovery, our ongoing activities, group culture and group vision must be to enrich the resilience and wellbeing of our participants now and into the future as follows.

### MDRG Ground Rules

- 1. All are welcome regardless of skills, time available or level of experience.
- 2. Participation in MDRG must not impact members personal bushfire plans -Tasks are not allocated to individuals.
- 3. Members may contribute before, during or after an incident and from inside and outside of the impacted area.
- 4. Participation in the MDRG group must enhance member's everyday lives and be a positive experience.

We have embedded these rules in all that we do from the allocation of tasks the access to learning opportunities and the importance of an inclusive and supportive group culture.

The importance of placing value on the social connectedness and psychological wellbeing of the group has ensured we are not dependant on a high impact/ large-scale disaster to remain relevant and give meaning to the group's existence. This has contributed to our membership numbers remaining stable and slowly increasing throughout the time in which group has been functioning.

Our plan is highly localised however due to small/rural aspects of our community it may be a useful reference for smaller townships and communities such as ours. MDRG would also provide an example of the value of inclusivity in community-based emergency planning.

## Critical Success Factors

1. Developing an inclusive group culture
2. Building relationships with local and broader disaster resilience networks
3. Being able to clearly articulate our purpose and limitations
4. Utilising a positive psychological approach in defining our ground rules

## Barriers to Success

1. Taking the time to develop our own plan rather than skimming over this stage by using existing templates
2. Taking the time to attract a diverse representation of the Macclesfield community
3. Procuring funding to address skills gaps and training needs
4. Procuring funding for basic equipment

## Additional Project Details

Lead organisation/s	Macclesfield Disaster Recovery Group
Partner/s	Victoria Macclesfield CFA; Macclesfield Primary school; Macclesfield Landcare; Macclesfield Pony and Adult Riding group; Shire of Yarra Ranges; Emergency Management Victoria; Red Cross
Funding source	CFA Summer Fire Safety Initiatives 2015/2016 CFA Summer Fire Safety Initiatives 2016/2017
Funding amount	In Kind Training support: Psychological First Aid AND Communicating in Recovery \$1600 Children and Teenagers in Emergencies 2016 \$950 Animal and Emergencies 2017
Contact names	Yolanda Slykerman – MDRG Coordinator
Contact email	<a href="mailto:accounts@fluidmotionfilm.com">accounts@fluidmotionfilm.com</a>
Contact telephone	Email contact only.
Hurdles submitting details of project	Nil

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*October 13<sup>th</sup> every year celebrates*

*The International Day for Disaster Reduction (IDDR)*

*to observe and to take part in building more disaster  
resilient communities and nations.*

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UNISDR

# Managers of Spontaneous Emergency Volunteers Pilot Program - G21 Region



## Project Summary

The Managers of Spontaneous Emergency Volunteers (MSEV) Pilot Program - G21 Region (City of Greater Geelong, Borough of Queenscliff, Colac Otway Shire, Golden Plains Shire and Surf Coast Shire) harnesses the power of Spontaneous Volunteers in an Emergency. It initiated the establishment of a trained and engaged voluntary workforce of experienced volunteer managers who can be effectively deployed to assist in managing spontaneous emergency volunteers during relief and recovery activities.

The initiative has increased the G21 regional capability to provide relief to volunteer managers in emergencies without compromising recovery efforts within communities.

## Background and Situation Context

Emergencies can strike anywhere and at any time. Whether planned or not, spontaneous volunteers will come forward with offers of assistance. While these volunteers can be an invaluable workforce to help with relief and recovery efforts, emergencies including the 2009 Victorian Bushfires, highlight that most communities are not able to cope with a mass influx of spontaneous offers of assistance, and in some instances, these volunteers can put themselves and others at risk.

The challenges posed for emergency managers by spontaneous volunteers was acknowledged in the 2012 Victorian Emergency Management White Paper, which recommended the development of 'strategies to manage spontaneous volunteers during relief and recovery efforts.'

The Managers of Spontaneous Emergency Volunteers (MSEV) G21 Pilot project has been designed to help build community resilience by recruiting, training, supporting, deploying and debriefing a workforce of skilled MSEVs to assist during emergency relief and recovery activities.

The Geelong pilot project focused on building capability of organisations providing relief and recovery services to manage spontaneous volunteers in the G21 region, in the event of an emergency. The G21 region comprises the City of Greater Geelong, Borough of Queenscliff, Colac Otway Shire, Golden Plains Shire and Surf Coast Shire.

## Activities

Regional Development Victoria as part of the Resilient Communities Program funded the Pilot Initiative. A Reference group supported Volunteering Victoria appointed a Project Manager and Coordinator.

Project activities included

- Development of best practice training and professional development to upskill and support a workforce of MSEVs.
- Establishment of a central register, managed by Volunteering Victoria, of experienced and trained MSEVs willing to be called on in times of emergency.

- Development of an online Resource Centre to house a suite of resources to support volunteer MSEVs in managing spontaneous volunteers in a variety of settings and disaster events.
- Establishment of a communications program to recruit and retain MSEVs and keep them engaged with the project through the central register.
- Through Volunteering Victoria's local, state and national networks, share learnings from the pilot development and specific emergency events.
- Ongoing research and evaluation tracking the development and capability, management and effective deployment of volunteers in emergencies, and best methods of collaboration between volunteer program managers and agencies.

Volunteering Victoria has subsequently received 3-year funding (based on yearly results) for a state-wide rollout of the MSEV program.

## Results

### *Outputs*

- Recruitment and selection materials including position description, email invite, website content, registration portal, application form, interview guide, referee checklist and program acceptance form.
- Full day training program including Participants Handbook, video case studies and train the trainer materials.
- Thirty-four volunteer managers participated in the full day training session. Of these 21 applied and have subsequently been approved as MSEVs on the central database.
- Central register
  - Database platform to record details of trained MSEVs including deployment history.
  - Templates for communications to MSEVs before, during and after a deployment.
  - Online Resource Centre for MSEVs.
- MSEV introduction pack including
  - Welcome letter.
  - Outline of deployment process.
  - MSEV tabard – for use when deployed for identification of spontaneous volunteer managers.
  - Volunteering Victoria name badge and lanyard – for use when deployed for practical identification/validation.
- Engagement activities with stakeholders to build understanding of potential utilisation of MSEVs.
- MSEV Peer support network to provide an opportunity to share knowledge and learnings.

### *Impact/Change/Benefits*

The project has developed a systematic and organised approach to coordinating volunteer manager resources and experience across the G21 Region during relief and recovery activities.

Impacts, changes and benefits include

- A workforce of 21 trained volunteer managers who can be deployed to help coordinate and more effectively manage spontaneous volunteers who want to assist in times of emergency.
- A community-demand driven MSEV deployment model, ensuring the affected community is assisted and remains in charge.
- A more sustainable, resilient volunteer manager community, brought together to learn from each other, assist each other, and thus create more resilient and supported communities.
- Improved knowledge of emergency management structures, planning process and practices at Volunteering Victoria and Volunteering Geelong.
- Enhanced emergency preparedness, capability and resilience within G21 Region.
- Volunteering Geelong included on Barwon South West Regional Emergency Relief and Recovery Committee network.
- Tested recruitment model and processes that can be integrated into a Municipal Emergency Management Plan (MEMP).

Stakeholder engagement and collaboration at local, state and national levels has spurred conversation and collaboration to share learnings, processes and resources across sectors.

## Next Steps

Volunteering Victoria has now received funding under the Natural Disaster Resilience Grants Scheme (NDRGS) to commence rolling-out the model across Victoria.

## Reflection

### *Factors that were unique/good practice*

While there are a number of programs in Australian jurisdictions that aim to pre-register potential spontaneous volunteers, a significant capability gap still exists in terms of how both pre-registered and spontaneous volunteers would be managed. The G21 MSEV Pilot responded to this gap in systems and services and has developed a model that can be replicated throughout the State and beyond.

## Critical Success Factors

Initially, engagement by Councils varied, depended on existing emergency management resources and experience. LGAs have different focus, funding, challenges, capabilities and capacity in relation to emergency risk, planning for emergencies, volunteer management and spontaneous volunteering. Many LGAs are challenged by the complexity and expectations of drafting and implementing a MEMP so it was important to 'add value' to existing arrangements by streamlining the management of spontaneous volunteers.

## Challenges Faced and Solutions

- Concerns over risk and liability of groups involved. Legal advice was sought to gain an understanding about risk implications and a 'portable' insurance cover for MSEVs was obtained by Volunteering Victoria.
- Reluctance by LGAs to 'get involved' with spontaneous volunteers required ongoing engagement and discussions as to how the Pilot could minimise risk and improve outcomes for all parties.
- The potential for psychological trauma as part of their volunteer work meant that Psychological First Aid training was built into the MSEV training package along with access to follow up training in this area (ie. Rob Gordon's PFA 1-day workshop)
- Lack of provision for reimbursement of expenses could deter MSEV participation in deployment activities
- Project scope creep – given the lack of existing resources to support spontaneous volunteers, it became imperative to define the program structure by developing a set of 'Guiding Principles'
- Training participants came from a wide range of backgrounds and experience, which resulted in the initial training program being modified in response to participant feedback, to ensure it met the needs of all participants.

### *Sustainability*

The most resource-intensive phase of the MSEV project is during its establishment, the recruitment of volunteer managers, and the development of partnerships with LGAs. Once these elements are in place, the key resourcing issues are to support the retention and engagement of MSEVs and to manage the deployment process, which is overseen by Volunteering Victoria whilst funding is available.

## Additional Project Details

Lead organisation/s	Volunteering Victoria, Volunteering Geelong
Partner/s	City of Greater Geelong & Red Cross
Funding source	Regional Development Victoria
Funding amount	Not specified.
Contact name	Alison Duff
Contact email	a.duff@volunteeringvictoria.org.au
Contact telephone	03 8327 8500
Hurdles submitting details of project	Nil specified.
Project URL Link	<a href="http://www.volunteeringvictoria.org.au">http://www.volunteeringvictoria.org.au</a>

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*The World is changed is changed by your example, not by your opinion.*

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Paulo Coelho



# Mansfield Community Resilience Leadership Program



## Project Summary

The Mansfield Community Resilience Leadership Program aimed to build the skills and awareness of behind-the-scenes community leaders to enable them to be better able to support a community in crisis and assist them to recover quickly.

## Background and Situation Context

Situated 180kms northeast of Melbourne, Mansfield Shire covers 3,843 square kilometres and includes vast tracts of 'High Country'. The most recent ABS data sets the Shire's population at 8,067. The major urban centre of the Shire is Mansfield and there are numerous outlying and isolated communities throughout the Shire, which can swell considerably during holiday periods with visitors and part-time residents.

Since 2010, Mansfield Shire Council has been conducting a community development program that has seen 12 of our small communities develop their own community plans. Many much-needed community initiatives have been achieved through these community plans which include a newly renovated hall in Merton and the popular Merrijig community newsletter.

Mansfield Shire's local communities are inherently resilient and, through the community planning processes, have built on this resilience. Through projects such as renovating a local hall, networks have been created, new skills learnt, information shared and community ownership developed.

To keep the community planning program fresh, relevant, inspiring and valuable, we are now working with communities to identify the characteristics of successful projects, which build resilience in the community. One such characteristic is strong community leadership.

The Mansfield Community Resilience Leadership Program was developed to build behind-the-scenes community leaders who will be able to support a community in crisis and assist them to recover quickly.

## Activities

The Mansfield Community Resilience Leadership Program (CRLP) was promoted via networks already established through community planning and the local newspaper. There was an initial information session about the program after which 22 community members were selected through an expression of interest process. The participants represented eight communities in the Mansfield Shire, including Woods Point, one of the most isolated communities in Victoria.

The program covered a broad range of topics that included

- Disaster planning, response and recovery cycle
- Individual and collective strengths
- Leadership styles and temperaments
- Project planning
- Communities in crisis
- Roles of emergency services and agencies
- Review and evaluation

An expert facilitator, with experience in delivering regional and national leadership programs as well as community development initiatives post black Saturday, was engaged to deliver the program which spanned 30 contact hours and included workshops, peer to peer learning, guest speakers and an emergency services panel session.

A working group made up of Council staff, emergency services and a community member with participatory experience in a highly regarded leadership program oversaw the planning, delivery and evaluation of the program.

The program culminated in a one-day Community Conference in which the participants took a part in the planning and delivery and shared what they had learned with the broader community. Over 70 community members and local emergency service personnel attended the conference.

## Results

Mansfield Shire Council evaluated the CRLP using the Most Significant Change technique. Twenty interviews with CRLP participants and Steering Committee were conducted. Interviewees answered a series of questions around program outcomes, issues, lessons learned and future ideas. This participatory type evaluation method was chosen specifically to continue building the skills of the participants and to demonstrate an evaluation method they could use.

The following most significant outcomes identified

- An increase in participant understanding of the importance of wider community consultation and engagement in the risk management process. This includes understanding that the community has skills and knowledge that can be utilised; that understanding the community's needs are critical along with ownership of needs and solutions.
- Participants identified that the CRLP increased their understanding and skills in preparing and planning for emergencies including how to prepare for and recover from emergencies, mapping of community assets and understanding community responses in crises.
- A number of CRLP participants identified networking and connecting with others as a key outcome. This includes understanding what other communities are doing, sharing ideas, bonding, opening up pathways and networks, and engaging with relevant agencies.
- Participants recognised leadership skills within themselves including an increased understanding of their own abilities and self-discovery. The CRLP built confidence and recognition of own value. Participants learnt how to listen to and accept others' points of view.
- The participants co-delivered the 2015 Community Conference with its emergency management and resilience focus. They graduated from the program with projects and ideas for their communities aimed at building the characteristics of resilience.
- A new network consisting of community, Council and emergency services has now formed and will be the basis of a strong collaborative approach in times of both peace and crisis.

## Reflection

The CRLP brought together emerging community leaders, Council and emergency services and resulted in an enhanced understanding of each other's roles in times of emergency, the risks facing small communities and the part that well-prepared community leaders can play in building community resilience and in emergency response and recovery.

A turning point for many of the participants was community asset mapping and a disaster scenario exercise. This activity raised the importance of understanding each other's roles, the plans already in place, the community's involvement in emergency management planning, preparation, response and recovery and the formation of solid partnerships, particularly that of community/Council.

Post this exercise, a forum was held that featured an emergency services panel and guest speakers from other communities who provided examples of community initiatives in both the preparation and recovery phases.

The participants invited some of these speakers to share their story with the broader community at the Community Conference. The community asset mapping and simulated disaster exercise was repeated at the Conference with the Emergency Services taking a listening role only to hear first-hand the types of questions raised by the community.

The participant's eyes were opened to the extent of planning and behind-the-scenes preparation that happens in the emergency management sector and to the need for preparation and readiness at the community level. The

Emergency Services learnt of the local knowledge, skills and willingness of the community to partner in building stronger, more capable and resilient communities.

One of the great aspects of the CRLP is that the participants are committed, established residents of their communities. The CRLP is self-sustaining in that each of the community leaders will continue to take a role in driving the future of their communities and applying the skills they have learnt in developing their community's resilience and future risk readiness

All participants came from community groups. They will share their learnings with their groups and the broader community. Many concluded the program with the purpose of instigating projects in their community that will result in increased communications, stronger networks and a greater understanding of emergency management planning, response and the recovery pathway.

### Critical Success Factors

### Barriers to Success

### Additional Project Details

Lead organisation/s	Mansfield Shire Council
Partner/s	Mansfield Shire Council The Regional Development Company
Funding source	Resilient Community Program – Regional Development Victoria Mansfield Shire Council
Funding amount	\$49,500
Contact name	Kirsten Lingard
Contact email	Kirsten.lingard@mansfield.vic.gov.au
Contact telephone	(03) 5775 8534
Hurdles to submitting details of this project	Nil
Project URL Link	<a href="http://www.mansfield.vic.gov.au/councilservices/communityservices/communitydevelopment/community-resilience-development.aspx">www.mansfield.vic.gov.au/councilservices/communityservices/communitydevelopment/community-resilience-development.aspx</a>

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*Working together continually as a community can help reduce the impact of disasters.*

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UNICEF

# Morwell Neighbourhood House: 'They go into bat for me'



## Project Summary

This report examines the role of Morwell Neighbourhood House (MNH) in recovery from the Hazelwood mine fire, focusing on the transformation of the House's program and priorities, and two recovery initiatives: the Valley-to-Valley project, and a public talk by Dr John Hewson on transition from coal.

## Background and Situation Context

In 2014, fire impacted the town of Morwell and the Morwell open cut mine in the Latrobe Valley that burnt for 45 days. Morwell was at times overwhelmed by smoke and ash making it difficult for people to go about their daily lives and affecting their health and wellbeing. The most significant effects were about loss of trust in government and authorities; feeling abandoned as a community; future health concerns; and how the community sees itself and its future. MNH initiated several recovery activities to assist the community to make sense of the event, to ensure their voice continued to be heard, and to rebuild pride in where they live. MNH was responding to the needs of its community and the benefits of its initiatives were felt by its immediate Neighbourhood House community, the Morwell community more generally, the Latrobe Valley communities, and for the Valley to Valley project the communities of the Hunter Valley in NSW.

## Activities

The mine fire and its impact on the community provided a moment and an opportunity for MNH to reflect on how it could best support their community. MNH changed the types of activities it offered. There were fewer accredited courses and more social support activities, including facilitated workshops to allow community members to tell their story of the mine fire. In April 2015, floods devastated the Hunter Valley in New South Wales. MNH saw this as an opportunity to reach out to another community that had been hit by a disaster and initiated a project that became known as the Valley-to-Valley project. There were two aspects to the project: a series of photo shoots with community groups where they used large letters to spell out a message of support and hope, and a message book where people were asked to write messages of support. In July 2016 MNH facilitated a talk by Dr John Hewson on transition from coal, as part of MNH's commitment to inform and empower the community as it navigates the future.

## Results

At the end of the Valley-to-Valley project, nearly 1000 people had taken part in 40 photo shoots; there were nearly 500 handwritten messages and 28 pieces of artwork. The photos and messages were compiled into a book and delivered to Maitland and Dungog in the Hunter Valley communities. The photos were also exhibited at the Latrobe Regional Art Gallery in Morwell. This was an inspirational and inspired community development initiative that appears to have had a significant impact on both communities and contributed to the recovery process in Morwell. In many ways this initiative turns ideas of recovery on its head by asking those affected to reach out and help others rather than being helped; it enabled people to 'break out' of the victim role and perhaps to even feel like heroes. Dr Hewson's talk enjoyed a good attendance. The outcome was unexpected in that a transition project was proposed. MNH used its networks to facilitate the formation of a community committee to assess the proposal. The proposal is still under discussion. MNH empowered community members providing an opportunity for their voices to be heard and to be involved in the decision-making process about the future of Latrobe Valley.

## Reflection

The Valley-to-Valley project and the Hewson event were innovative and inspirational recovery initiatives that responded to both current needs and future aspirations. However, the more important lesson for people learn from the recovery activities of MNH is the importance of its process and framework, underpinned by a community development approach. A community development approach, such as that adopted by MNH, is likely to be more successful for long-term social recovery and to deliver recovery that 'builds back better'. It does this through promoting participation, empowerment, social connectivity and ensuring actions and strategies are community-led. A process based on empowerment and participation can contribute as much, if not more, to recovery than any other factor or outcome. The impact of a community development approach on recovery can be in many ways greater than the sum of various initiatives. Understanding MNH's impact on recovery from the mine fire and its impact in the community more generally, cannot be discerned by only looking at individual projects. It must be seen in the context of its process and framework: a community-led, empowering and capacity-building framework, a commitment to listen to what people need and to work in partnership with them to achieve outcomes.

## Critical Success Factors

## Barriers to Success

## Additional Project Details

Lead organisation/s	Morwell Neighbourhood House and Federation University Australia
Partner/s	Nil specified.
Funding source	Not specified
Funding amount	Not specified
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Contact email	<a href="mailto:coordinator@morwellnh.org.au">coordinator@morwellnh.org.au</a>
Contact telephone	(03) 5134-5488
Hurdles submitting details of project	N/A
Project URL	<a href="http://federation.edu.au/_data/assets/pdf_file/0011/347564/They-go-into-bat-for-me-Feb-2017-Final-report.pdf">http://federation.edu.au/_data/assets/pdf_file/0011/347564/They-go-into-bat-for-me-Feb-2017-Final-report.pdf</a>



# Neighbour Day Celebration



## Project Summary

This community-based event aims to connect neighbours and provide the opportunity to get to know neighbours in a family-fun environment. The intention being to gain multiple positive impacts, such as a safer neighbourhood, particularly for children and preparedness for unexpected emergencies.

## Background and situation context

The Relations Australia Neighbour Day website shows that Australia is in the midst of a loneliness crisis, with many in our population experiencing a deficit of social connection. This means people lack meaningful relationships in their lives that sustain and nurture them, particularly through difficult times.

Many Australian households have become time poor, with all adults employed having less time to engage with community or connect with neighbours. Fewer people know or interact with their neighbours or become members of community groups. Consequently, the circle of people we can turn to when we need a helping hand, or a shoulder to cry on, shrinks across all age groups.

Loneliness crosses all borders and has become a recognised phenomenon in many western nations. Indeed, in 2017 the UK Parliament established a national inquiry into the problem and subsequently established a Ministry for Loneliness. In Australia, Neighbour Day believes it is critical that we reinvigorate communities; get people to connect with their neighbours and in so doing, drive a dent in loneliness.

The Relations Australia Neighbour Day website points to confronting research:

- Loneliness is associated with poor physical health, poor socio-economic outcomes, social anxiety, and poor mental health.
- It increases the likelihood of mortality by 26% – similar to the effect of smoking 15 cigarettes a day.
- Loneliness is associated with an increased risk of coronary heart disease and stroke, high blood pressure and the onset of disability. People who are socially isolated, or do not have good quality social support, are at greater risk of dying earlier than those with good social connections
- Teenagers who do not have close friendships and good social networks have lower levels of self-esteem are poorly adjusted and at higher risk of suicide.
- Particular people are at increased risk. For example, single parents, particularly men, those who have lost a partner and those experiencing poor health.
- Australia is in the midst of a loneliness crisis, with many in our population experiencing a deficit of social connection, that is, they do not enjoy meaningful relationships in their lives to sustain and nurture them, particularly through difficult times.

In Melbourne's southeastern suburbs, increasing neighbourhood diversity adds another level of complexity to loneliness. Diversity can imbue a sense of uncertainty due to unfamiliar cultural beliefs or customs that can unwittingly create boundaries and detachment and so add to scepticism and loneliness. Yet, diversity can imbue significant cultural richness and infuse tremendous opportunities to engage with and learn from diversity.

Overcoming uncertainty, unfamiliarity scepticism, or loneliness characterises the aim of our Neighbour Day in southeastern Melbourne. Joining in with Neighbour Day allows residents to learn about each other and become familiar with different ways of life, and join in the fun of inspiring new cultural practices. When residents begin to share



experiences and understand the cultural significance of different customs, people can embrace and enjoy such diversity. Connecting with neighbours and people within communities reinvigorates communities, gets people connected with their broader community. Neighbour Day encourages families to come together to start communication and unlock hidden potentials.

The specific design of the southeastern Neighbour Day aimed to act as an icebreaker and achieve stronger community connections first step towards building a stronger and more resilient community. The natural benefits of embracing a safer community go beyond connectedness and encourage people of all ages to seek help in the event of an emergency. A diverse neighbourhood can make a difference such as promoting belongingness and integration, learning about and respecting other cultures and creating enjoyable social events.

As a next step, Neighbour Day proffers endless opportunities to motivate the community to consider actions and issues surrounding their preparedness should unexpected emergencies occur. Such an achievement would equate to an important future resilience-building outcome. Such actions and issues might include

- what types of emergencies might occur, for example fire, wind, storm, power outage etc.
- how to manage potential emergencies
- what resources might the community need
- how to identify a community gathering place
- how to establish a communication tree
- brainstorm other actions that the community might need

Community members getting together to exchange views about these topics and discuss ideas about potential threats, reflects contemporary community strengthening initiatives. .

## Activities

My involvement with many community projects and initiatives over the past few years led me to recognise the potential for positive outcomes when a community works together. The greatest challenge I discovered, was getting people together, and to start a meaningful conversation – a good prompt helps! I came to learn about the annual Neighbour Day that, as noted above, encourages people to connect with neighbours and each other. I instantly knew that this kind of event held a lot of potential for my neighbourhood. Since I wanted to do more than just an afternoon tea, I reached out to my network in the local council and applied for a small fund to cover the cost. I wanted to have fun activities for adults and children and thought a horse riding activity would be a fantastic hit with young children. I contacted my friends at Bevis Equine Education, who are specialists in horse riding education and organised horses for that day. I also prepared some games from my childhood such as ‘Lollipop picking’ and races for the children, while ‘tug of war’ kept adults and children entertained. People brought fruits and snacks to share and people’s participation was above expectation. These simple activities provided the first step for a much wider scope of the event that offers much potential for bigger events that incorporate cultural activities, which are inclusive, culturally relevant and perhaps go some way to overcoming loneliness.

I plan to leverage the positive outcomes of this event to create resilience projects, such as disaster preparedness that incorporates a communication resilience strategy.

## Results

The event was successful as it achieved its goal by bringing neighbours together to get to know each other together with a high level of participation. As word of mouth spread among our community, more people attended and they enjoyed the activities. People, who participated, had the opportunity to get to know more people within our neighbourhood.

I would expect even greater participation and enthusiasm in future events. It is too early to measure the benefits and gather evidence, but the opportunity exists to conduct research on the outcomes of this small community-based initiative.

There are many good ideas that the community could do and become involved. This event represent the first step in what could become an even bigger event. The most important initiative would be to gather community members to discuss potential resilience activities to strengthen the neighbourhood in case of unexpected emergencies. Some solid steps could materialise. I have some ideas to discuss such as an evacuation plan in case of fire danger, home safety and safety on our streets, family violence, homelessness, food movements, information availability and many more. I would like to listen and learn from experiences brought by our diverse community and agree on further initiatives. Many opportunities exist that we can continuously work on for a better community experience.

### *What knowledge or product outcomes did the project accomplish?*

The most important achievement was people in our neighbourhood connected and met new people. They had some great time to enjoy and talk about themselves. The important thing would be not to lose this community impetus and to use it as the pivot for great future initiatives.

### Reflection

The most critical challenge was marketing the event and convincing people to attend Neighbour Day. I created the event on Facebook and shared within my various neighbourhood networks and groups. I did further door-to-door knocking to ensure people were aware of the event and to hopefully increase greater community participation. Once the word spread, more people started coming. If I do Neighbour Day again, I would create a bigger event with multicultural food stalls, performances and much more activities on a larger scale. I would like to involve other community organisations such as SES, CFA, Vic Police, Diabetes Australia, etc. to enhance community understanding and resilience.

### Critical Success Factors

- Communication skills were critical to promoting this event. The ongoing success of this community event largely depends on persistent networking and learning for future growth.
- Rapport with activity providers from previous events and personal contacts enables affordable activities and reasonable costs. If needed, this also includes reaching out to friends of attendees on an ongoing basis to build additional sources of support and rapport.
- The help and support from family was critical to overcoming the challenges of limited funding.
- Media coverage provided marketing to expand on coverage and increase attendance rates.
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### Barriers and Solutions

- An acknowledged barrier to the success of the event prior to its delivery was overcoming barriers to reach a diverse community population. It was difficult to reach out to everyone with easy to understand event information regardless of its delivery.
- As the sole organiser, and with a family, the event was time consuming to manage. Support from the family and volunteer help was essential.
- The event was organised through the local council and its insurance requirements represented a barrier to the event organiser and activity providers. The requirement to book and complete a risk assessment for \$20M public liability was time consuming and had associated expenses. \$10M for these types of activity providers usually provides adequate coverage but council currently would not accept this lower amount. To overcome this for future events the Living Learning Centre in Pakenham now covers public liability insurance.
- Weather was a potential barrier. Although the weather was favourable at this event, alternative plans/activities need consideration for future events.

### Additional project details

Lead organisation/s/Person	Shoheli Sunjida
Partner/s	Cardinia Shire Council Bevis Equine Education
Funding source	Cardinia Shire Council
Funding amount	\$500
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Contact telephone	Not provided. Please use email.
Hurdles submitting details of project	Nil
Project URL Link	<a href="https://pakenham.starcommunity.com.au/gazette/2018-05-04/learn-to-love-thy-neighbour/">https://pakenham.starcommunity.com.au/gazette/2018-05-04/learn-to-love-thy-neighbour/</a>

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*Build a culture of safety and resilience at all levels.*

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Hyogo Framework for Action

## ‘People in the Community Who Can Help Us’ – Virtual Excursions



### Project Summary

The project delivered disaster resilience education to school children via virtual excursions. The aim was to evaluate the benefits of inter-agency collaboration and improve access to education for regional and rural communities.

### Background and situation context

In Victoria, providing essential disaster resilience education (DRE) to over half a million primary school students embodied an important, yet challenging task for emergency management agencies and schools. Life Saving Victoria (LSV), Ambulance Victoria (AV) and Country Fire Authority (CFA) adopted a collaborative approach to delivering DRE, using video conferencing technology. Virtual excursions (VE) connected students with emergency management personnel in real-time and over distance, improving sustainability and accessibility for students, particularly in regional and rural areas. The aim of the project was to evaluate the feasibility of inter-agency VE to increase student safety awareness, knowledge and personal resilience.

### Activities

Following inter-agency scoping activities, the project delivered to 70 students in two Foundation (Prep) classes in metropolitan and regional Victoria. The program consisted of a virtual excursion, which focused on the theme of ‘People in the community who can help us’. Education experts from LSV, AV and CFA developed and delivered subject matter. Evaluation comprised direct observation, agency and teacher interviews and student questionnaires.

### Results

Stakeholders agreed that VE was logistically feasible, encouraged inter-agency collaboration and met curriculum requirements for cost-effective and sustainable delivery. Students correctly linked the emergency personnel with their role following the VE and demonstrated increased positive sentiment towards the agencies.

### Reflection

This project demonstrated the overall effectiveness of providing essential DRE to students via a virtual excursion. The project was determined feasible from a logistical perspective in that it encouraged inter-agency collaboration and met curriculum requirements using a cost-effective and sustainable delivery method. The content and format was engaging for the students and improved their knowledge about who could help them in an emergency. While the project encountered some minor technical issues, we identified potential solutions and the overall benefits outweighed any issues. To improve the impact of future VE conducted by the emergency management agencies, we recommended that key elements of successful delivery are considered, including pre- and post-excursion activities, technical and agency briefing requirements and list resources and techniques intended to maximise student engagement and learning outcomes. Furthermore, we recommended an increase in inter-agency collaboration, by engaging additional agencies to form lasting partnerships that will deliver important, innovative and unified DRE to Victorian students.

Additionally, virtual excursions and other digital technology activities in the emergency management sector would benefit from the creation of a central website, which hosts online resources developed by the agencies in collaboration, and which includes professional development opportunities for teachers and the broader community. Project partners should also seek to engage with other video conferencing providers such as Virtual Excursions Australia, to broaden the scope and the audience of the product. Lastly, we recommended an exploration about how the virtual excursion format can be adapted for different age groups, language groups and locations, larger audiences, including connecting different schools to interact.

The virtual excursions enhanced students' personal resilience in a variety of ways, including being safe and well, connected and empowered, reflective, aware and engaged. The teachers also found the session improved the students' resilience for several reasons; including the competence to respond effectively in an emergency and the level of student engagement and interest.

Broadly, the project improved the disaster resilience knowledge of teachers, students and agencies by providing easily understood messages on the best ways to respond to an emergency. This project also informed of the effectiveness of using videoconferencing to engage students in future disaster resilience initiatives.

### Critical Success Factors

- An 'all emergencies, all communities' approach to safety education in Victorian schools
- Positive inter-agency collaboration
- Opportunity to utilise online platforms and innovative video conference technology
- VE a feasible option for schools, particularly in regional and remote areas

### Barriers and Solutions

- Increase the involvement of emergency services such as Police and SES.
- Personalise the participant experience by using student names and increase student engagement and by giving participants practical activities throughout the lesson.
- Use props such as safety equipment and clothing to engage with the participants and reiterate key safety messages.
- Minimise potential technical issues with internet connection, sound and visual quality by setting up IT elements in advance of the lesson.

### Additional project details

Lead organisation/s	Life Saving Victoria
Partner/s	Country Fire Authority (CFA) Ambulance Victoria (AV)
Funding source	Helen Macpherson Smith Trust
Funding amount	Not specified
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Contact telephone	03 9676 6954
Hurdles submitting details of project	Nil
Project URL	<a href="https://lsv.com.au/wp-content/uploads/Virtual-Excursions-Pilot-Report-2017-FINAL.pdf">https://lsv.com.au/wp-content/uploads/Virtual-Excursions-Pilot-Report-2017-FINAL.pdf</a>

# Ready2Go Disaster Resilience Program



## Project Summary

A community-led resilience program, Ready2Go supports people living independently and who are unable to safeguard adequately against the effects of extreme heat and other extreme weather events. The program matches vulnerable residents with volunteer community members who provide information, support and early relocation, away from high-risk areas to safer environments when the need arises.

## Background and situation context

The Ready2Go program was born out of a recognised need to assist vulnerable people during heatwaves and prior to other extreme weather events such as storms and bushfire danger days. The community of Cockatoo identified this need after the 2009 Black Saturday bushfires and the preceding heatwave. We know now 374 people died from preventable heat-related illness in the two weeks prior to 7 Feb 2009.

The program provides a valuable outlet to assist vulnerable residents to build friendships, become more connected to their community and other support services, while ensuring they are safe during high-risk conditions.

This program aims to

1. Increase social connections thereby strengthening individuals' capacity for independent living
2. Reduce the potentially fatal impact of heatwaves by providing strategies to reduce the impacts. This may include a means of transportation and early relocation for those who are isolated at home without a car
3. Prevent loss of life during periods of predicted or forecast, storm and bushfire danger days by assisting participants to develop their personal risk plan which may include transport, support to prepare for being away from home and ongoing contact to ensure they are coping well.

## Activities

Members of the Cockatoo community, who held concerns for the welfare of vulnerable residents during emergencies, highlighted the need for the program. On two occasions at Cockatoo Township Committee meetings people raised the issue of knowing someone who could not leave Cockatoo in the event of high fire danger.

An initial community survey in early 2012 identified the perceptions and practices of households around extreme event planning and action. Results indicated strong community support for a local response to helping neighbours during extreme events of heat, fire and storm.

In addition to the 20 volunteers, who responded to the community survey, a formal recruitment drive for both volunteer drivers and participants needing assistance to relocate was undertaken. The volunteers are community members who by their very involvement encourage others to consider their community through fresh eyes.



The Ready2Go program began as a pilot project in 2013 co-managed by Monash Health. Following the success of the pilot, an improved program was established following significant evaluation and consolidation between November 2015 and July 2016.

Launched in July 2016, the Ready2Go Community Manual and program received further funding to expand across ten further communities in Victoria.

## Results

We found that supporting vulnerable people to remain living within their communities and helping those people to have strong social connections could be an important part of improving health outcomes and becoming more resilient.

Understanding how the program influences both participants' and volunteers' decision making gave a more detailed understanding of the mutual benefits the program provided and the potential of the program to provide a community-driven conduit for stronger community safety education outcomes.

Both participants and volunteers described their involvement in the program being an important outlet to access emergency planning support for bushfire dangers and heat health. This highlights how the broader benefits of the program contribute to residents' ability and motivation to better prepare for emergencies and support residents to understand their local risks.

During follow-up discussions after the formal debrief, one participant noted that having assistance to undertake pre-season planning helped him to 'own his truth' and acknowledge both his local risks and at times his own limitations. The aspects of the Ready2Go program, which participants felt were most useful to them, included relocation support for bushfire safety, heatwave relocation and access to other support services. The strongest response from participants was in relation to the value of the Ready2Go program giving them regular contact with other community members.

Importantly, the Ready2Go program is not immune to some of the same difficulties faced by Governments, Emergency Services and Relief/Recovery Agencies. These challenges include:

1. Overcoming 'warnings fatigue' during extended extreme weather conditions
2. Overcoming broader societal disaster complacency
3. Conflicting state-wide safety messages across multiple hazards

Participants face a difficult and complex decision-making process to navigate the variation between formal Health messages of 'staying home in a cool environment during heat health events' which conflicts with the Fire agencies 'leave early' message for Bushfire prone areas.

For some more vulnerable residents, neither of these formal messages considers socio-economic limitations such as costs of air conditioning relocation costs etc. The Ready2Go Program seeks to overcome such limitations, and to add value and a local context to wider safety messaging without contributing to information overload for communities.

The breadth of partner organisations involved in Ready2Go program ensured we addressed the many barriers to participation that vulnerable people can experience in the lead up to high-risk conditions. The challenges Ready2Go has addressed for vulnerable residents include managing participants' pets, providing secure volunteer support and having meaningful assistance to overcome bushfire safety planning issues such as illiteracy, limited access to technology and poor medical planning support.

In December 2017, the Ready2Go program was successful in securing funding to expand the Ready2Go Program across Victoria. The Gandel Philanthropy and Lord Mayor's Charitable Foundation through the Eldon and Anne Foote Trust jointly funded the statewide project. In cooperation with Emergency Management Victoria, we plan to expand the successful and multi award winning grassroots Ready2Go program to a further ten communities (five rural and five urban communities) over the next two years.

*What knowledge or product outcomes did the project accomplish?*

### Specific benefits

1. Mitigating the risks of fatalities/injuries/illness associated with extreme heat and bushfire dangers by providing relocation support and generating greater confidence.
2. Increasing heat health and bushfire awareness by providing planning assistance through pre-season training for both volunteers and participants. People prepare better for extreme events.
3. Reducing social isolation by providing regular social and training events. Forming relationships and strong bonds.



4. Increasing social connectedness by enabling stronger relationships through the considered matching of volunteers and participants.
5. Supporting independent living by linking participants with medical and support services and by providing a conduit for access to emergency information, which was otherwise people could not access. This is vital for a healthy functioning society.
6. Building Skills and Knowledge through the provision of emergency and first aid training available for both volunteers and participants. These skills play over into many other areas of community living.

Evidence of these benefits gathered through yearly post-season debriefing events where volunteer and participant document feedback and through end of pilot phase evaluation conducted in 2014 and a whole of program review conducted in 2016 all serve to improve the program.

The pilot phase evaluation conducted in 2014 examined the first year of the program and considered aspects such as volunteer retention, participants perceptions of program benefits, community engagement and areas for future improvement.

The program review conducted in 2016 examined broader details and gathered a better understanding of the

- wider benefits of the program,
- influence of formal warnings information on vulnerable persons decision making,
- relevant meteorological data,
- ratio of relocation to trigger events,
- number of volunteers and participants over the lifetime of the program,
- overall costs of the program, and
- key learnings gathered from the steering committee.

This evidence informed the developments of the Ready2Go community Manual and revised editions of the Read2yGo Volunteer and Participant Manuals.

#### *Awards*

- Resilient Australia Awards – Highly commended 2016
- Fire Awareness Awards – Access & Inclusion Category - Winner 2016
- Fire Awareness Awards – State Excellence Award 2016

#### *Reflection*

Ready2Go Cockatoo presents as a unique community-led development model, which combines the ability to address the significant risks for vulnerable people in emergencies with the opportunity to support wider community development benefits throughout the year.

This innovative approach alleviates the burden on traditional support systems such as emergency and health services to respond to vulnerable people's needs before, during and after high-risk conditions in high risk areas. Ready2Go prepares and helps people plan how best to remain and feel confident in their community and thus results in encouraging greater independence.

The carefully designed relocation function of the Ready2Go Program self-activates and does not rely on day-to-day paid positions to remain sustainable, that is, not relying on traditional emergency services or funded support.

#### *Critical Success factors*

1. Instigated with strong community and health sector involvement from the beginning
2. Ready2Go does not depend on a traditional service delivery model and continues to empower both participants and volunteers
3. Ready2Go places emphasis and value on social connectedness and social cohesion as well emergency preparedness.

#### *Barriers and solutions*

1. We do observe some cultural influences over the reality of heat health being the cause of more fatalities than bushfire or storms. Embedded within the Australian psyche sits a belief, indeed a 'badge of honour' that as a nation we have acclimatised to extreme heat. We believe that collectively, across the community safety sector, we do need to work on raising awareness of the breadth of 'at risk cohorts' who are vulnerable to heat health risks.
2. Ready2Go accommodates both heat health and strategies for bushfire risk prevention but current formal safety messaging for these risks can be contradictory around staying home and/or leaving high-risk areas

early. This can add additional complexity to decision making processes for many of our more vulnerable residents.

To date the above barriers to success and participation remain a challenge and one is not exclusive to the Ready2Go program.

#### Additional project details

Lead organisation/s	Echo Youth & Family Services Inc.
Partner/s	<p>Emergency Management Victoria</p> <p>Gandel Philanthropy</p> <p>Lord Mayor's Charitable Foundation through the Eldon and Anne Foote Trust</p> <p>Cardinia Shire Council who provide ongoing admin support for the Cockatoo group</p> <p>Cockatoo Township Committee who continue to provide advertising referral and promotional support</p> <p>MecwaCare who assist with referrals and providing medical transport support for participants during non-emergency times</p> <p>St Luke's Cockatoo who provide referrals and meeting venue Monash.</p> <p>Health Community who provide medical assessments to identify support aides and suitability for inclusion into the program through the provision of community nursing support.</p> <p>Cardinia Casey Community Health centre who have provided referrals and office space for project workers.</p> <p>Local CFA and Police who have assisted with policy and procedure planning Red Cross and regional CFA who provide yearly seasonal and heat health training and information sessions.</p> <p>Our current support partners for relocation of Cockatoo participants and their pets are Living Learning Pakenham, Meadowvale Retirement Village, Beaconsfield Pet Resort and billeting arranged by various providers in the Pakenham area.</p>
Funding source	<p>Medicare</p> <p>Gandel Philanthropy RACV Excellence Award \$10,000 Lord Mayor's Charitable Foundation through the Eldon and Anne Foote Trust</p> <p>Local</p>
Funding amount	Commercial in Confidence
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Contact telephone	0488 726 007
Hurdles submitting details of project	Nil
Project URL	<a href="http://echo.org.au/programs/ready2go/">http://echo.org.au/programs/ready2go/</a>

# Rivers and Ranges Community Leadership Program



## Project Summary

Rivers and Ranges Community Leadership Program (RRCLP) Annual Program aims to develop leadership to build resilient, connected and thriving communities across the municipalities of Mitchell, Murrindindi, Nillumbik, Yarra Ranges and City of Whittlesea.

## Background and Situation Context

In 2011, a feasibility study concluded that a community leadership program (CLP) in the region would contribute to building a strong foundation of regional leaders to build resilience in the face of adversity such as the 2009 Victorian Bushfires.

Observation by community leaders since 2009 has indicated that leaders emerging from this disaster were becoming increasingly fatigued, had little network support, shared few resources and learnings across the region, and would benefit from leadership skill development to ensure rebuild process could be sustained and that these leaders were not a lost resource to the community. There were many examples where the understanding of governance skills, emotional wellbeing training, strategic planning and succession planning would have contributed to greater community resilience.

The program

- Builds leadership skills, confidence and self-awareness
- Increases understanding of regional issues including resilience to disaster
- Provides access to experienced leader
- Increases participant's ability to deal with complex community issues
- Builds lifelong leadership support to face adversity in the region

It places emphasis on building understanding of

- Emergency management processes and structures.
- The capacity communities have to plan for emergencies and subsequent recovery.
- Community driven risk assessment, planning, response, and recovery
- Lessons learnt from disaster for communities in the future.

## Activities

The program commenced in 2014 and eleven participants from diverse backgrounds spent ten months working on their leadership goals, skill development, and building their regional networks. Implementing activities guided by local, regional, state and federal leaders including achieved the outcomes.

- Program days
- Field trips
- Study tours
- Retreats

Emergency Management Program activities included

- Community capacity building resilience, and asset based community planning
- Emergency Management Study tour incorporating health and wellbeing and arts
- Tour of State Control Centre
- Understanding the role of the Defence in emergency response
- Peri-urban issues around planning for grass fires

The RRCLP Interim Board and Program Manager provided support to individuals. Local Government, business, community organisations, and industry, education and health sector representatives provided in-kind support.

The project was in-progress at the time of publication.

RRCLP will take a number of years to reach all of its objectives as the organisation tracks the pathways of graduates and their work within their communities around emergency management and resilience building.

Early evaluations measure the progress towards achieving short-term outcomes. These include increased:

- Participant Community leadership skill development and confidence
- Development of regional sportive networks
- Participant ability to work collaboratively around shared community outcomes.
- Understanding of emergency management

## Results

Outputs of the program have included

- Year Book outlining the program and graduate learnings
- Mid-Year evaluation report
- Final evaluation is in progress, which will include outcomes from participants, speakers, and stakeholders.

Beneficiaries of the program included

- Graduates
- Organisations who supported participants (community, not for profits and business)
- Organisations, business, and industry in the region including local government
- Communities in the region
- The region itself
- Emergency Management sector
- Victorian community

Graduates reported a significant increase in

- Leadership skills and confidence
- Networks – quality and quantity
- Usage of new networks to work on existing and new community projects
- Collaboration across the region between community groups
- Community leadership responsibility
- Strategic approaches to community development work
- New work opportunities
- Community leadership opportunities – especially in the area of emergency management and Board roles
- Invitation to speak – Emergency Management
- Support by Alumni network.

Organisations report increased

- Leadership capacity in graduates
- Benefit from graduates' networks
- Investment into organisational activities or development of new initiatives
- Investment in community activities and new initiatives
- Confidence in graduates' ability to drive change

## Communities experienced

- New initiative and project development
- Benefits of increased linkages and shared resources around emergency management planning in particular
- Increased advocacy around importance of community leadership particularly in relation to Emergency Management

## Next Steps

- Complete program review.
- Refine and improve for 2016 and subsequent programs.
- Track alumni and their work in building community resilience particularly in the area of emergency management.
- Build stronger collaboration with Emergency Management sector around community leadership and its role
- Target Emergency Management personnel to be part of the program

## Reflection

RRCLP Annual Program is unique because it

- Is based on principles of community capacity and resilience building
- Focuses on the development of local leadership using local examples
- Creates long-term networks
- Examines Emergency Management in the context of community including health and wellbeing, economic development, politics, and the arts
- Supports each participant's personal development and community work
- Is experiential

## Factors that were unique/good practice

The following informed good practice

- Victorian Regional Community Leadership Program Secretariat
- Evaluation
- Quality improvement and sustainability and on the development of long term evaluation measuring community resilience

## Challenges Faced and Solutions

1. How to increase the influence of participants:  
Graduates who have used their increased networks and capitalised on their influence have had greater impacts on community resilience activities. Our challenge is to work with participants to increase their spheres of influence, and their confidence and aptitude in using them to drive change in their community.
2. How to promote level of capacity of graduates:  
Graduates from the program are highly effective leaders. Personal capacity building around increased emotional resilience, higher collaborative ability, the development of solid support bases, and leadership maturity were well evidenced. Our challenge to engage other sectors such as the Emergency Management sector to recognise and want to work with our graduates to a higher degree. Graduates are key community change makers, have the ability to increase community resilience through mobilisation and will play key leadership roles in regional adversity and disaster events.
3. How can we leverage the most from our alumni for the region?
4. RRCLP have been contemplating that as our alumni continue to grow each year, how we can leverage the most from this in terms of building resilience
5. More targeted recruitment.
6. How can we hone our recruitment to target individuals with high levels of motivation to drive change in their communities?
7. Impact of evaluation poses a challenge.  
Models for evaluation will be researched and partnerships created to measure long-term effects of RRCLP on community resilience and ability to plan for respond to and recover from disaster.

## Additional Project Details

Lead organisation/s	Rivers and Ranges Community Leadership Program (RRCLP)
Partner/s	In kind support provided through local government, business, and community organisations (This will vary for each annual program).
Funding source	Deutsche Bank Foundation for Rural and Regional Renewal (FRRR) Community Foundations (Mitchell Community Resource and Advocacy Group, Kinglake Ranges Foundation, and Hugh Williamson Foundation) AusNet Services Salvation Army City of Whittlesea
Funding amount	\$54,000
Contact name	Lisa Linton, Program Manager
Contact email	<a href="mailto:pm@rrclp.org.au">pm@rrclp.org.au</a>
Contact telephone	0409 287 577
Hurdles submitting details of project	Losing my work on previous electronic web based submission page.
Project URL Link	<a href="http://www.rrclp.org.au/wp-content/uploads/RRCLP-2014-2015-Year-Book.pdf">http://www.rrclp.org.au/wp-content/uploads/RRCLP-2014-2015-Year-Book.pdf</a>

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*I am prepared for the worst, but hope for the best.*

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Benjamin Disraeli

# Rural Fire Tales



## Project Summary

The Rural Fire Tales project captured and amplified the positives, which help bind communities together in times of disaster. It involved interviewing 42 people seriously impacted by fires in December 2014. This successful recovery activity resulted in a candid, educative documentary film showcasing grassroots community resilience in action. It is also proving an invaluable training resource for those in the emergency management sector.

## Background and Situation Context

Rural Fire Tales was implemented within the context of another project managed by Benalla Rural City Council (North East Victoria) entitled Local People Making Local Solutions. This 18-month project, funded by Regional Development Victoria employed a 0.5EFT Co-ordinator to work with four rural communities within the Benalla Shire to build community resilience and better prepare for emergencies. Only 9 months into this project, disaster, in the form of two fast moving grassfires, did strike, severely impacting two of the communities. This cast a totally different light on the project. Circumstances had changed. The challenge now for the co-ordinator, was to capture the resilience that had come to the fore in a way that would enhance the recovery. The Rural Fire Tales documentary project was thus born. The vision was to provide a purposeful opportunity for individuals impacted by the fire to reflect on their experience with a particular focus on the positives. By filming it, these reflections would be 'captured' and could help others see such emergencies through the eyes of those directly affected. There would be two major target beneficiaries - community members impacted by the fires (in film) and those who would subsequently view the film.

## Activities

The RFT film is the story of the fire & continuing recovery from the participants' points of view. It does not include discussion of the response to the fire by emergency services. Each interview focused on the unique individual experience - the impact, learnings and many positive stories of community support.

### Key features of implementation

- The filming took place over 12 weeks, starting 4 weeks after the fires
- Forty-two people were interviewed aged from 2 to 78 years of age on their own properties in a time and space most comfortable for them.
- Retired farmer assisted with interviewing
- Participants were regularly consulted during editing process to ensure they were happy with footage included. Private preview screenings
- Song-writing workshops with children and young people
- Première of film at country hall which also featured the children singing own song, dinner supplied by CWA and bush dance • Final production of artwork and DVD.
- Community event to launch DVD. This involved
  - Screening of film
  - Emergency Services Interactive Displays
  - Sit-down dinner, then live music and dancing

The Rural Fire Tales project and Local People Making Solutions program finished May 2016. Distribution and presentations to a variety of key stakeholder groups still ongoing.



## Results

Rural Fire Tales produced outcomes on a number of levels. The evidence of impact comes from written evaluation surveys, informal interviews and unsolicited emailed responses. The project

1. Assisted individuals, families and communities impacted by the Stewarton, Lake Rowan fires in the recovery process.

*'The production of the film gave people, including me, an opportunity to reflect on the event, reflect on how it was handled by myself, my family, the community and realise that despite how horrific it was, there were some amazing positives.'* (Participant)

*'It really helped my kids to talk about their experience so that they could express how they felt in their own words and in watching some of the other stories – help them find a place for it.'* (Participant)

The focus during interviewing and subsequent film, on the positives was an important part of the recovery. Rather than being stuck on the negatives, it enabled people to move forward.

*'I think it's hard to think about an event that is traumatic and often you focus on the bad parts of that event, the horror, the 'what ifs'. But this process made people think of the good as well, it empowered people and gave them the chance to look past the event and focus on their own strengths, their own skills and their ability to overcome such an adversity and to survive.'* (Participant).

2. Amplified the positives for the community. In particular, captured and reflected back their
  - practical and effective seasonal preparation for fire
  - quick thinking actions as fire approached to minimise losses
  - individual acts of selflessness and courage during the fires community concern for each other during and after the fires
3. Challenged stereotypical gender and age roles. Women interviewed were strong and capable with several successfully facing the fire on their own. Recalling the event and subsequent generosity of local people elicited overtly emotional responses in many of the men. Rather than being seen but not heard, many of the children and young people showed great competence, confidence and resilience during and after the disaster.
4. Developed a community education resource for
  - those involved in the emergency management sector relief and recovery DEPUTY MUNICIPAL RECOVERY MANAGER *'Puts a human face on what otherwise might just be a process & checklist for those involved in recovery.'*
  - first responders (e.g. CFA, police, etc.) for their own understanding and also for community fire preparedness activities CFA BRIGADE SUPPORT: *'This is SO useful! Because it isn't just someone from an emergency service trying to 'tell them what to do', it is real life, real people saying what they did or what they should have done or will do in future. I recognised a lot of CFA messages in the narrative but they were not coming from a brochure, an advertisement or a Fire Ready presenter, they were coming from community members with first-hand experience.'*
  - peri-urban and rural communities. Provides a useful resource to assist community members to prepare, respond and recover from emergencies COMMUNITY MEMBER WHO HAD EXPERIENCED A MORE RECENT FIRE *'This documentary showed me the importance for us men to recognise and discuss our emotions. I had a similar experience of fire just five months ago, when apart from our farm-house, our farm was totally overrun by fire. This brought it all back but in a good way. Different fire but lots of similarities particularly in feelings. Made me realise how I had been bottling things up.'* Due to the cessation of all funding, unfortunately there is no follow up initiative planned at this point.

### Knowledge or product outcomes

A 45-minute film rich with first-hand knowledge from a diverse range of rural community members aged 2 - 78 years who experienced devastating fires. They candidly reflect on emotional and physical impact, learnings and the importance of community in recovery. The short term project has been completed.

## Reflection

A film about how communities experience a fire is not unique. However, there are a number of innovative elements about how RFT and addressed multiple challenges which underpin its success. Key factors included

- The LPMLS project coordinator became the filmmaker building on existing relationships of trust and links within these communities and adapting an existing project to changed circumstances.
- Hundreds of hours were spent with people impacted by the fires on their own properties in their own comfort zones. The film making was secondary to the listening. An effort was made to include those who would NOT normally speak out – particularly stoic farmers.
- It shone the light on the 'ordinary.' This was not a catastrophic natural disaster like black Saturday where so many lives & homes were lost but that does not diminish the trauma. It is the ordinariness and everydayness of the people & their situations that makes it so compelling, so real & so useful and the reason why it is connecting to so many.
- Children were seen and heard – their reflections and actions valued and highlighted, in what is frequently an adult domain.
- Deliberate focus on positives to avoid being bogged down in negativity and blame. It was stressed that the filmed interviews would not include any discussion of operational matters. Anger and negativity are resilience BLOCKERS. Dwelling on the negatives stops people/communities 'bouncing back' and moving forward into a positive future.
- Ensured that any known community 'tensions' did not feature in the film and such a diversity of people and perspectives was included that there could be no sense of bias.
- Did not include interviews with people in 'paid positions' or from specific organisations. It remained the heart felt experiences of community members and was not the mouth piece for any particular group.

## Critical Success Factors

## Barriers to Success

## Additional Project Details

Lead organisation/s	Benalla Rural City Shire Victoria
Partner/s	The LPMLS Steering Committee at Benalla Rural City Council, had overall management responsibility of the Rural Fire Tales project. The project's management committee consisted of key stakeholders in the emergency management sector – CFA, SES, Victoria Police, DHHS, Red Cross, Regional Development Victoria, Benalla Rural City Council and community representatives from 4 rural communities.
Funding source	Key funding from Vic Department Health and Human Services   Emergency Management made it possible. DHHS & Benalla Council
Funding amount	Not specified.
Contact name	Jan Osmotherly who was the LPMLS & Rural Fire Tales Coordinator and filmmaker is the ongoing contact in an independent capacity. Jan Osmotherly – Director, Osfield Consultants
Contact email	osfield@optusnet.com.au
Contact telephone	0413 191 174
Hurdles submitting details of project	Nil specified.

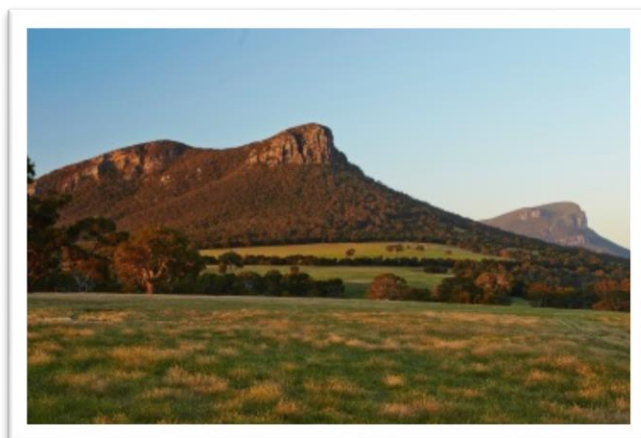
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*You can't change the ocean or the weather, no matter how hard you try, so it's best to learn how to sail all conditions*

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# Rural People: Resilient Futures



## Project Summary

The Rural People: Resilient Futures (RP:RF) project investigated vulnerability in a rural shire and worked to increase capacity of health and community service agencies to enhance resilience.

## Background and Situation Context

According to the Victorian Council of Social Services (VCOSS) (2007) the impacts of climate change will be felt most by those who are already subject to social or economic marginalisation. Climate change and environmental sustainability are emergent issues in the health and community services sector. Although inherent concern exists, there has been little increase in capacity to create systemic change. This limited capacity poses a barrier to action. Similarly, the language of environmental sustainability and climate change could seem alien to agencies or even disengaging. Linking with Southern Grampians Glenelg Primary Care Partnership (SGGPCP) demystified the language and enabled creation of a shared conversation to highlight relevance and opportunities. SGGPCP is a partnership of 20 health and community services agencies who work together to improve the health and wellbeing of the community.

The project objectives were

- Understand the context and nature of social vulnerability in a rural Victorian Shire and compare this to the academic and policy definitions
- Understand how vulnerability is likely to change in this context under the impacts of climate change
- Increase the capacity of community service organisations under the SGGPCP platform to plan for the impacts of climate change on their operations, service delivery and clients
- Develop a model of engagement to promote throughout the community service sector, and increase the resilience of rural communities across Victoria and potentially Australia

Through building awareness and capacity of agencies who work with vulnerable people it was anticipated that both the agency and the community would benefit from RP:RF.

## Activities

RP:RF was a collaboration between SGGPCP, RMIT and Southern Grampians Shire Council with support from the Victorian Department of Environment and Primary Industries (now the Department of Environment Land Water and Planning) as part of the Victorian Adaptation and Sustainability (VAS) Partnership conducted in 2013 - 2014.

RP:RF employed an action research approach that enabled the project team to engage with local community service providers through the platform of SGGPCP to determine the current context of social vulnerability. Agencies were asked who is doing it tough in their community and what would make life easier. Agencies then used relationships with community to enable further consultation with community groups.

Phase 2 of the project engaged with agencies to identify climate change impacts on their service delivery and client groups. A workbook was developed to support this phase and consultations were conducted with agencies to work through the major themes. The next phase involved planning for the future and integrating adaptation into operations, procedures and policy. The final phase of the project ensured information was disseminated to other stakeholders

including the research and policy sector. Outcomes and learnings were documented in reports, papers, case studies and a short film was produced.

Over 30 consultations with partner agencies and community were conducted in the Southern Grampians Shire to investigate vulnerability. Project partners identified low-income families and farming families living in isolated areas as particularly vulnerable while socially isolated individuals and those living with cognitive difficulties were also mentioned often. The literature review highlighted that managing social vulnerability needs to be highly contextual requiring local community knowledge and engagement.

Five community agencies completed all the steps in an adaptation handbook developed through the project. Other stakeholders and partners learned about the project as observers and through workshop and media engagements. Agencies reflected that as a result of participation in the project they had increased networks and partnerships, reviewed policy and operational procedures, initiated education programs and advocated to leadership, government and peak bodies.

This project is completed.

## Results

RP:RF produced a number of co-generated outputs including

- Literature review [Click here](#)
- Project Report [Click here](#)
- [Short Film](#)
- Agency Case studies
  - [Balmoral Bush Nursing Centre](#)
  - [Hamilton Community House](#)
  - [Mental Illness Fellowship - ASPIRE](#)
  - [Mulleraterong](#)
  - [Southern Grampians Shire Council](#)
  - [Western District Health Service](#)

## POSITIVE impacts/changes/benefits for the target beneficiaries

Understanding social vulnerability has uncovered four top categories of those doing it tough including low income families, farming families living in isolated areas, socially isolated individuals and those with cognitive difficulties. It was important to further understand through the literature review and consultation that managing vulnerability needs to be highly contextual and requires local community engagement to better understand effective ways for individuals and communities to adapt to a changing climate and its socio-economic consequences. RP:RF also found that access to services (transport, community service organisations, health), community support and social engagement and access to consistent and accurate information made life easier.

Agencies and stakeholders reported that the most valuable aspect of the project were learning more about social vulnerability, learning about climate change , learning from researchers and from other agencies.

## NEGATIVE impacts/changes for the target beneficiaries

Feedback from agencies provided no negative impacts. When working with community during the consultation phase, PCP worked with community agencies who then introduced PCP to community making the most of trusted relationships.

## Next Steps

The next steps have already begun through *the Enhancing Networks For Resilience Project* (EN4R). This project will build more on understanding the relationships and networks that enhance resilience.

## Reflection

*Factors that were unique/good practice*

- Utilising the PCP platform has capitalised on the already existing and trusted relationship the PCP has with partner agencies. This enabled consultation to be easily conducted with agencies and introductions to

community. This relationship was critical to the success of the project particularly given the limited capacity of agencies and likely low priority of climate change adaptation.

- Partnering with DELWP enabled a multi-sectoral approach increasing capacity for both SGGPCP and the state government.

### Critical Success Factors

- The leadership platform in the PCP and the relationship with agencies was a key critical success factor to enable engagement of agencies.
- The partnership with RMIT was critical to enable co-generation of the research bringing new knowledge and links to the partnership. It was key to note that when participants were asked what the most valuable aspects of the project were the opportunity to learn from research experts was among the highest responses (under learning about vulnerability and climate change).

### Barriers to Success

Community Service agencies are generally unused to discussing climate change impacts and could easily have been disengaged from these conversations with a myriad of conflicting priorities coupled with limited capacity. On the other hand, community service agencies have strong connections with vulnerable community members, however possible limited capacity to build adaptation to enhance resilience into their practice. Linking with the PCP enabled agencies an opportunity to identify opportunities and integrate actions into everyday planning, policies and operations.

### Areas for improvement

Typically, there were only one or two representatives from each agency engaged and generally, participants were working at a practitioner level. This meant that embedding adaptation to build resilience required leadership support in agencies. This tended to be easier to implement in smaller agencies than those with bigger and more complex structures.

### Recommendations for further projects

- Understand local connections and relationships
- Use language relevant to the agency and the consumer groups
- Consider communication options – we produced a short film which has assisted to tell the story of the project, but also engaged agencies and the community making the film
- Provide opportunities to share and learn from each other.

### Sustainability and potential for replication in other settings

There are 29 PCPs across Victoria; however, other peak bodies and umbrella organisations across Australia could adopt this model.

### Additional Project Details

Lead organisation/s	Southern Grampians and Glenelg Primary Care Partnership (SGGPCP)
Partner/s	Southern Grampians Shire Council (SGSC) RMIT University (RMIT)
Funding source	Department of Environment Land Water and Planning (DELWP) formerly Department of Environment and Primary Industries through a Victorian Adaptation and Sustainability (VAS) Partnership Grant
Funding amount	\$67,760 from DEPI
Contact name	Jo Brown
Contact email	joanne.brown@wdhs.net
Contact telephone	03 55518563 or 0428310280
Hurdles to submitting details of this project	Nil
Project URL Link	<a href="http://sggpcp.com/?page_id=241">http://sggpcp.com/?page_id=241</a>

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*Only a crisis - actual or perceived - produces real change. When that crisis occurs, the actions that are taken depend on the ideas that are lying around. That, I believe, is our basic function: to develop alternatives to existing policies, to keep them alive and available until the politically impossible becomes the politically inevitable.*

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Milton Friedman



# Scotsburn Fire Game- Be Prepared



## Project Summary

A Bushfire provided the impetus for this project, a bushfire that left a community disenfranchised by trauma and loss. As participants of a community leadership group, we wanted to develop a fun and educational board game as a resource for bushfire preparedness. The goal, to build resilience and a sense of control in the face of unexpected events.

## Background and situation context

On December 19<sup>th</sup> 2015, a bushfire started on a forty-degree day. It affected Scotsburn and the surrounding community near Ballarat. The fire destroyed 12 homes, over 4000 hectares of bush and farming land, native and farm animals, fracturing lives. In response to the fire affected community, Emergency Management Victoria's National Disaster Resilience Grants Scheme, Moorabool Shire Council and the City of Ballarat provided funding for 'The Scotsburn Community Leadership Program'. The program, of three months duration, aimed to build the capacity of participants to become leaders within their local neighbourhoods, acting as community mentors, to promote wellbeing and connectedness. As participants of the program, we wanted to look forward, building hope and resilience to assist in the healing process of the community at large. We took inspiration from the 'Fire Game' produced by the Surf Coast Shire. Board games have universal appeal and provide a great way to educate while having fun. We produced a vibrant board game with content specific to the Scotsburn area, highlighting photographic game cards, both pre and post bushfire. The target audience focuses on Primary aged children, from grades 4-6. However, it is appropriate for any age group above this demographic.

## Activities

During the Community Leadership Program, the group teased out plans for the Scotsburn Fire Game. Once the leadership program was officially completed, we continued to develop the game. As a group of seven, we met regularly in our homes and a local hall. Via email or at meetings we shared ideas to develop the goal, rules and components of the game. We used original bushfire related artwork, created post bushfire photographs from the Bushfire period, for our playing cards and board. At a screen-printing workshop, we created artwork for canvas bags used to store the small components and for the game in its entirety. The bags' screen-printing design was of fauna and flora indigenous to the area. The Scotsburn fire game produced 'Should I stay' or 'Should I go - Be Prepared'. We had \$5000 as part of the leadership programs pledge to fund a project. None of us had ever conceived the idea of developing a game prior to the program. We are an eclectic bunch of people with diverse occupations and life experiences. Somehow, these skills, attributes and our commitment led us to seeing the game being produced ready for production and distribution.

## Results

The Mayors of Ballarat and Moorabool officially launched the Scotsburn Fire Game, at the Scotsburn Primary School on June 15, 2018. We completed a media release and gained some coverage with local and metropolitan media. We produced 100 copies of the game ready to provide as a free resource to local schools and groups. We distributed the games after the launch to School Principals and Leaders of various community groups. Most group members were available to visit the recipient bodies to engage with and play the game with children. We included a feedback

sheet in the game to assist in evaluating how well children received and played the game and what improvements may be required. Our intention was to hold a games night to introduce the game to the wider adult community. The Scotsburn Community Leadership Program has concluded but we are continuing as a community group, called Accelerate Scotsburn. We wish to develop further projects and initiatives to build community and promote wellbeing in our post bushfire community. We would like to help other communities affected by natural disasters find avenues to build capacity and resilience in their communities.

*What knowledge or product outcomes did the project accomplish?*

We created a board game with the actual board made of dense foam, like the composition of some mouse pads. It has a highly decorative stencilled outline with the various parts of a classical board game. There are four starting points in each corner; designated steps to the centre of the board, the centre point indicated the completion point of the game with a ladybird artwork, which is the game logo. There are leaves, fire hoses, and drops of water, flames and ladders decorating the board. Ninety photographs back the question cards, which showcase fire-affected vegetation/land/fences, healthy vegetation, new growth fire risks around the home/farm and local buildings,

We hand drew the layout of the artwork for the game, and then a graphic artist completed the artwork ready for printing on the foam base. We ordered plastic tokens for the game, which are colourful native animals. One of our team members was the photographer for the question cards. At a daylong workshop, we screen printed native fauna and flora onto canvas bags. The larger bags contain all the game components and the smaller bags are for the tokens and cards. A local screen-printing artist worked with us at the workshop to upskill us all on how to screen print. Our game logo is a ladybird with the words "Should I stay or should I go". We made iron on labels of the ladybird to put on the front of each canvas bag also. We packed the game components ready for distribution upon adding the instructions and contents list.

## Reflection

The unique factor of this game was that locals produced it for the local community with content specifically related to the district. The success of the actual game is yet to be determined. We have succeeded in achieving the intended goals of the project. As a group, we formed a cohesive and highly functional group. We started out as strangers or who vaguely knew each other. The leadership program allowed us to listen from the perspective of 'who is this person and what are their strengths and area needing support'. The challenges we faced during the project were accessing the appropriate resources of the game, staying to budget and working through differences of opinions. We needed to keep the momentum going and not lose sight of our goal when our lives became busy with work and family commitments; we solved all problems through consistently communicating openly and honestly to all members. We had personal regard to discerning what was important for each member of the group and we validated and supported this. We did not allow our egos to hijack the greater good of the team. We have no leader and we allow each person to use his or her specific skills. We are proud of our success as a productive, cohesive and supportive group. What we could have done better was trialled the game with a few school groups before producing the final games. This would have given us feedback that may have highlighted any deficits in the game. On completion of the project, the group itself became more cohesive, resilient and innovative, which strengthened our own resolve to continue to operate entrepreneurially within our community.

## Critical Success Factors

- 1) **Recognition of strengths.** As a group of seven, it was vital that communications with each other was respectful and affirming. We were honest with each other in identifying what our strengths and weaknesses were in relation to the numerous elements of the game's creation and its promotional aspects. As a group, we supported each other in working outside our individual comfort zone. For example, one group member avoided any form of public speaking prior to the game development but performed a Welcome to Country at the Game launch. We recognised the growth of skills development in others and encouraged them to use these new skills. We had no one leader but had an understanding that we each led in specific area, as that was that individual's core strength. For example, one group member would ensure we got back on track and kept to the agenda no matter how informal our gathering.
- 2) **Regular meetings and communication.** We held regular face-to-face meetings to discuss the progress of the game development, obstacles, wins and outcomes. We communicated regularly via email and kept abreast of the progress of each member. We would often step-in and help if a member needed support. We discussed all aspects of the creative process and allowed each person to voice their point. We had an understanding that majority ruled and respected that we each had different views. This did not cause any discord, as our core value was that team takes precedence over singularity. We all found our connection to be unique and affirming. We have all worked as part of teams before but this group dynamic did not fall into

the pitfalls of some groups, such as obstruction, overbearing or passive behaviours. We all had real respect for each other and a commonality about experiencing the trauma of a bushfire. We did not speak about our individual bushfire experiences or the bushfire itself until the project was finished.

- 3) **Accountability to deliver.** We received a grant from which we needed to deliver a product. We took this role seriously, as the project was not about us; it was about providing a resource for our community. Not only did we have fiscal accountability but also we responsibility to create a game that would be positive, inclusive and not token gesture. We wished to create a game that empowered, not a game that was a reminder of the bushfire. We were accountable to a demographic with whom we had no direct relationship. Yes, we knew a few schoolchildren, but mostly, we did not know who the children would be that would benefit from this game. We needed to demonstrate accountability that our resource would 'fit' all manner of sub-groups within a school setting. For example, some children may have learning challenges, with deficits in language, sociability, mobility or comprehension. We were mindful of this when designing the game so it could have multiple applications for those who may have had barriers. For example, for some children it can be highly challenging to sit and play a 10-15 minute board game with others. Children could use the photograph cards with answers on the other side, as stand-alone tools for creative writing, drawing, play snap or group into categories. We created a game that can evolve with the imagination of the teacher/student. For us, accountability reflected inclusiveness and this was a high priority for us.
- 4) **Balance.** We all had busy lives and careers but with a deadline to meet to finalise the project. We committed to a period of 6 months to complete our leadership course and make the game. Once we completed the course, we needed to promote and distribute the game. We gave ourselves time away from the game once we had officially launched at the Scotsburn primary school and attended a media release. We needed to have some balance in our lives and ensure our love and enthusiasm for the project did not dissipate through burnout and over exposure to the whole process. We had about 7 weeks off duty and then proceeded to roll out the game to local schools. We recognised through discussions as a group, that passion could be all too consuming and lead to apathy with balance. Our time away from meetings, gave us space to catch up on things in our personal lives that we had neglected and gain renewed passion to return to work once the hiatus was over. All group participants had personal challenges to deal with during the course of the leadership program and game development. Not only was a time allowance given for dealing with these issue but our cohesiveness as a groups only became stronger.

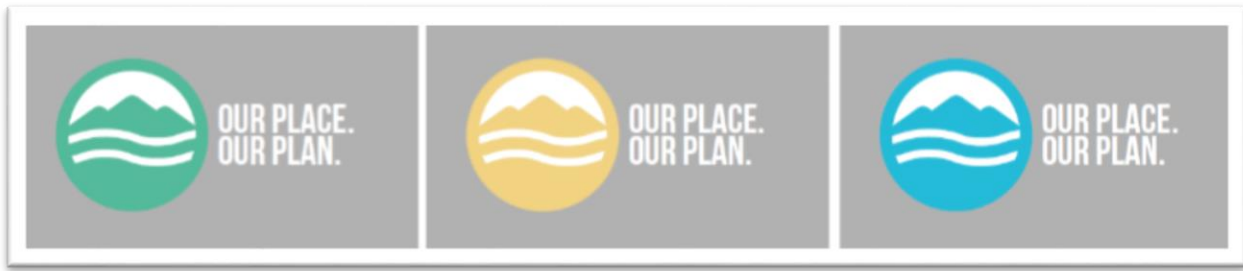
## Barriers to Success

- 1) **Time availability.** The five adult members had either full-time employment or casual unpredictable work hours and with families and partners to consider. All had to negotiate with employers time off work to attend the game launch and media opportunities. Days off were spent visiting schools and community groups to deliver the game. Our key demographic being primary schools, limited us to school hours and school terms. Schools have highly structured time schedules, which proved difficult to find mutually available meeting times, and scheduling issues created delays in rolling out the game. For example, setting-up a meeting takes numerous emails and phone calls only for a cancellation to occur. Often team members' work commitments resulted in another team member to step-up at the last minute. Patience and stamina ensured continuity, connection and maintained interest with the school. We could have rolled-out the game in one month, rather six, had we not had full-time work.
- 2) **Profile.** We had no known local profile, as we did not belong to a recognised community group and had no recognised credentials as 'Game Creators'. We benefitted from the backing of the Leadership program and support from local councils to back our credibility. Consistent regular media reports helped achieve such credibility. We needed to attend more local functions for opportunities to share our creation and its importance with the community. The website and Instagram account needs more development time and offers of a free resource require special consideration as to its worth. Consistent media coverage would help promote the group and make us memorable. Rolling out the Game in summer, rather than winter/spring, may have attracted more attention for the Game. At this time, Fire Prevention would be at the forefront of media and community thinking.
- 3) **Funding.** Additional funds could have helped to promote the project. The group self-funded all aspects of media coverage and distribution of the game. Additional funding for fuel could have provided opportunities for more school visits, presentations and teacher education sessions. A free access website for teachers provided associated game resources and access to data, and enabled feedback about the game. Additional funding could have purchased a more functional and engaging website. Equally, more face-to-face meetings could have increased engagement and interest.

## Additional project details

Lead organisation/s	Leadership Group and support from Moorabool Council
Partner/s	Nil
Funding source	EMV Grant, Moorabool Shire, City of Ballarat
Funding amount	\$5,000
Contact names	Carol Barnden-Bond Community Member for Accelerate Scotsburn
Contact email	carolbarndenbond@gmail.com / acceleratescotsburn@gmail.com
Contact telephone	0425736508
Hurdles submitting details of project	Nil
Project URL	<a href="https://acceleratescotsburn.weebly.com">https://acceleratescotsburn.weebly.com</a>

# Supporting Communities in the 3799 Postcode



## Project Summary

This project supports communities in the 3799 postcode area (Yarra Ranges Municipality; Millgrove, Warburton, East Warburton, Reefton, McMahon's Creek, Big Pats Creek) to develop community led, emergency management plans that reflect local needs and priorities. Plans will enable communities to work through each of the stages of planning, preparedness, response and recovery, building self-reliance and capacity to respond to emergencies that directly or indirectly affect their local area.

## Background and Situation Context

State and local authorities identified the connection between community and municipal planning underdeveloped. The Yarra Ranges Municipal Recovery Evaluation from the 2009 Black Saturday Bushfires highlighted the need for better connection with local communities in preparation for emergencies, to assist in effective recovery occurring. The communities within 3799 not only feature the highest bushfire risk in the country and reside on natural water courses and in close proximity to man-made water catchments. They are also over-represented in the social disadvantage rating system (SIEFA).

The project works with communities in the 3799 postcode to develop unique emergency management plans tailored to their specific needs. In the process of developing the plans, communities are supported to consider local risks, demographics, geography and capacity to plan for, respond to and recover from emergencies. This allows communities to self-determine their own community safety and emergency management objectives and initiatives, greatly contributing to enhancing community connectedness and resilience. The project provides much needed connections between local communities and local agencies, therefore enhancing their chances of survival, and recovery from a significant event.

The process for this project was supported by Yarra Ranges Council, along with emergency service and relevant agencies. A diverse range of community participation and involvement has been fundamental to the process. This will enhance the planning process and ultimate success of the emergency management plans being adopted by communities.

## Activities

Planning started with an introduction into emergency management, followed by a risk assessment based on the process of the *Community Emergency Risk Assessment* (CERA) tool for each of the local communities, working towards a transparent and mature conversation about the local needs and requirements for each community. Council utilised a broad range of corporate resources to support this initiative, including, but not limited to, the following departments: Social and Economic Development, Risk, Emergency and Community Safety, Environment, Planning, Local Laws, and Urban Design. This broad level of support, along with the agency specialist skills and knowledge aims to ensure that the aspirations for community led planning is bolstered by science, statistics and evidence.

The process allowed for the partnering up of the following: CFA, SES, DEPI, Victoria Police, Melbourne Water, Red Cross, Salvation Army, Upper Yarra Community House, Chambers of Commerce, Traders Groups, Service Groups, schools, other groups as identified, and the communities located in the postcode area of 3799. This project included the following factors within the Project

- 15 community events, including large scale open community consultation events
- focused workshops, and subject specific forums, and



- significant and high profile advocacy to rectify communication blackspots led by the community and supported widely by Yarra Ranges Council staff.

Project 3799 actively pursued five townships in the highest bushfire risk area of the Upper Yarra Region of the Yarra Ranges to embark on Community Emergency Management Planning journey. The townships had a varying degree of engagement in emergency management thinking and planning, which provided a great opportunity to refresh local thinking.

The project team undertook the following activities

- engaged community leaders from each of the townships
- met and shared the new research with groups from each township
- supported the design of locally relevant plans to share the knowledge with the local communities, using a presence at community festivals, events and community markets. Five separate sessions were hosted throughout the region in the lead-up to the 2014/15 Fire Danger Period, and
- drawing on the level of interest from the local community, the increased connection between emergency service agencies and community leaders, continue to facilitate meetings that address the needs identified by the community in the pursuit of community disaster resilience building.

## Results

The communities who participated were placed at the centre of the project. Using a community development approach to drive the project meant that the needs and priorities of the communities involved were self-identified and supported with evidence. This process lead to greater community empowerment and broad based community support. It also involved local champions in the project, ensuring that project outcomes and outputs were relevant to each community's context. The very real risk of bushfire and other risks to this part of the world also assisted with a call to action for the local community who face the imminent risk of property loss, isolation for protracted periods as a result of limited access and egress, as well as poor telecommunications infrastructure.

The project supported the following local successes

- **Millgrove** - increasing knowledge of fire behaviour and local community levels of preparedness which dovetailed nicely with the community engagement relating to the establishment of a community fire refuge in the centre of town, which already had in place a partnership with government and all agencies, along with key community leaders, church and school groups.
- **Warburton** – shifting of old thinking habits centred on a printed shelf document as a Plan, and onto a more dynamic system which involves the whole of the community. Including the development of a website, a community education video to played at local cinemas, the support and establishment of a Neighbourhood Safer Place in the Community, along with multiple community workshops in and around the community to gather data and share disaster related knowledge.
- **East Warburton** - enabled the momentum from the community consultation from the recently designated Community Fire Refuge in East Warburton to broaden and continue. This meant that the group could address the telecommunications blackspot, which is a significant problem for the area, and directly relates to the community level of resilience. The community group, along with council, state and federal government members were able to lobby for this particular blackspot to be addressed, leveraging on recently released federal funding. This was a significant win for the community and greatly contributes to their ability to make plans and timely decisions.

## Reflection

The real value in Community Emergency Management Planning is in the process of planning. The outcomes and outputs are without doubt beneficial and ought to be strived for, however it is through the planning process that evidence is gathered, shared learning occurs, and crucial relationships and connections are built. It is with the knowledge, along with these elements that contribute to community disaster resilience.

## Challenges Faced and Solutions

The key challenge for this project, in a rapidly evolving sector is the limited understanding of the subjective nature of disaster resilience. There are many communities undertaking community emergency planning across Victoria, and with varied success. The challenge with this project is that the project managers were learning as they worked, which is best described as an organic approach. This was important to attain the right mix of industry / government led

(based on cutting-edge research and knowledge) work, along with a deep determination for community owned programs and projects (based on the said research and practice).

Other challenges that will always face pilot based projects like these are largely linked to the short-term nature of the funding. As it takes quite some time to establish community rapport, build knowledge about the inherent risks and set about embarking on a journey of community led, community disaster resilience planning and activity, there was always a risk that the time frames would be too short to effectively embed sustained cultural change within a community that is based on a sound understanding of the risk. One of the key lessons from the pilot project revealed that this type of work requires a long-term vision and a sustained effort, along with a clear understanding of the measures of success.

#### *Sustainability and potential for replication in other settings*

This project has provided a new level of clarity for Yarra Ranges and will inform future projects of this nature. This will also support other activities being undertaken by council that contribute to broader community resilience.

#### Additional Project Details

Lead organisation/s	Yarra Ranges Council
Partner/s	CFA SES DEPI Victoria Police Melbourne Water Red Cross Salvation Army Upper Yarra Community House Chambers of Commerce Traders Groups Service Groups Schools and other groups as identified, and the communities within the 3799 postcode area.
Funding source	Safer Community Grant (RDV)
Funding amount	\$110,000 (Overall project costs including in-kind support \$213,346)
Contact name	Corrine Bowen
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Hurdles submitting details of project	Nil
Project URL Link	N/A



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*Attitude is a little thing that makes a big difference.*

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Sir Winston Churchill

# 'Survive and Thrive' Program – Anglesea Fire Education Partnership



## Project Summary

The Survive and Thrive Program is a partnership between the Anglesea Primary School (APS) and Anglesea Fire Brigade (AFB).

Utilising a student led approach students are taught bushfire behaviour and explore bushfire knowledge and understanding in relation to increasing their own and their communities' resilience to bushfires in their environment.

To support the students learning, the partnership includes many informal relationships between local and state emergency management professionals.

The later stages of the program conclude with the students designing and delivering Bushfire workshops to their families, peers, community and schools of like bushfire risk.

## Background and Situation Context

The Program is being conducted in Anglesea, an extreme bushfire risk area. Both the brigade and the primary school saw the need to support the students and the community to enable best access and means to learn about the local environment in regards to bushfire in order to be empowered, to understand, and make the best informed decisions possible.

- The CFA and APS developed the Survive and Thrive Program for the Anglesea community whereby the students of the school gain knowledge and understanding of the local environment and its link to bushfires.
- The Program is innovative with benefits to the Anglesea community and, in time, to other communities.
- The Program is an authentic learning experience for students.
- The Program provides an opportunity for students to be innovative and creative in formulating learning experiences around bushfire safety and awareness, that are engaging and worthwhile for others.
- Students demonstrate their capacity to take an active role in bushfire awareness and safety.
- Students understand the threat to them and their community, with regard to bushfires.
- Students teach and inform their peers, families and visitors about bushfire safety and awareness in Anglesea.
- Students then work with their families to develop an effective and realistic fire plan.
- A strong relationship has been developed between the CFA, AFB and APS.
- The relationship between the CFA, school and community is nurtured due to the work done within the Program.
- The Program will be used by the University of Melbourne to build evidence relating to children's capacity to have an active role in bushfire safety.

Grade 4, 5 and 6 students from APS are the primary audience, the secondary audiences are their families, their peers, local school students, local community and schools of a like bushfire risk visiting Anglesea.

## Activities

- At the end of Grade 4 the students begin their introduction to the Fire Brigade, Radio Communications and how to use field weather instruments.

- Grade 5 begins with a series of bushfire behaviour lessons about the principles of fire, weather, landscape, forest fire danger index calculations, fire danger ratings, overall fuel hazard calculations, map reading, hand plotting of predicted fire behaviour, fire investigation, local traditional aboriginal fire use (cultural and environmental fire) fuel reduction and local brigade fire history.
- During the second half of Grade 5, students practice what they have learnt and start to develop presentation skills. Their soft introduction has the students coordinating a tour of the station and a workshop with their family.
- During the last term of Grade 5, students create workshop/presentations that share a message with the audience as to how they can 'Survive and Thrive' in a bushfire. A student-led process, these workshops are conceptualised by the whole cohort. Individuals then select a workshop/group and in some cases are allocated. Each group then proceed to develop their workshop.
- At the end of the term the students present their workshops for the first time to their families and local fire agencies.
- In Grade 6 the students continually improve their workshops and present to a variety of audiences from their town, local towns and visiting school groups from like-bushfire risk areas.

The first cohort of students have now graduated the Survive and Thrive Program and two other groups are currently in progress.

In addition to Anglesea, Strathewen Primary School in partnership with Arthurs Creek-Strathewen Fire Brigade have created their own Fire Education Partnership and commenced the Survive and Thrive Program.

These two Community Based Fire Education Partnerships that deliver the Survive and Thrive program are now formally supported by a CFA facilitator and supported organisationally as a CFA pilot project.

## Results

### *Outputs produced from this Program*

- 12 students have completed the program and 45 currently in the program.
- 8 x Bushfire workshops and 4 more bushfire workshops in progress – presented to over 300 people – families, community, fire experts and local schools from High to Extreme Bushfire Risk Areas.
- 2 x presentations – Station Tour and Bushfire Mapping 1 in progress.
- 1 x Photography exhibition, 1 more in progress.
- 1 x Book produced, 1 more in progress.
- 8 x interviews, 1 video of students interviewing people that have experienced bushfire with 6 more interviews in progress.
- 2 x videos of the program – 1 for the ABC news and 1 for the Living with Bushfire Conference
- A fire board game (in partnership with Surf Coast Shire).
- Clay animation about the Fire Danger Ratings in progress.
- Installation of Field Weather Sensors in partnership with RISER. The students have informed the improvements for the second installation. Term 4 2016 the Field Weather Sensors will be installed at Anglesea and Strathewen.

## POSITIVE impacts/changes/benefits for the target beneficiaries

This list reflects the first cohort's reflections of the Leadership and Life skills – *experience, knowledge, skills and understanding* that the students have gained from being part of the Anglesea Fire Education Initiative

<ul style="list-style-type: none"> <li>• Preparation before and after fire</li> <li>• Fire plans</li> <li>• Forest fire danger index calculations and fire danger ratings</li> <li>• All the knowledge about fire</li> <li>• Public speaking</li> <li>• Being on the news</li> <li>• Being the first to pilot the Program and use the field sensors</li> <li>• Confidence</li> <li>• Teamwork</li> <li>• Persistence</li> <li>• To be clear</li> <li>• Be interesting</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment</li> <li>• First student to run a burn table</li> <li>• Gathering details</li> <li>• Fire language</li> <li>• Taught other schools</li> <li>• Learnt to use technology</li> <li>• Evolved and developed using feed forward</li> <li>• Feel safer</li> <li>• Not as worried by the FDR, now know what it means</li> <li>• Know how to understand weather and fire, know the variables that change fire behaviour</li> <li>• Flow, ability to link, to explain topic clearer</li> <li>• Increased knowledge</li> </ul>
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## Next Steps

The program has now been brought into CFA as a pilot project and see if it can be replicated in other communities and to continue the Anglesea Fire Education Partnership. It has now extended to Strathewen.

The next steps are to continue the Partnerships during the pilot and evaluate the program before assessment of long term continuation or growth to other communities.

## Reflection

### *Factors that were unique/good practice*

The Program is based on child centred disaster risk reduction principles. The approach has been a collaborative teaching and learning process. The program is led by the students, what they show interest in, how they show interest, how they learn, what they want to learn about and what they wish to teach. Relationships are developed with the students and create opportunities for them to develop relationships with other leaders in the community, in particular fire agencies.

## Critical Success Factors

- Commitment of the project collaborates to the program.
- It is a community led Program founded on good relationships, mutual trust and respect for all.
- The diversity of the people involved in the program – skills, knowledge and experience.
- Versatility/Adaptability – when opportunities come up that will benefit the students we can respond easily to take up good opportunities. We can adapt to suit the students learning needs.

## Challenges Faced and Solutions

- The Program has been challenged by a lack of financial support, currently funded as a pilot. Uncertainty beyond the pilot will remain until the evaluation is completed to help inform a future plan for the Program.
- A facilitator to support the brigade to fulfil the student led vision of the program was required. South West Region supported the Program with a Brigade Sustainability Coordinator – Emma Taunt as a subject matter expert in creating community partnerships, designing experience based activities, student led programs and workshops. A business case was accepted by the CFA board and Emma Taunt is now employed to facilitate the program during the pilot.

### *Sustainability and potential for replication in other settings*

- Evaluation yet to be completed. With ongoing staffed support the Program has the ability to be a demonstration site to trial different methods of teaching about bushfire and for visiting schools to learn from and observe to consider their interest to replicate a variation suitable for their school and network with the existing Program to share lessons learned.

## Additional Project Details

Lead organisation/s	Anglesea Fire Brigade (AFB) and Anglesea Primary School (APS)
Partner/s	Country Fire Authority (CFA) Lisa Gibbs - Melbourne University Riser/ThinkSpatial Informally associated with the program is - DELWP, Parks Victoria, Wadawurrung, Surf Coast Shire, Victoria Police and EMV
Funding source	Contributions have been made by CFA Anglesea Community Anglesea Fire Brigade Department of Justice Rebecca Hosking Photography EMV Bendigo Bank Camp Wilkin YMCA Surf Coast Shire
Funding amount	Amount not available.
Contact name	Jamie Mackenzie and Emma Taunt
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Hurdles submitting details of project	Nil
Project URL Link	N/A

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*Emergency Preparedness is a Team Sport*

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Eric Whitaker

# Warramunda Village Builds Resilient Leadership



## Project Summary

This three-year workplace improvement project introduced a series of initiatives and activities to realign our team to our mission, vision and values. It improved resilience and emotional agility among staff, and quality of care for residents.

## Background and Situation Context

Warramunda Village is a not-for-profit, community-governed aged care complex, located on seven acres in the town of Kyabram in northern Victoria. It comprises 56 independent one- and two-bedroom living units, Warramunda apartments (consisting of nine bedsits and five flats) and a 61 bed residential facility with two respite rooms. The 105 members of the Warramunda team, backed and supported by more than 150 community volunteers, pride ourselves on person-centred care.

### *Initiating factor(s)/needs*

After a period of unprecedented change, our workforce was not functioning as a cohesive team. Our organisational chart no longer reflected our needs, and our workplace culture did not support or encourage our team to be either creative or accountable. Furthermore, individual team members did not understand how their contribution related to our organisation's mission, vision or values.

We made the decision to engage with Kru Consulting, who provide coaching for individuals, teams and organisations wanting to improve wellbeing and performance in the workplace. In collaboration with Kru Consulting, we made a comprehensive plan for addressing the challenges facing our team, and achieving sustainable change in the culture and performance of our organisation.

### *Objectives*

1. Build a resilient, engaged and high performing workforce.
2. Use 'The Four Rooms of Change'™ to develop a common language around managing change.
3. Adopt the Organisational Barometer© with our team, in order to
  - Provide a safe space to share reflections, celebrate successes and diagnose challenges.
  - Normalise experiences of change as legitimate psychological experiences.
  - Gain a deeper understanding of staff concerns and barriers to resilience.
  - Appoint members of the leadership team to prioritise and enact a collective plan to resolve issues.
  - Engage staff in problem-solving about issues that were identified.
4. Define and clarify the roles and expectations of leaders, and equip them with the skills and mindsets to build resilience in their teams.

5. Develop 'critical friend' (peer coaching) relationships among senior leaders, supporting their capacity to and accountability in embodying the organisation's mission, vision and values.
6. Create a workplace environment where all members of the organisation - unrestricted by role or reporting relationships - engage in candid and respectful conversations and feedback to improve their working relationships and collective performance.
7. Promote the 'leader as coach' model to build and sustain resilience through
  - Reinforcing the importance of emotional intelligence and positive psychology.
  - Equipping leaders with confidence and competence to coach team members towards achieving personal and organisational goals.
  - Utilising tools such as GROW, RUUM™ and STAR/AR to build awareness of personal impact and potential.
  - Reviewing processes and systems (e.g. recruitment and performance management) to ensure they best support the development of optimal skills and mindsets.
  - Harvesting success stories to recognise and reinforce changes made.

#### *Target beneficiaries*

- On a personal level, staff are more engaged, feel respected, have a voice, and have a regular opportunity to give and receive feedback that is both positive and developmental. They also have a greater capacity to rebound after change.
- Our leadership team has greater knowledge of themselves on an emotional level since undergoing the MSCEIT self-assessment emotional intelligence process. They also have greater skills, and broader vocabulary, to engage with team members using quality questions (GROW) to solve problems.
- Leaders also have a broader knowledge of the role they and others play in the organisation, and understand the relationship between leadership behaviour, workplace culture, and collective performance.
- The organisation can expect more resilient staff and decreased turnover.
- Personal goals will be aligned to organisational goals, producing better outcomes.
- Residents can expect to receive high standards of care even in periods of change. Staff will understand management's expectations, which nurtures consistency.
- Families can expect continuity of care for their loved ones, with a more stable staff cohort.

#### *Activities*

By collaborating with Kru Consulting, we were able to introduce a number of staff development activities that now form part of Warramunda's ongoing professional development strategy. These include

- Using the Organisational Barometer© as a tool to engage our team in providing comprehensive information, instead of fragmented information through anonymous staff surveys. The information gathered is analysed for themes, allowing a deeper understanding of staff issues. Members of the leadership team are then appointed to address these issues through planning, action and reflective practice.
- Define the role of leaders, and equip them with the skills to build resilience in their teams (i.e. through the 'leader as coach' model).
- Acknowledge the importance of emotional intelligence and utilising tools such as GROW, RUUM™ and STAR/AR to create and sustain a coaching culture.
- Use 'The Four Rooms of Change'™ to develop a common language around managing change.

The leadership team work with Kru Consulting to undertake activities which

- Promote the leader as coach model within our organisation (i.e. each leader coaches their team to achieve personal and organisational goals).
- Encourage leaders to involve people in finding solutions to identified issues.
- Develop 'critical friend' relationships to support senior team members, while holding people accountable.
- Create a workplace environment where both positive and developmental feedback is expected and sought.

#### *Progress & Achievements*



The organisational chart has been restructured, and the staff professional development activities mentioned above are now utilised regularly. There has also been a cultural shift in philosophy to viewing leaders as coaches, and widespread support for ongoing collaboration with staff to resolve issues.

## Results

### *Output*

An oral presentation that is now used in a staff development session for our leadership team.

### POSITIVE impacts/changes/benefits for the target beneficiaries

- We use the leader as coach model to promote staff wellbeing - supporting our goal of building a resilient workforce.
- We have developed a language around managing change, and to identify the emotions we experience during times of change. Having the capacity to name and normalise these emotions creates resilience.
- Using the Organisational Barometer®, we directly identify and involve all staff in highlighting opportunities to improve the workplace.

### NEGATIVE impacts/changes for the target beneficiaries

- A significant commitment of time and resources was required to implement the changes. However, such commitment is required to shift often well-entrenched workplace culture.

## Next Steps

- We are striving to continue building on our leader as coach model with our team members. In addition, leaders will be working on their personal and team SMARTER goals. These goals seek to embed performance planning in our organisation, instilling accountability and fuelling development. Through greater accountability, our team will be more attuned to how they are performing, and be clearer about what their managers are seeking from them.
- We are seeking to actively develop our team to ensure that individuals continually improve their skills, while optimising preparations for succession planning, future recruitment and selection.

## Reflection

### *Factors that were unique/good practice*

Our core business focuses on care of the aged across several fronts, including community housing, independent living and residential care. For the first time, we have truly considered our team as being at the core of what we do. Deciding to apply our 'person-centred' approach to staff, required an organisational shift and change in workplace culture.

### Critical Success Factors

The full support of our Committee of Management and leadership team, and the stamina to stick to our convictions.

### Challenges Faced and Solutions

For some team members, the process of self-reflection is too uncomfortable. We respected everyone's right to participate (or not). This, in itself, demonstrated their appetite for change and capacity for resilience.

### *Areas for improvement*

We could have budgeted better, to best manage the investment in our human capital. More importantly, we learned that individuals will differ in terms of their capacity to hear the message and apply it in the workplace. Just as people learn differently, so does their capacity to adapt their practice and replicate their learning, especially when stressed. Being equipped to manage these challenges is a vital part of the process.

### *Sustainability and potential for replication in other settings*

This project has great potential to be replicated in many organisations. It can build high-performing, resilient and dynamic workforces. We thoroughly recommend it to other organisations.

## Additional Project Details

Lead organisation/s	Kru Consulting and Warramunda Village Inc
Partner/s	Nil
Funding source	No external funding was sought for the project
Funding amount	Not available
Contact name	Sandi Websdale, CEO, Warramunda Village Kerryn Velleman, Director, Kru Consulting
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Contact telephone	0358522611 (Warramunda Village) or 0401716346 (Kru Consulting)
Hurdles submitting details of project	Nil
Project URL Link	<a href="https://www.monash.edu/data/assets/pdf_file/0011/461648/10b.-Warramunda-Building-Resilient-Leadership-Slides-13-April-2016.pdf">https://www.monash.edu/data/assets/pdf_file/0011/461648/10b.-Warramunda-Building-Resilient-Leadership-Slides-13-April-2016.pdf</a>

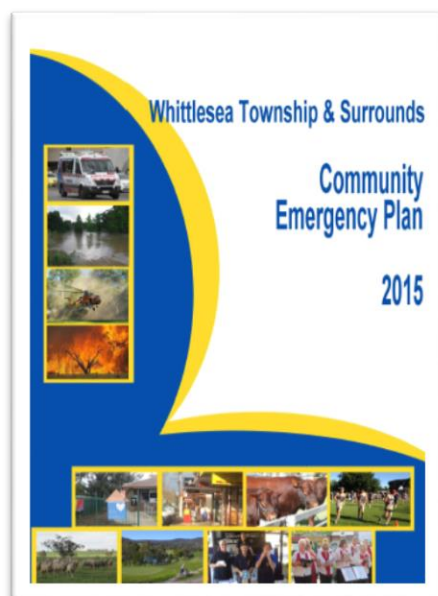
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*Adopt as your fundamental creed that you will equip yourself for life,  
not solely for your own benefit but for the benefit of the whole  
community.*

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Sir John Monash

# Whittlesea Township and Surrounds Community Emergency Plan



## Project Summary

This project builds upon the success of existing work of the Whittlesea Community Resilience Committee (WCRC) to develop a Community Emergency Plan (CEP) as a locally owned and recognised approach for future emergencies. The Community Emergency Plan will be an invaluable community tool that will be used to help the community to prepare for emergencies that may affect them in the future.

## Background and Situation Context

During the 2009 Black Saturday Bushfires Whittlesea Township was a main focal point for firefighting co-ordination, immediate relief of displaced persons and domestic animals. It was a central hub for recovery activities immediately and for several years after. This publication seeks to build on the knowledge gained over the recovery period.

The Whittlesea Township and Surrounds Community Emergency Plan stemmed from the Whittlesea Community Recovery Committee's (CRC) project 'Building Community Resilience' under the auspice of the Whittlesea Community House. With community champions driving the project, support and funding from the Foundation for Rural and Regional Renewal (FRRR), Emergency Management Victoria, the Whittlesea Community Resilience Committee and the City of Whittlesea it has enabled the development of a local Community Emergency Plan.

The Whittlesea Community Emergency Plan provides a local focus on emergencies and support for the community in being prepared for any event.

## Activities

The project encompassed many activities including

- Intensive research of community emergency projects across the globe
- Community meetings and workshops to develop the plan content
- Regular working group meetings
- Consultation with local and regional emergency services
- Community displays at community markets and events
- Meetings and presentations to a range of local government departments, agencies, Monash University, local services groups, sports clubs.
- Community conversations

For the desired format of the publication, we collaborated with a graphic designer and printer.

Each of these activities captured a much broad community input, feedback and support for the plan.

All meetings and workshops were open and the entire community invited to participate.

## Results

Consistent with the aims of the Community Emergency Plan, the community would like to secure funding support to pursue the future development of a Community Emergency Response Network (CERN) and will identify key community organisations, individuals and resources that will come together as a network to respond in times of Emergency or as needed by the community. The network is based on identified community sectors and will meet during the year to develop their collective response to community crisis, undertake planning and risk assessment and receive training.

The principle behind the CERN is for sector representatives to support Emergency Management teams by providing a local resource to support effective two-way communication that reflects local knowledge and experience.

## Additional Project Details

Lead organisation/s	Whittlesea Resilience Committee
Partner/s	City of Whittlesea Foundation for Rural and Regional Renewal (FRRR) Emergency Management Victoria State Emergency Service Red Cross Town Crier (Community newspaper) Whittlesea Agricultural Society Whittlesea CFA Whittlesea Community Resilience Committee Whittlesea Ministries Inc. Whittlesea Community House Whittlesea Secondary College,
Funding source	Whittlesea Uniting Church _ a member body of Whittlesea Ministries Inc.
Funding amount	\$38,000 FRRR Emergency Management Victoria City of Whittlesea
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Hurdles submitting details of project	Nil
Project URL Link	<a href="http://wchi.com.au/wp-content/uploads/2015/07/Whole-Plan-Final-Edition-1-Feb-2015.pdf">http://wchi.com.au/wp-content/uploads/2015/07/Whole-Plan-Final-Edition-1-Feb-2015.pdf</a> <a href="https://www.monash.edu/_data/assets/pdf_file/0009/461682/11.-MUARC-compendium-Whittlesea-13-April-2016.pdf">https://www.monash.edu/_data/assets/pdf_file/0009/461682/11.-MUARC-compendium-Whittlesea-13-April-2016.pdf</a>

## Useful links: Disaster Frameworks and Strategies

Sendai Framework for Disaster Risk Reduction, 2015 - 2030

[http://www.preventionweb.net/files/43291\\_sendaiframeworkfordrren.pdf](http://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf)

National Strategy for Disaster Resilience (NSDR) (COAG, 2011)

<https://knowledge.aidr.org.au/resources/national-strategy-for-disaster-resilience/>

Victorian Emergency Management Strategic Action Plan, 2015 - 2018

<https://www.emv.vic.gov.au/publications/victorian-emergency-management-strategic-action-plan-2017-20>

## Useful links: Compendium Exemplars

Compendium of Case Studies on Climate and Disaster Resilient Development in the Pacific 2015

[http://gsd.spc.int/frdp/assets/case\\_studies\\_pacific.pdf](http://gsd.spc.int/frdp/assets/case_studies_pacific.pdf)

UK Resilience Civil Protection and Resilience Case Studies

<https://www.gov.uk/government/publications/community-resilience-case-study-library>

A Compendium of Case Studies on Gender Mainstreaming Initiatives in UN-Habitat

<https://www.sdgfund.org/compendium-case-studies-gender-mainstreaming-initiatives-un-habitat-2008-2012>

FEMA: Mitigation Best Practices Portfolio

<http://www.fema.gov/mitigation-best-practices-portfolio>

## Useful links: Guidelines for MUDRI Compendium

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## Useful links: Template for submitting resilience building activities to the MUDRI Compendium

<https://www.monash.edu/muarc/research/research-areas/disaster-resilience/compendium-template>



