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Request for Proposal

Disaster Resilient: Future Ready
Burnett Inland, Queensland

Key Details	
Request for Proposal Closing Date and submission method.	Friday, 8 September 2023 5pm AEST. Proposals and budget must be lodged via: c.larcher@frrr.org.au
Interviews:	Shortlisted applicants will be offered interviews during mid-September 2023.
Contact:	Caroline Larcher Disaster Resilient: Future Ready Program Manager Foundation for Rural & Regional Renewal c.larcher@frrr.org.au Ph: 0492 370 586
Contract Period	September 2023 to June 2025
Budget	Submissions should propose a total cost inclusive of GST and expenditures and must use the Budget Template.
Supporting Information	<ol style="list-style-type: none">1. DR:FR Burnett Inland Flyer2. DR:FR Program Phases3. FRRR Resilience Dimensions4. NEMA Progress Reporting Requirements5. NEMA Acquittal Reporting Requirements6. Minderoo Foundation Fire and Flood Resilience Initiative, Resilient Communities Framework7. Budget Template



About FRRR

The Foundation for Rural & Regional Renewal (FRRR) is the only national foundation specifically focused on ensuring the social and economic strength of remote, rural and regional communities.

Our unique model connects common purposes and funding with locally prioritised needs. We believe targeted, well-informed investment in local organisations will stimulate ideas that create vibrant communities. That is why our programs focus on building resilience and strengthening communities. Building on Disaster Resilient: Future Ready programs in NSW and VIC communities, FRRR is working with a locally based community foundation in the Burnett Inland region of QLD to strengthen the ongoing development of skills, knowledge, attitudes and circumstances of communities impacted by natural disasters. Using a Granting plus Community Development approach, FRRR collaborates with local people and communities to facilitate increased social connection, strengthen network opportunities and link capacity building opportunities to ensure widespread local benefit so that communities are better prepared for the future.

FRRR Vision and Values

Our vision is for a vibrant, resilient and revitalised remote, rural and regional Australia where we add value to the work of rural organisations.

FRRR and its partners believe that investing in the people and organisations that are connected, who know and understand the local context and who can mobilise and activate resources, can transform a community's view of itself and drive its future vitality.

FRRR is seeking an evaluation partner that works in reflection of the following FRRR values and aspirations:

- We find ways forward – supporting and making a positive contribution to all those we work with.
- Real world problem solving – we are grounded and take a considered, collaborative approach, coming together to make things happen.
- Finding common ground – we are curious and community minded, connected and respectful, yet always looking forward.
- Lived experience matters – we believe the best way to lead is through listening, learning and knowing the facts.

About the Initiative

Disaster Resilient: Future Ready (DR:FR) is a national initiative that supports remote, rural and regional communities to lead initiatives that improve wellbeing, increase preparedness and strengthen resilience.



Through a community-driven process, FRRR works with and supports community members and relevant stakeholders to collectively develop, drive and activate strategic community actions and strategies that:

- Strengthen community capacity to positively adapt and evolve to change and disruption;
- Increase disaster preparedness to better mitigate, avoid, withstand; and/or
- Recover more effectively from the increasing effects of natural hazards such as bushfires, floods and cyclones; and
- Improve community wellbeing and enhance resilience, so communities can grow and flourish.

The DR:FR program was initiated in three communities in NSW, further developed in three communities in VIC and is now being rolled out in several communities across the Burnett Inland region of rural QLD.

The initiative is a four-phase program, as detailed in the attached DR:FR Phases document.

FRRR engaged the University of Sydney (USyd) to undertake participatory action research with the various communities throughout the NSW and VIC programs. Based on this and other work, USyd has developed a consistent set of principles for effective community resilience building. This is in the form of resilience dimensions, which are used to guide community reflection and discussion, and forms one part of the basis for work within Queensland looking forward.

DR:FR Burnett Inland, QLD

The DR:FR Burnett Inland program is funded by the National Emergency Management Agency of the Australian Government (NEMA) and by the Minderoo Foundation (Minderoo). Both NEMA and Minderoo have their own specific requirements for evaluation and reporting on project outcomes. These constructs, along with the FRRR Resilience Dimensions, form the basis for an evaluation that is required for this iteration of the Initiative.

FRRR has recently commenced work with communities through a local delivery partner, Red Earth Community Foundation (Red Earth), to increase local knowledge and capacity, embed local outcomes and provide direct investment in community-led disaster preparedness into the Burnett Inland region.

While Red Earth will undertake the community engagement activities, FRRR retains responsibility for liaison with, and reporting to, program donors.

The program commenced with an FRRR / Red Earth tour of the Burnett region in October 2022, involving meetings with communities, local agencies and all levels of Government. The program was then reviewed to take account of local feedback.



We are currently at the end of the first program phase, Space to Explore. Red Earth has commenced conversations with partner communities for the program to determine community interest, readiness and capacity to participate over the next two years. It is anticipated that multiple partner communities will participate and that these will be fully confirmed by the end of August 2023. The second phase, Organise for Impact, should take approximately six months, with the third phase, Community Action, occurring throughout 2024 and through to the end of June 2025.

In addition, FRRR and Red Earth will be implementing several regional-level resilience initiatives. Scoping of these initiatives is underway.

It is envisaged that the evaluation partner will commence as soon as possible, once appropriate procurement and contractual negotiations have been completed, likely September 2023.

Evaluation Scope

FRRR is seeking an evaluation partner to observe and document outcomes, impact and learnings from the implementation of the program with the Burnett Inland communities, in partnership with delivery partner Red Earth Community Foundation.

The following outputs are sought during the project implementation period:

A written report, and other associated evaluation products that provide progress-based observations, both at mid-term and final, on:

- The effectiveness of the program and general approach in building community disaster resilience through:
 - increased skills that can be used to be better prepared in future disaster;
 - increased knowledge and awareness of local climate hazards and risks, and understanding of how to mitigate them;
 - increased personal connection and networks that can be utilised in future disasters;
 - strengthened whole of community capacity to respond to disasters, particularly through informal systems, or more formalised governance structures;
 - increased connection to decision making;
 - increased inclusion of people not otherwise engaged in disaster preparedness; and
 - improved community infrastructure and resources.

- Any adjustments that could reasonably be made in delivery of the program, to improve community understanding or outcomes.

In addition, both NEMA and Minderoo have specific requirements in relation to progress reporting, and FRRR is seeking outputs in a form that can be directly used to respond to these donors' requirements.



Framing of evaluation outcomes must be structured in accordance with the FRRR Resilience Dimensions, NEMA Acquittal Reporting Requirements, and the Minderoo reporting requirements. Details can be found in Appendix A.

Considerations

Ethical and Accessible

An ethical approach will be undertaken at all stages of the evaluation and the Impact Evaluation Partner will take great care in their approach and observation. Accessible engagement participation options for different stakeholders must be provided and evaluation methods must be delivered with transparency and consent. Approaches that are culturally appropriate and are responsive to the needs of remote, rural and regional communities will be observed throughout the evaluation.



Evaluation Report Distribution and Use

With agreed consent by all parties, it is intended that all parties will use, promote and redistribute evaluation collateral to a wide audience through a variety of mediums and forums, such as:

Party	Audience	Intended Use
FRRR	FRRR Board, existing and future Donors, Program Advisory Committee and public via FRRR communication channels and public forums.	<ul style="list-style-type: none"> • Promoting the value of disaster resilience investment. • Promoting community outcomes and impact. • Profiling the role of working with local delivery partners. • Profiling the value of place-based models of investment to regional communities. • Inform future community and capability investment needs. • Inform future program design.
Minderoo Foundation	Minderoo Foundation Board and public via Minderoo Foundation communication channels and public forums.	<ul style="list-style-type: none"> • Promoting the value of disaster resilience investment. • Profiling locally informed and capability strengthening evaluation processes. • Profiling benefits of co-designed programs in remote, rural and regional (RRR) locations. • Promoting community outcomes and impact. • Inform future community and capability investment needs. • Inform future program design.
Australian Government	National Emergency Management Authority Productivity Commission Australian Public	<ul style="list-style-type: none"> • Promoting the value of disaster resilience investment. • Demonstrate DR:FR Initiative achievements and learnings. • Inform future investment needs.
Red Earth Community Foundation	RECF Board and public via RECF communication	<ul style="list-style-type: none"> • Profiling benefits of co-designed programs in remote, rural and regional locations. • Promoting community outcomes and impact.



Party	Audience	Intended Use
	channels and public forums.	<ul style="list-style-type: none"> • Inform future leadership investment needs. • Inform future leadership program design.
Participant Communities / Not-for-Profit Organisations	General communication channels and public forums.	<ul style="list-style-type: none"> • Promoting the value of disaster resilience. • Profiling benefits of co-designed and collaborative community programs. • Promoting community outcomes and impact to other local people and external stakeholders. • Inform future investment needs to external stakeholders. • Inform future program design.
Participant Individuals	Personal communication channels and public forums.	Promoting community outcomes and impact to other local people and external stakeholders.
Evaluation Partner	General communication channels	Promotion of evaluation processes and community impact.

Acknowledgements & Intellectual Property

All partners will be appropriately acknowledged as agreed within contractual arrangements.

Intellectual Property Rights will be agreed upon within contractual arrangements and not infringe any existing agreements, including Intellectual Property Rights of third parties.

Any reporting material is subject to Commonwealth use with appropriate moral and privacy permissions, including publishing to the public under creative commons attribution licence for Commonwealth purposes.

Selection Criteria

1. Demonstrated experience in social impact evaluation (as distinct from social research).
2. Demonstrated understanding of the requirements, objectives and motivation of the evaluation.
3. Demonstrated knowledge of the program context, policy, purpose and key stakeholders.
4. Proposed evaluation methodology that meets the requirement and suitability of the program and community context.



5. Evaluation outputs: proposals that include a range of outputs including a combination of a written reports, case studies, short videos, Most Significant Change interviews, and infographics will be highly regarded.
6. Demonstrated knowledge and experience working collaboratively with remote, rural and regional communities.
7. Alignment with FRRR values and aspirations.
8. Evidence that relevant insurances, licences, policies and procedures are in place and compliant with State or Commonwealth laws. Demonstrated health and safety measures including Working with Vulnerable Persons, Working with Children, Occupational Health and Safety policies, as well as relevant insurances such as Public Liability and Professional Indemnity.
9. Ability to engage, employ and build capacity of locally-based remote, rural and regional people as part of the evaluation team in the delivery of the project.
10. Overall value for money.

Budget

FRRR's budget allocation for this evaluation is \$100,000 + GST.

Request for Proposal

Suitably qualified and experienced individuals or organisations must submit a proposal that includes:

- Response to the Selection Criteria.
- An outline of the evaluation and the suggested approach that would be taken.
- Examples of previous work experience with regional communities.
- Other examples of relevant social impact evaluation.
- The CVs of the individuals or team that would undertake the evaluation.
- Expected level of engagement with FRRR and/or Red Earth across the period of September 2023 to June 2025.
- Expectations around travel to the region – number of trips, timing, requirements for administrative or program support.
- Deliverables schedule and how each deliverable will be structured to build a rigorous program evaluation for FRRR, as well as aligning with NEMA and Minderoo evaluation and reporting requirements.
- Completed Budget template, together with a proposed payment schedule.
- Two referees.
- Certificate of Public Liability.



Total proposals should be no greater than thirty pages (including attachments).

FRRR is an equal opportunity employer and welcomes proposals from applicants from diverse backgrounds.

Appendix A (Combined PDF)

- 1) FRRR Resilience Dimensions
- 2) NEMA progress reporting requirements.
- 3) Minderoo reporting requirements are as follows:
 - All reporting will be in line with the Minderoo Foundation Fire and Flood Resilience Initiative Resilient Communities Framework, Theory of Change and agreed metrics.
 - Where possible, Resilient Communities Framework Tools will be used. This includes the Assessment and Prioritisation Tool, and the Project Enhancement Tool.
 - The Project Enhancement Tool will be a regular and ongoing part of the six-monthly reporting.
 - FRRR and Red Earth will report on its usage and usefulness as a tool for engaging with communities to build resilience.
 - Parties will agree, that data will be collected and compiled to demonstrate changes to resilience using a range of methodologies including the Minderoo Foundation Fire and Flood Resilience Initiative Resilient Communities Framework



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Disaster Resilient: Future Ready Burnett Inland

Disaster Resilient: Future Ready Burnett Inland (DR:FR Burnett Inland) is an initiative that supports local community members, grassroots community organisations and community networks across the Burnett Inland region to develop and lead initiatives that strengthen awareness, increase preparedness and enhance capacity of the local community to thrive and be resilient to the impacts of climate, disasters and other disruptions.

The three-year project is a collaborative delivery approach between Red Earth Community Foundation, and the Foundation for Rural & Regional Renewal, in partnership with the Minderoo Foundation, with funding from the Australian Government, through the National Emergency Management Authority.

The DR:FR Burnett Inland program leverages FRRR's evidence based Disaster Resilient: Future Ready model to activate community-led resilience building activities driven by local people, for local people across the North and South Burnett region of Queensland.

You can read more about the DR:FR model at www.frrr.org.au/drfr.

About DR:FR Burnett Inland

From 2022-2025, FRRR and Red Earth will work with community members, local organisations and regional stakeholders to build local knowledge of climate risks, catalyse leadership, foster collaboration and facilitate community-driven innovation processes to develop and activate strategic actions and strategies that:

- Strengthen community capacity to positively adapt and evolve to change and disruption;
- Increase disaster preparedness to better mitigate, avoid, withstand and/or recover more effectively from the increasing effects of natural hazards such as bushfires and floods;
- Improve community wellbeing and enhance resilience, so communities can grow and flourish.

Held at a pace and style that is appropriate for each partnering community, program activities may include capacity building workshops, facilitated community conversations, community building and engagement events, co-design workshops, relationship and network building and activation of priority initiatives. Partnering communities will also have access to flexible funding for both activities that support their community innovation and design process, and the activation of ideas and actions that have been collectively prioritised.

A stream of activities will also be convened to support collaboration across regional agencies and organisations, and the development of regional level resilience building initiatives for collective impact across the region.



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About FRRR

Established in 2000, FRRR connects common purposes and funding from government, business and philanthropy with the genuine local needs of rural people and places. We have the reach, relationships, networks and know-how to align funding to community-led solutions that build resilience and long-term viability and vitality of smaller remote, rural and regional communities across Australia.

We believe in targeted, well-informed investment in local people and organisations will stimulate ideas that lead to actions, both big and small. Investing in the people and organisations that are connected, who know and understand the local context, and who can mobilise and activate resources can transform a community and drive its future vitality.

Learn more about FRRR at www.frrr.org.au.

About Red Earth

The Red Earth Community Foundation (Red Earth) was launched in February 2013 and exists to invest in people and act as a catalyst for the Burnett region (North, South and Cherbourg) to thrive into the future. As a philanthropic organisation, Red Earth provides a vehicle for all to secure the Burnett's future potential. Red Earth enables our Region to: support young people; respond to challenges we face; encourage creativity, entrepreneurship and leadership; celebrate and showcase our successes, and so much more.

Formed by community-minded leaders with a passion to see the region flourish, Red Earth belongs to everyone who lives here, or who leaves and wishes to continue giving back.

As local delivery partner, Red Earth will work with FRRR, Burnett Inland communities and regional stakeholders to inform the program approach and implementation, coordinate program activities, harness local knowledge and networks, and ensure that all aspects of the project bring value to the Burnett Inland region and add capacity to existing systems, processes and local work to date.

Want to know more?

You can find out more information about the DR:FR initiative on FRRR's website: www.frrr.org.au/drfr.

Or contact:

- FRRR: Disaster Resilience & Recovery Lead, Nina O'Brien on n.obrien@frrr.org.au; or
- Red Earth: General Manager, Melinda Jones on projects@redearth.org.au.



@FollowFRRR @RedEarthFoundation

Disaster Resilient : Future Ready | Phases

Phase 1

Space to explore (Getting Started)

- Build trust and relationships with community members, understand their interest, 'readiness' and 'capacity' to participate in the initiative over 2 years and identify the appropriate participation pathway.
- Co-create the streams of activities for the following program phases
- Building capacity of local coordinators/mobilisers.

Phase 2

Organise for Impact (Co-production)

- Explore, understand and articulate a shared vision for community resilience and a thriving community
- Strengthen capacity to work collaboratively, and inclusively towards a shared agenda
- Support the co-creation of activities and strategies for community-led resilience

Phase 3

Community Action

- Community action on community resilience building activities and strategies
- Support action learning communities who are collaborating to build resilience in their community and grounding decisions and actions in evidence
- Broker resources, relationships and grants to build capacity for collective action
- Collect and analyse key outcome indicators regularly

Phase 4

Sustain & Adapt

- Transition support and model for collectives and projects
- Share outcomes and learning



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Critical dimensions for community-led resilience building

Communities are vital to finding local solutions to local issues. When communities lead and drive resilience building efforts (whether it is focused on natural disasters such as cyclones, bushfires, floods, or storms or community shocks including major services or industry leaving town, accidents, or conflict) these efforts are sustained for longer, have ongoing positive impacts across the community and build local strengths which can adapt to a range of challenges.

There is an increasing focus across communities in Australia and the world on building disaster resilience which will become more urgent as climate change impacts become more widespread. A strong body of research evidence as well as extensive community knowledge on the ground demonstrates that local community led disaster resilience building enhances more general resilience building and vice versa. We also know from research that resilience-building is a dynamic process, not a static state. In other words, resilience is not a goal for communities to achieve, but rather a community's resilience might develop in a bumpy, messy way, with setbacks and challenges as well as times of thriving. Community resilience includes:

- capacity of a community (either geographic or cultural or interest based) to withstand a crisis or shock, to mobilise effectively in response to the crisis and over time to recover or heal.
- paying attention to, connecting and mobilising community strengths and resources so everyone in local communities can contribute to vibrant and healthy community life through times of adversity and uncertainty.

Working in a community led way to build local resilience means that local community members act as equal decision makers with a range of other stakeholders (local government, emergency services, service providers, business) to address issues which are priorities for that community. Rather than a top-down approach where decisions are made outside a community or are made by government or other formal authorities, community led resilience building starts and continues with listening and collaborating on the priorities of community members. Genuine ownership by the local community requires their active involvement in all aspects of resilience building, not merely consultation.

One question often asked by community members is, "how do we work on resilience in everyday life effectively?"

Drawing on research with communities experiencing disasters and other shocks in Australia over time as well as a growing body of published research, University of Sydney researchers have documented and developed a set of key areas, or dimensions, which are helpful in guiding and supporting community led work in disaster preparedness and resilience building. With FRRR we have seen these dimensions in action in communities in NSW impacted by disasters.

You can start with any dimension and work on others over time. They offer check in points over time and across different aspects of community life (environment, cultural, social and economic) for anyone interested in effectively working on local resilience building.

Inclusion

It is important to be mindful of who is not around the table when a community starts to work together and to actively seek out people who are missing. This means thinking creatively about how different people might be involved and listening closely to groups who will often be impacted most by any crisis but who may feel excluded from local decisions.

Networks

Ideally communities are working on an ongoing process of expanding and connecting networks both locally and with others outside the community. It is worth mapping the networks that community members are involved in and the ones known about when starting work together and then checking in on how these have changed over the life of activities. Networks underpin local reciprocal relationships, or social capital which is always drawn upon in times of crisis. These are gold for any community led activity.

Communication

Multi-way communication between equal collaborators is an ongoing feature of successful community led resilience building. This means keeping all those directly involved in the project in discussion with each other and having a continuing conversation with people in the wider community.

Information

There is a mountain of information available on disaster risk but like communication locally generated information is important. Drawing on local knowledge to design information and working with information as a discussion rather than a one-way process effectively builds support for community led work more generally. This enables community members to tailor information to their local context.

Self-organising systems

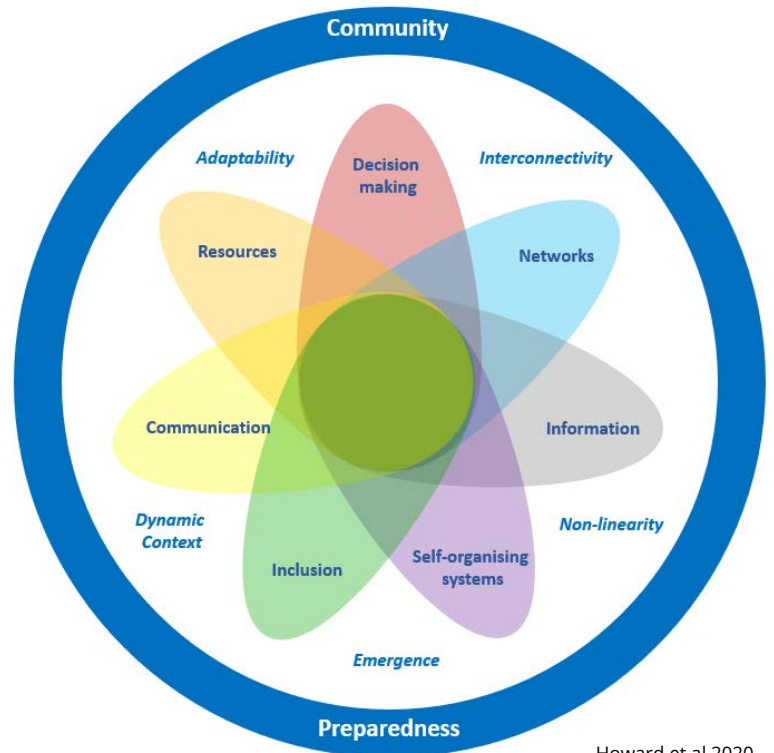
People organise themselves in communities all the time outside of (and sometimes in spite of) formal institutions. Looking for where people have informal networks, relationships, and ways of organising things and tapping into these is useful. Research has found informal self-organised activities are often invisible but do a lot of heavy lifting both in supporting everyday resilience and when a crisis comes.

Decision-making

Local inclusive decision making is the foundation of community led resilience building and can be challenging. It means services and government must step back and listen to the voices of community members and that decisions and action reflects community priorities. It is also worth developing some decision-making processes for community and activity groups which include the ideas and views of the wider community.

Resources, tools and support

Trust, community contributions (skills, knowledge, effort and time) and external support (financial, expertise and practical tools) in combination, are a critical foundation for building (and sustaining) successful and inclusive community-led efforts that enhance resilience.



Howard et al 2020



Citation: Howard, A., Rawsthorne, M. and Joseph, P. (2022) Critical Dimensions in Community Disaster Resilience [Fact Sheet], University of Sydney for the Foundation for Rural & Regional Renewal.

For more information or to learn more about the Disaster Resilient: Future Ready initiative, visit: www.frrr.org.au/drfr

Schedule 2 Reporting requirements

Appendix 1

Preparing Australian Communities - Local Stream - progress report requirements

You will need to provide the following information in your progress reports. The Commonwealth reserves the right to amend or adjust the requirements.

You must complete and submit your report on the [portal](#). You can enter the required information in stages and submit when it is complete.

Project progress

- a. Complete the following table, updating for all milestones shown in the Activity Schedule of your grant agreement.

Milestone	Agreed end date	Actual/ anticipated end date	Current % complete	Progress comments – work undertaken and impact of any delay

- b. Where applicable, describe any project activities completed during the reporting period that are not captured in the table above.
- c. Is the overall project proceeding in line with your grant agreement?
If no, identify any changes or anticipated issues. Comment on any impacts on project timing and outcomes and how you expect to manage these.
- d. Are there any planned events relating to the project that you are required to notify us about in accordance with your agreement?
If yes, provide details of the event including date, time, purpose of the event and key stakeholders expected to attend.
- e. Describe any collaboration with other organisations in your LGA or other LGA/s to deliver your project and any use of local procurement of goods, labour and services.
- f. Explain the community engagement and collaboration undertaken to date.

Project outcomes

- a. Outline the project outcomes achieved to date.
- b. Explain your progress towards reducing the risks of bushfires, flood and/or tropical cyclones in the community.

- c. Explain your progress towards increasing the long term resilience of your community against bushfires, flood and/or tropical cyclones.

Project expenditure

Provide the following information about your eligible project expenditure. Eligible expenditure is divided into the same categories as the budget in your application.

If you are registered for GST, enter the GST exclusive amount. If you are not registered for GST, enter the GST inclusive amount. We may ask you to provide evidence of costs incurred.

Refer to the grant opportunity guidelines or contact us if you have any questions about eligible expenditure.

- a. What is the eligible expenditure you have incurred in this reporting period?
- b. What is the estimated eligible expenditure for the next reporting period?
- c. What is the estimated eligible expenditure for remaining reporting periods in current financial year (if applicable)?
- d. What is the estimated total eligible expenditure for future financial years?
- e. What is the estimated total eligible expenditure for the project?
- f. Briefly explain the reason for any changes between the forecast and actual expenditure for the current reporting period, and any significant changes to the forecast budget for the remainder of the project.
- g. Is the project expenditure broadly in line with the activity budget in the grant agreement?
If no, explain the reasons.

Project funding

- a. Provide details of all contributions to your project other than the grant. This includes your own contributions as well as any contributions from government (except this grant), project partners or others.

Attachments

- a. Attach any agreed evidence required with this report to demonstrate project progress.
- b. Attach copies of any published reports and promotional material, relating to the project.

Declaration

You must ensure an authorised person completes the report and can declare the following:

- The information in this report is accurate, complete and not misleading and that I understand the giving of false or misleading information is a serious offence under the *Criminal Code 1995* (Cth).
- The activities identified in this report are for the purposes stated in the grant agreement.

- I am aware of the grantee's obligations under their grant agreement, including the need to keep the Commonwealth informed of any circumstances that may impact on the objectives, completion and/or outcomes of the agreed project.
- I am aware that the grant agreement empowers the Commonwealth to terminate the grant agreement and to request repayment of funds paid to the grantee where the grantee is in breach of the grant agreement.

Appendix 2

Preparing Australian Communities - Local Stream - end of project report requirements

You will need to provide the following information in your end of project report. The Commonwealth reserves the right to amend or adjust the requirements.

You must complete and submit your report on the portal. You can enter the required information in stages and submit when it is complete.

Project achievements

a. Complete the following table, updating for all milestones shown in the Activity Schedule of your grant agreement.

Milestone	Agreed end date	Actual/anticipated end date	Current % complete	Progress comments – work undertaken and impact of any delay

b. Where applicable, describe any project activities completed during the reporting period that are not captured in the table above.

c. Describe any collaboration with other organisations in your LGA or other LGA/s to deliver your project and any use of local procurement of goods, labour and services.

d. Explain the community support for your project and how you gained and maintained community support during the delivery of your project.

Project outcomes

a. Outline the project outcomes achieved by the project end date.

b. Do the achieved project outcomes align with those specified in the grant agreement?

If no, explain why.

c. Are there any planned events relating to the project that you are required to notify us about in accordance with your agreement?

If yes, provide details of the event including date, time, purpose of the event and key stakeholders expected to attend.

d. Explain how your project has reduced the hazard exposure or vulnerability of people and/or assets in your community to disasters

e. Explain how your project has reduced the likelihood and intensity of bushfires, flood and/or tropical cyclones in the community.

f. Describe how your project has increased community confidence in responding to future hazards.

g. For projects assessing risk, vulnerability, adaptation options, investment/business case or technical feasibility (if this does not apply to your project answer N/A):

Has your project improved or supported:

- i. Your understanding of risk to natural hazards in your community?
- ii. Your understanding of vulnerability to natural hazards in your community?
- iii. Your understanding of adaptation options for your community?
- iv. Development of an investor-ready business case?
- v. A robust technical feasibility study?

h. For projects increasing awareness and capacity (if this does not apply to your project answer N/A):

- i. Has your project increased disaster risk, resilience and adaptation awareness?
- ii. Has your project effectively built capacity in your community?
- iii. If you delivered awareness raising activities, how many people did you reach?
- iv. If you provided training/capacity building exercises, how many participants were there?

i. For projects delivering built and or natural infrastructure (if this does not apply to your project answer N/A):

- i. Has your project reduced the risk of harm and damage caused by a hazard?

Project benefits

a. What are the broader benefits the project has achieved for the region and community?

Describe the economic, social, built environment and community resilience outcomes as relevant with examples.

b. What ongoing impact will the project have for the community, including vulnerable people?

How will you ensure the long term sustainability of project outcomes beyond the term of grant funding?

c. How has your project reduced the likely cost and time of recovery following natural hazards or disasters?

d. Did the project result in any unexpected benefits?

If yes, explain why.

e. Did the project result in any unexpected negative impacts?

If yes, explain why.

f. Is there any other information you wish to provide about your project?

If yes, provide details.

g. Have you identified any future activities that could be undertaken to further reduce natural hazards in the community?

Attachments

a. Attach any agreed evidence required with this report to demonstrate progress or successful completion of your project.

b. Attach copies of any published reports and promotional material, relating to the project.



RESILIENT COMMUNITIES FRAMEWORK

Version 1.0
June 2022

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Neighbours having coffee
Photo credit: via Getty Images

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Acknowledgements

The Minderoo Foundation acknowledges the First Nations People as the traditional owners of the lands on which we work and live, and acknowledge the continuous contributions of all Indigenous peoples who care for the lands and waters across this great planet. This report was created by people living on Wadawurrung, Whadjuk Nyoongar, Olmec, Multnomah, Lenape, Coast Salish, and Duwamish lands.

We pay our respects to Elders past, present, and emerging and acknowledge the sovereignty of Australian Aboriginal and Torres Strait Islander peoples and Native Americans.

This acknowledgment does not take the place of authentic relationships with Indigenous communities but serves as a first step in honouring the land we are on and a commitment to collaboration that furthers self-determination and creates a better future for all.

We acknowledge and thank the many stakeholders and organisations that have shared their knowledge and expertise throughout the development of the Resilient Communities Framework. In particular, we would like to thank the Minderoo Foundation Fire and Flood Resilience Initiative's Resilient Communities Advisory Group for their time and thoughtful contributions:

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The Resilient Communities Framework was developed by Resilient Cities Catalyst in partnership with the Minderoo Foundation's Resilient Communities Mission team. It aims to build upon the robust resilience work and thought leadership occurring in Australia and beyond, most notably the efforts being led by Minderoo Foundation's strategic and delivery partners.

For a full list of documents reviewed in the development of this Framework see Appendix C. Please note that we have intentionally titled the Framework "Version 1.0, June 2022", as it is a living document that will be improved upon as we partner and learn with communities across Australia and beyond.

Note on Terminology:

This Framework is intended to be applicable in all contexts within Australia. As such, the term "Indigenous" is used in order to be inclusive of both Aboriginal peoples and Torres Strait Islander peoples.

About Minderoo Foundation

Minderoo Foundation is a modern philanthropic organisation. We take on tough, persistent issues with the potential to drive massive change globally. We are independent and forward thinking. We seek effective and scalable solutions to some of the world's most challenging and seemingly intractable problems.

We are proudly Australian, and one of Asia's largest philanthropies, with AUD \$2 billion committed to a range of global initiatives. We both support and fund early-stage innovation, develop major programs on the ground in communities, and advocate for systemic change at domestic and international policy forums.

Everything we do is driven by a deep care for people and the environment in which we all live, and a mission to improve the world for future generations. We aim to empower both our employees and others to have a positive impact through inclusion, collaboration and, most importantly, kindness. The world needs more of it.

Through our Fire and Flood Resilience Initiative we aim to reduce the harm caused to communities and the environment, by fire and flood. We are harnessing the collective power of communities, industry, government, philanthropy and the research sector to lift Australia to be the global leader in fire and flood resilience by 2025.

The Resilient Communities Mission is one of three missions working to reduce the scale and impact of fires, halve the hazard exposure to fire and flood in the landscape, and lift the resilience of Australia's 50 most vulnerable and exposed communities to be on par with Australia's 50 most resilient communities. The Resilience Communities Mission assists communities to access the support and resources they need to mitigate their disaster risk, strengthen their leadership capacity, plan and implement activities to achieve resilience and invest in the future through their educating and encouraging their children and young people.

Margaret Moreton and Jamie Loyd

Minderoo Foundation Resilient Communities Mission team

About RCC

Resilient Cities Catalyst is a nonprofit that was founded in 2019 by members of the 100 Resilient Cities (100RC) leadership team. Building on the pioneering legacy of 100RC, and in partnership with a community of resilience actors, RCC is helping cities and communities build the capacities and partnerships needed to understand, prioritise and concretely address their risks and chronic stresses as they pursue their strategic goals or recover from a crisis.

We work with our partners around the world to act boldly in the face of deep uncertainty by determining, designing, and implementing the priority actions that will support vibrant and healthy communities in ordinary times, and safeguard the things we most value in the extraordinary times.

**Michael Berkowitz, Paul Nelson, Sam Perkins,
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Resilient Cities Catalyst team

Section 1: **INTRODUCTION**



Australian coastline
Photo credit: Twenty20 Stock

Why now?

The last two years have underscored why we're so passionate about helping communities strengthen their resilience. Frequent, intense, repeated, and even overlapping shocks such as fires, floods, and drought, coupled with chronic stresses including economic inequity or reduced services in rural, regional and remote communities, have conspired to challenge communities across the country. Communities have had little or no time to prepare, respond and recover from each of these events before the next arrives.

Black Summer and the 2022 floods in the Northern Rivers Region of New South Wales and South East Queensland remind us that fires and floods are increasingly frequent and intense. They are also having a more devastating impact on human populations because of changes in where and how we live. The Black Summer fires burned over 24 million hectares and occurred simultaneously in many States and Territories; while extreme flooding devastated communities, such as the city of Brisbane, which received 792 millimetres of rain in just three days. Any concept of these shocks occurring once in a hundred years must be rejected.

Communities and governments are realising that we cannot afford to be unprepared for fires and floods. Response agencies are unable to protect everyone, and the social, cultural, health, economic, built and natural losses are both immediate and last for generations.

This leaves many of us, from community members to policy makers, in a sense of discontinuity as decades of expertise and experience across institutions are losing effectiveness, and in some cases, cease to work. We have an opportunity now to learn from our past

practices, acknowledge the increased frequency and intensity of the fires and floods that we face, and develop a new approach to preparation, response, recovery, and above all to building resilience.

We know that among the most affected communities are those experiencing long-term disadvantage. Indigenous Australians continue to face disproportionate impacts of these shocks and stresses, influenced in part by the cultural and intergenerational trauma as well as the complex historical and current disadvantage. We recognise that Indigenous culture in Australia is the oldest living culture on the planet, and that the future must be built with this wisdom. By ensuring that all community members have a seat at the table, we are confronting centuries of systemic and structural racism and its resultant inequities, while leveraging the vast knowledge and expertise from all members of society to engage in a national conversation about how best to forge a path forward.

Now is a time for fundamental change in the ways that we plan and act. Our ability to survive, adapt and grow, individually and collectively, depends on the capacities that we build in recovery from today's crises, and how effectively we use those lessons to shape and prepare for whatever challenges come next.

The Resilient Communities Framework offers Australian communities, NGOs, governments, and other organisations an approach to planning and acting that builds on our strengths. It reflects our commitment to working with communities, walking alongside them to build resilience in the face of the known and unknown challenges of the 21st century.



Definition of Community Resilience:

The capacity of individuals, communities, institutions, and systems exposed to hazards to survive, adapt, and thrive in ways that improve outcomes in the next disaster event and improve community well-being more broadly.

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Family at picnic table. Photo credit: Twenty20 Stock

Framework Purpose & Audience

There is a rich and growing body of literature on community resilience, with many of the most robust frameworks, tools and guidance being put forth by our colleagues and partners right here in Australia. At the same time, our experience has uncovered an opportunity to build on this existing work to address a gap in our national approach to strengthening community resilience.

We see the need for a framework that describes resilience in an accessible and holistic way that leverages our

existing knowledge, values Indigenous ways of building community, acknowledges our complex history, and engages with communities directly to uplift their strengths and capacities so that we can all face future shocks and stresses with confidence and capability.

The Resilient Communities Framework was developed to more thoroughly support a systemic and whole-of-society approach to understanding and building disaster resilience at a community level.



The Framework provides a holistic model to catalyse and influence disaster resilience strategy, policy, practice and evaluation across Australia and internationally.



The Framework provides actionable and accessible tools for resilience practitioners, community leaders, policy-makers and funders to support resilience building efforts across sectors and disciplines.

The Framework is primarily intended to:



1 Facilitate Alignment:

Establish a common platform for aligning actors and directing resources towards addressing shocks and stresses faced by a community.

For example:

Community and State use the Framework to align areas of funding in order to directly support agreed upon priorities.



2 Catalyse Practice:

Build on the rich work in Australia and elsewhere to provide a common foundation for the development of tools and methodologies that enable resilience-building and promote learning.

For example:

Practitioners use the Framework in a community to facilitate a discussion about the community's risks and strengths in order to identify resilience building priorities and solutions.



3 Promote Communications:

Provide a shared language for understanding, describing and aligning resilience-building opportunities.

For example:

Local mayor publishes a thought piece to describe why the Resilient Communities Framework is making communities more resilient to fire and flood.

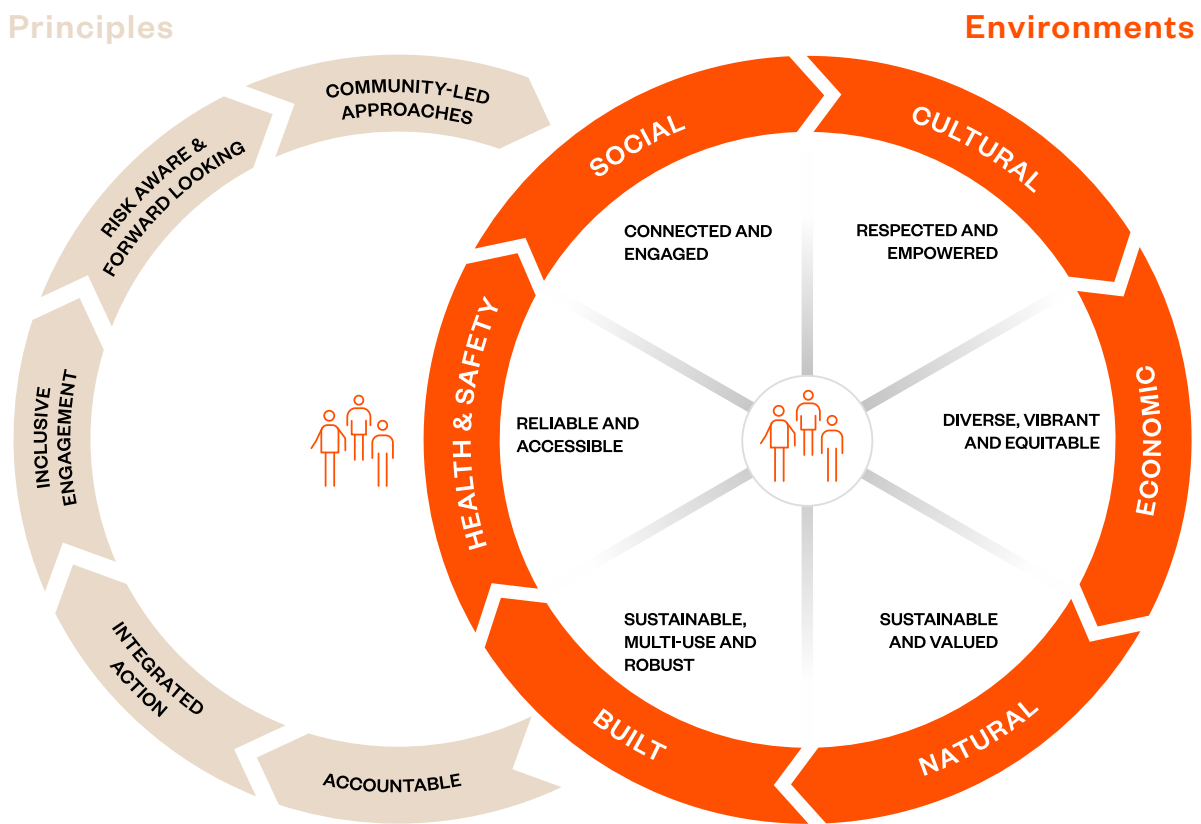
Section 2:
**RESILIENT
COMMUNITIES
FRAMEWORK**



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Backyard Cricket
Photo credit: Twenty20 Stock

Principles and Environments

Building resilience is equally about *how* we approach our work as it is *what* we ultimately achieve as a result of the work. The Resilient Communities Framework is comprised of two mutually-reinforcing components – **the principles and the environments** – which are designed to holistically guide practitioners, community leaders, government officials and funders in their work within communities.



Principles

Serve as a guide for how we should approach our work within a community, throughout all stages of a collaboration. The sole act of infusing these principles into how we plan, resource and implement our work, regardless of the level or scope of intervention, will contribute to a more resilient community.

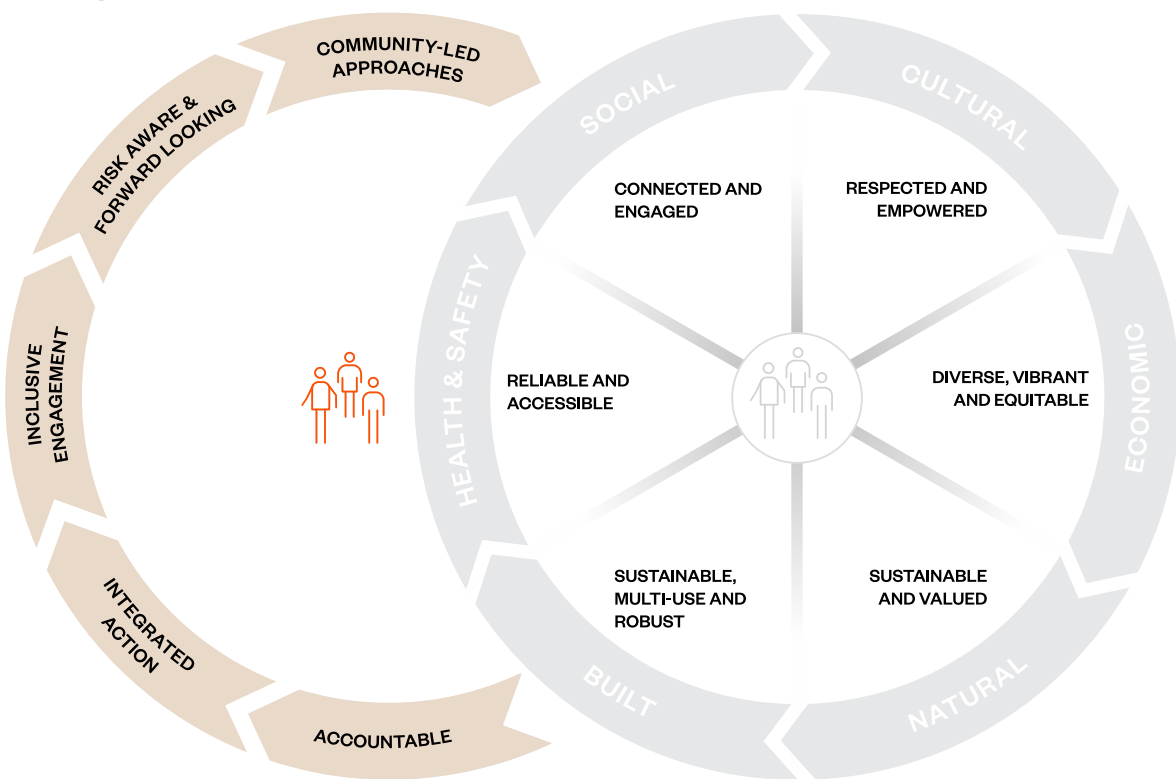
Environments

Provide a holistic view of the interconnected systems and assets that make up a community and the key qualities that we should foster as a result of our work. The state of these overlapping environments can either enhance or diminish a community's resilience.

Principles

Principles serve as a guide for how we should approach our work within a community, throughout all stages of a collaboration. The sole act of infusing these principles into how we plan, resource and implement our work, regardless of the level or scope of intervention, will contribute to a more resilient community.

Principles



Community-Led Approaches

Strengthen the ownership and decision-making power of community members, and ensure all efforts reflect and leverage a community’s unique context, history, assets and local knowledge.

Risk Aware & Forward Looking

Draw from a wealth of knowledge and experience to understand and respond to risk, but recognise that the past is not always predictive of a changing future. Create a vision of a more resilient future that community members can align around.

Inclusive Engagement

Ensure broad and equitable participation of those who represent a community’s diverse perspectives, priorities and histories.

Integrated Action

Align efforts across sectors and disciplines, utilising a collaborative approach to support and advance holistic, coordinated and shared outcomes.

Accountable

Hold self and others accountable for decisions, actions and outcomes, including the responsibility for learning and continuous improvement, in a way that builds trust and promotes transparency and a sense of shared ownership.

Principles

Community-Led Approaches

Strengthen the ownership and decision-making power of community members, and ensure all efforts reflect and leverage a community's unique context, history, assets and local knowledge.



Why this matters:

Community-led projects are proven to be especially effective and durable over the long term. By establishing a sense of shared dialogue, decision making, and ownership of local development efforts, community members are empowered to engage with resilience building projects in ways that strengthen local leadership, accurately address local context, and ultimately lead to better outcomes during times of crisis.¹²

On the other hand, by failing to leverage a community's unique leadership, needs, desires, and assets, practitioners run the risk of developing short-lived solutions that overlook the best interest of local residents and do not benefit from or strengthen their knowledge and capacities.

Examples of community-led approaches in practice:

- Practitioners move the focus for resilience planning, decision making, and action from a top-down approach to a more collaborative and inclusive model – actively seeking out opportunities to resource and empower a diverse range of community members and groups, to design and implement resilience building projects.
- Community members determine target areas and generate ideas for economic, environmental, and social development within their own communities. They are actively involved in designing, leading and implementing community projects to strengthen resilience. Formal project owners establish robust community feedback loops to measure project outcomes and to adjust and refine projects.
- Community members tailor resilience building information and resources to reflect the local context. They utilise word-of-mouth networks and local bulletins to establish ownership and revision of critical preparedness information.
- Community leaders establish projects and local groups to oversee the implementation of resilience plans. Young people are included in these processes to strengthen the knowledge and skills of future community leaders.

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Intergenerational firefighters
Photo credit: A Fire Inside, FINCH

Principles

Risk Aware and Forward Looking

Draw from a wealth of knowledge and experience to understand and respond to risk, but recognise that the past is not always predictive of a changing future. Create a vision of a more resilient future that community members can align around.



Why this matters:

Traditionally, risk managers (and resilience builders) have focused on past events to understand risk, estimating the 100 year flood or historic bushfire exposure. While that is still an important perspective, climate change and other macro trends, like shifting migration patterns, increased population growth and land use in vulnerable, exposed or high risk locations, underscore the point that the past is not always a good predictor of the future in the 21st Century.³

The most resilient communities are able to imagine uncertain futures and events, and plan and act accordingly.⁴ Additionally, communities can use forward looking processes to imagine secure futures for all, another important tool for aligning community actors around multi-benefit actions that contribute to strengthening resilience.

Examples of risk aware and forward looking approaches in practice:

- As part of a planning process, community members and experts engage in a visioning exercise that seeks to understand the possibilities for a more equitable, sustainable and resilient future. Children and young people are involved in the process as they share the world they want to create and live in.
- Practitioners establish tools and proactive measures to give community members clear historical data from the past, up to date information about existing hazards and maximum visibility into future risks.
- Community members are aware of risk management data, such as previous and present flood or fire risks, and balance that against potential climate change scenarios.
- Practitioners recognize the need to transition from existing practises that expose local residents to future hazards. Local residents recognise the importance of planning for the future, preserving local history and identity, identifying and protecting key assets, and creating an (natural, built and community) environment that is diverse and vibrant for future generations.

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Bushfire hazard reduction burn
Photo credit: Twenty20 Stock

Principles

Inclusive Engagement

Ensure broad and equitable participation of those who represent a community's diverse perspectives, priorities and histories.



Why this matters:

At its core, resilience demands whole of society interventions that require broad engagement across diverse communities. By engaging with representatives from all groups, a community enhances social cohesion, better understands the full magnitude of the challenges it faces and is able to deploy holistic interventions that will prove more successful for the entire community in the face of disaster, given the diverse perspectives that will influence the development process.⁵

Without representation from, and engagement with, all of a community's diverse groups before the next disaster, communities will continue to face inequitable recovery cycles where excluded groups, those often most impacted by disaster, may lack the resources and support necessary to prepare, respond, and recover.⁶

Examples of inclusive approaches in practice:

- Community engagement and outreach is conducted in flexible and varied ways, using a variety of methods, and at various times and venues, to encourage engagement with diverse groups who might not usually participate in activities or conversations.
- Facilitators leading community workshops pay careful attention to power dynamics across the group, with an awareness of historical patterns of power and participation based on race, gender, class, age, role and community context (e.g. family name and historical relationships).
- Practitioners host community engagement activities at local community events or in popular community gathering places – schools, community centres, and churches – where community members already gather.

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Circle Work by Backtrack

Photo credit: James Shakeshaft

Principles

Integrated Action

Align efforts across sectors and disciplines utilising a collaborative approach to support and advance holistic, coordinated and shared outcomes.



Why this matters:

Resilience-building involves efforts across many diverse systems and stakeholders. For efficiency reasons however, our society has evolved into sectors and silos organised around organisation type, such as a public, private or nonprofit, as well as professional disciplines, such as transportation, health or housing or land use and planning.

Ensuring alignment and collaboration between these silos is a resilience issue for two reasons. First, during large-scale disasters we see cascading impacts across sectors. Too often, vulnerabilities that originate in one sector are not recognised by other sectors. Traffic engineers designing a new highway may not fully anticipate the impacts on health, economy or culture. The second reason is that working in an integrated way across sectors and silos allows communities to leverage diverse areas of expertise to ensure that a single intervention results in multiple benefits to its residents, thus strengthening the community's ability to respond to a variety of crises and their consequences.⁷

Examples of integrated action approaches in practice:

- A housing program works with local community groups and climate specialists to build green roofs and permeable surfaces, providing low-cost housing, cooler streets and reduced flood risk, while also strengthening social connections and community pride.
- An economic development program works with local community members to pass on knowledge about water conservation and management. This results in the community developing a stronger understanding of water conservation and storage, enhances their preparation for drought, and helps the community tackle one of its top climate change priorities.
- Federal, State and Local Government planners align work programs around a shared set of priorities, using common frameworks and tools. These levels of government combine resources to invest in high priority local projects.
- A land-use planning project manager invites diverse groups and organisations to participate and to influence a new land development project – including emergency managers, education, housing, and businesses.

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Volunteers sit in circle to make a plan
Photo credit: South_agency, via Getty images

Principles

Accountable

Hold self and others accountable for decisions, actions and outcomes, including the responsibility for learning and continuous improvement, in a way that builds trust and promotes transparency and a sense of shared ownership.



Why this matters:

Resilience-building is often a multi-year (or even generational) process involving efforts across many diverse stakeholders. As such, it is critical to put mechanisms in place to specify and track key roles, responsibilities, lessons and progress towards goals over time. Without this accountability, a project is at risk of incompleteness, a 'watering down' of multi-benefit outcomes, and a missed opportunity to learn from failures and scale successes.

When all parties remain transparent and committed over time, communities are more willing to engage with and trust practitioners – enhancing the productivity of ongoing and future preparation, recovery, and resilience building efforts.⁸

Examples of accountable approaches in practice:

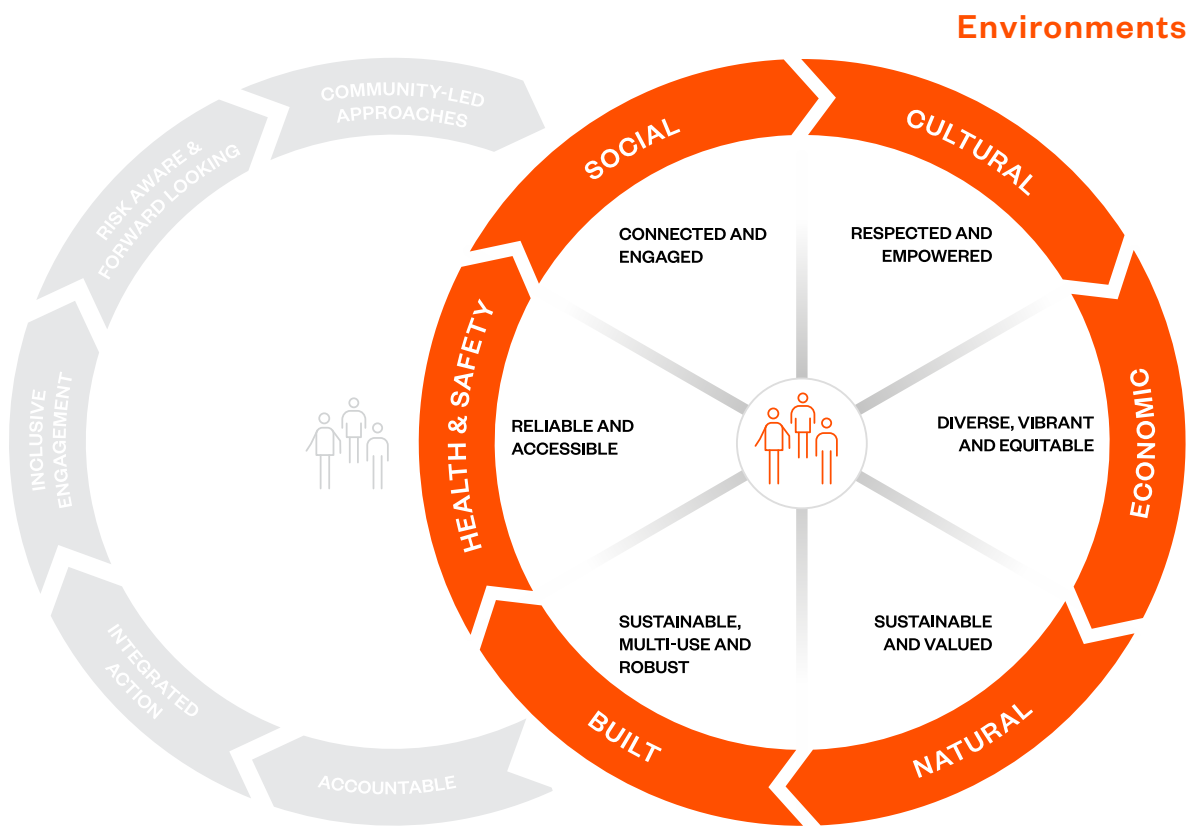
- At key intervals throughout a project, the project team holds forums for feedback, questions, and updates with community members and the public, to ensure transparent updates on key results, challenges, mistakes and lessons learned.
- A project lead establishes an Advisory Group, composed of diverse community members, to participate in the planning process for a resilience project, to discuss risks and make decisions throughout the project, to lead on the development of measures of success, and to ultimately determine and agree whether a project is achieving its intended outcomes.
- A project team quantifies the costs and benefits of reducing risk, shares their analysis with the community, discusses options and agrees on priorities, implementing prioritised projects.
- Local, State and Federal leaders consistently release public reports of their actions to help communities reduce the risk of climate change.

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*Fire and Rescue crew member
Photo credit: Twenty20 Stock*

Environments

Every community consists of a series of interconnected systems and assets – we refer to these as environments. The state of these environments, as described and measured by qualities, can either enhance or diminish a community’s resilience. Most aspects of a community cannot be placed neatly within one environment, but rather, the **six environments presented in this Framework are meant to be viewed together, as overlapping and deeply connected elements that influence each other.** As such, our work in a community should aim to foster and strengthen these qualities across multiple environments.



Social

A community’s people, governance, leadership and social networks, civic and educational institutions, justice and rule of law.

Cultural

A community’s customs, identities, history, wisdom, arts, cultural responsibilities and landmarks.

Economic

A community’s economic activities, workforce, businesses, household livelihoods, goods and services, social services and occupational opportunities.

Natural

A community’s biodiversity and ecosystems, land management, wildlife, natural resources, agriculture, water and air.

Built

A community’s residential and commercial buildings, transportation, communications and information systems, and utilities.

Health & Safety

A community’s health facilities and services, disaster planning, essential and emergency services.

Environments

Connected & Engaged

Social Environment

Social cohesion is prioritised and diversity is celebrated. Community leadership and governing mechanisms are clear, purposeful and trusted. Residents are empowered to create and participate in civic opportunities. Educational opportunities are varied, accessible and effective. Social infrastructure creates common ground between diverse residents and forms the basis of a larger sense of belonging and collective life.

Systems and Assets

A community's people, governance, leadership and social networks, civic and educational institutions, justice and rule of law.

Why it matters:

Strong social systems within a community – those that promote high levels of social cohesion, integration and trust – are among the most important determinants of how well a community will perform in the face of disasters.⁹

In these communities, neighbours share resources and civic and public institutions provide reliable support and information. This sense of belonging is reinforced when residents are encouraged to participate in diverse civic and educational opportunities. These communities also ensure residents have an effective ability to influence decision-making and resource allocation, while purposeful leadership helps to organise and give voice to the priorities of a community.¹⁰ Social infrastructure, such as libraries, parks or courtyards, are places where social connections are formed before a disaster strikes.¹¹

Without these qualities, the burdens of disasters continue to fall disproportionately on the most isolated, socially disconnected and vulnerable populations, not only exacerbating existing stresses, but also increasing the likelihood of civil unrest, violence and a distrust in institutions and government.



Qualities

Connected & Engaged

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Checking in with young person by Backtrack

Photo credit: James Shakeshaft

Examples of resilience in practice:

- Strong social connections and high levels of trust exist within and across diverse groups and generations, and residents feel a secure sense of belonging and inclusion in their community.
- Residents have high levels of trust in institutions and in public leadership, for example, demonstrated by participation in high levels of compliance with public health and community safety measures.
- Residents are actively engaged with public and nonprofit institutions, through a robust civic dialogue, high levels of volunteering across the population and diverse charitable giving.
- Social infrastructure, such as libraries, schools, playgrounds, open spaces and parks, is vibrant, well-used, well cared for and accessible for diverse groups.
- Opportunities for life-long learning are varied and are accessed across all ages and diverse groups and geographic areas; primary, secondary and university school attendance rates are high across geographic locations; mature aged learning is commonplace and the 'third age' is a vibrant sector of learning for older citizens.
- Inclusive local government and community leaders recognise the importance of grassroots knowledge and value evidence-based decision-making. Community leaders are visible and represented at both the State and Federal government levels.
- Judicial system is transparent, representative and culturally informed, based on ethical principles that balance prevention and rehabilitation.
- Robust civic education is prioritised as a preventative measure to reduce corruption and crime, and promote mental and physical health.

Environments

Respected & Empowered

Cultural Environment

Community members' knowledge, histories and identities are valued and celebrated. Culturally informed knowledge and practises are utilised before, during and after disaster. Residents develop and engage in diverse cultural activities.



Systems and Assets

A community's customs, identities, history, wisdom, arts, cultural responsibilities and landmarks.

Qualities

Respected & Empowered.

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Photo credit: Wander Women Collective via Getty Images

Why it matters:

Broadly, culture shapes our beliefs and behaviours. Mainstream Australian culture – its customs, identity, history, among other assets – was originally shaped through colonial legacies of dispossession, assimilation, and racism.¹² This history is still reflected in the current experience with repercussions on the well-being of both Indigenous people, immigrants, and more recent arrivals.

Addressing exclusion requires ameliorating discriminatory structures and processes, and supporting and resourcing Indigenous peoples' decision making authority. Drawing on local cultural practices can increase the capacity of local communities to take ownership of their own process of preparedness, recovery and restoration.¹³ Without the combined knowledge, practises, and leadership across all of our communities' cultures – particularly Indigenous culture – our preparation, response, and recovery from disasters is inadequate.¹⁴

Other diverse groups have also become increasingly visible and active, advocating for their knowledge and customs to be welcomed and celebrated as part of Australian culture. Building trust and support between diverse groups can help to address inequitable recovery outcomes in communities experiencing disadvantage – challenges that would otherwise be exacerbated in the face of future disasters.¹⁵

Examples of resilience in practice:

- Members of diverse groups (cultural, linguistic and social) are welcomed and celebrated as a valuable part of the richness of Australian communities, sharing the knowledge, qualities, practises and traditions that define them.
- Members of all cultural groups actively collaborate and listen to one another.
- Art and local media reflect the community's diverse culture, and promote cross-cultural learning – building bridges and creating shared understanding between diverse groups.
- Factual and inclusive history that encompasses Indigenous history and perspectives is taught in schools and through other institutions including museums, art galleries, monuments and memorials, and schools and universities.
- Communities value and utilise Indigenous knowledge with the understanding that ownership of that knowledge remains with Indigenous custodians.
- Indigenous cultural sites are protected in partnership with Indigenous people.
- Cultural and historical assets honour a community's identity, especially the perspective of present and past Indigenous community members, and other groups who have lived in the area.
- Diverse cultural activities and celebrations are accessible to all members of a community.
- Indigenous community members and leaders oversee the application of traditional knowledge and representation of their culture throughout the community.

Environments

Diverse, Equitable & Vibrant

Economic Environment

Economic activities do not entirely depend on one sector; the local and greater regional economy is thriving; there is sufficient investment in resilience-building; and there are minimal economic disparities between groups.



Systems and Assets

A community's economic activities, workforce, businesses, household livelihoods, goods and services, social services and occupational opportunities.

Qualities

Diverse, Equitable & Vibrant.

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*Paula Zaja who set up a community pantry during the Black Summer bushfires.
Photo credit: A Fire Inside, FINCH*

Why it matters:

Nearly all disasters stress and reshape the economic environment. Communities that promote innovation and diversification – so as to not rely on a single industry or opportunity – are more likely to have the resources necessary to appropriately prepare for and recover from these shocks.¹⁶

The impacts of disaster often disproportionately impact a community's most disadvantaged group. Economies that promote inclusive growth are better able to mitigate these stresses in ways that do not exacerbate vulnerabilities and extend cycles of disadvantage and fragility. Similarly, communities with strong social safety nets are able to promote economic security for households and businesses.¹⁷ These efforts combined enhance social cohesion and bolster trust in public institutions, all critical elements of disaster recovery.¹⁸

Examples of resilience in practice:

- Diverse livelihood and employment opportunities are available and provide livable wages.
- Accessible social safety nets are in place and support community members from a variety of social, cultural, and economic backgrounds – especially those who experience disadvantage.
- Communities experience reliably high labour force participation rates regardless of gender, race, sexuality, age, and culture.
- Households have control of expenses, the ability to make financial choices, appropriate levels of savings and insurance, and are on track to meet their financial goals.
- Basic needs across industries are accessible and affordable as a result of reliable supply chains and fair pricing.
- Businesses seek out and embrace opportunities for growth such as skills training, mentorship, networking, and diversified income streams.
- Businesses have continuity plans in place to maintain operations and support the community (through employment, service provision, or other kinds of support) in the face of disaster.
- Opportunities exist to acquire new occupational knowledge and change jobs.

Environments

Sustainable & Valued Natural Environment

Natural assets and ecosystems are understood, valued, invested in, and managed to maintain a wide array of services, safeguard culture and tradition, support local amenity, enhance biodiversity, and mitigate natural-hazard risk.



Systems and Assets

A community's biodiversity and ecosystems, land management, wildlife, natural resources, agriculture, water and air.

Qualities

Sustainable & Valued.

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Australian Landscape

Photo credit: Twenty20 Stock

Why it matters:

The natural environment is what supports all life on earth, providing healthy and productive ecosystems, food and natural resources, essential habitats, and clean water and air. These are core underpinnings of resilient communities.

Also critical is maintaining natural protections from fire, flood, and other risks, through interventions such as fire-adapted forests or coastal wetlands. When the natural environment is deprioritised, communities face greater exposure to these hazards. When it is sustained, valued and managed, the natural environment strengthens connections to place, identity, and culture; supports recreation, leisure and subsistence; and improves mental and physical health.¹⁹ In this sense, the health and well-being of the natural environment is closely related to the health and well-being of the community.

By valuing the natural environment and supporting it through sustainable actions and investments, we can create healthier and happier communities, accommodate continuous demand, mitigate hazard impacts, and preserve cultural rights and interests throughout the disaster cycle.^{20,21}

Examples of resilience in practice:

- Cultural connection to Country is understood, and land use rights and interests held by Indigenous people are respected and formally and informally recognised.
- Indigenous environmental practices are understood and utilised to enhance ecosystem health, and to prepare for and recover from disaster.
- Natural environments, such as forests and wetlands, are prioritised to mitigate environmental hazards, such as fire and flood.
- The flora and fauna is valued and invested in before, during, and after disaster events through diverse perspectives, including the use of traditional and informal knowledge systems.
- Community members apply and measure locally adapted land management practises to expand knowledge and inform future practice.
- Outdoor spaces are accessible to community members and are equitably managed for leisure, recreation, and subsistence.
- Farmers actively implement sustainable practices that improve soil quality and crop yield, reduce the impacts of pests and disease, and avoid air and water contamination, such as through crop rotation, planting of native species, or reducing unnecessary pesticide use, burning or tillage.
- Community members engage in solutions that involve the protection, restoration, or management of natural or semi-natural ecosystems, such as the reduction of fire fuels, the improvement of riparian areas or the reintroduction of native species.

Environments

Sustainable, Multi-Use & Robust
Built Environment

Infrastructure promotes socioeconomic and ecological processes that enhance equity and well-being. It is designed to withstand hazards, has appropriate redundancy, and is not over-reliant on a single asset.



Systems and Assets

A community's residential and commercial buildings, transportation, communications and information systems, and utilities.

Qualities

Sustainable, Multi-Use & Robust.

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Water treatment plants

Photo credit: Twenty20 Stock

Why it matters:

The built environment protects residents, supports basic needs, and connects community members to others within and beyond their community. When essential and recreational infrastructure are designed reliably with community priorities in mind, the built environment fosters a healthy and safe environment for everyday working and living, enhancing health, opportunity, intercultural competencies, and social cohesion – critical components for positive outcomes in the face of disasters.²²

Further, sustainable infrastructure, while providing environmental benefits to a community, also has the ability to minimise physical exposure – protecting people and assets amid ongoing climate change and rapid onset disasters.²³ When infrastructure is well-maintained, built systems can better accommodate abnormal demand and continue to function during periods of stress, strengthening a community's overall capacity.²⁴

Examples of resilience in practice:

- Amenities including parks and shared community facilities are accessible to all.
- Housing meets the needs of community members across diverse social, cultural, and economic backgrounds.
- Integrated land-use and infrastructure planning is in place – minimising negative impacts to the natural environment and maximising the benefits to the community.
- Communications infrastructure and broadband reaches all communities equitably and is reasonably protected against known risks and hazards.
- Multi-modal transportation reliably, affordably and sustainably connects community members to work, education, necessities, and social and recreational opportunities.
- Utility owners and operators, community, political and business leaders have conversations about redundancy expectations and investment and act accordingly.
- Residential and commercial building strategies prioritise climate impacts through careful evaluation of site design, use of hazard resistant building materials, and risk-aware landscape management.
- Investments in nature-based solutions account for future needs by incorporating sustainable, natural processes to promote adaptation and resilience, such as through permeable pavements, stormwater parks, and greenways.

Environments

Reliable & Accessible

Health and Safety Environment

All residents feel safe, secure and informed. Essential and emergency services actively plan for all phases of the disaster cycle, and prioritise residents' and their own staff's physical and mental health and well-being. Comprehensive, transparent and contextually appropriate law enforcement promotes safety and security for all community members.



Systems and Assets

A community's health facilities and services, disaster planning, essential and emergency services.

Qualities

Reliable & Accessible.

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*Fire crews attend a house fire
Photo credit: Twenty20 Stock*

Why it matters:

The health and safety environment has far-reaching implications for people, property, and environment. The ability to face and recover from unforeseen challenges depends greatly on a community's overall well-being – their physical and mental health and feeling of safety. This is particularly true for vulnerable groups, who are already more susceptible to devastating impacts from any given shock, often with the effects continuing well beyond the immediacy of the event.²⁵

Communities with robust and integrated health and safety services bolster individual and collective resilience, foster social cohesion, and promote greater well-being outcomes which, taken together, have a powerful ability to enable faster recovery between disasters and improve community well-being more broadly.²⁶

Examples of resilience in practice:

- Regular disaster planning is undertaken with diverse stakeholders. Mechanisms are in place for regular hazard mitigation planning and action, timely detection of a hazard, prediction of hazard expansion and likely impacts, and critical information sharing and action (between emergency services and between residents).
- Local emergency services are appropriately resourced, trained, effective, proactive and innovative. As appropriate, they embrace new technologies and response capabilities.
- Local community members are active volunteers in emergency services and in community based activity to ensure appropriate emergency planning and response capability.
- Communities provide accessible and affordable individual healthcare and appropriate population-based interventions that prioritise both preventative and responsive care, available and accessed by diverse groups in the community.
- Public health messages are culturally appropriate and promote healthy living across diverse groups, reflective of community populations.
- Public health services and support are culturally appropriate and promote mental and physical health and well-being.
- Community members have knowledge about natural hazards, take action with families and neighbours about household preparedness, and participate in activities to minimise losses from disaster events.

Section 3:

FRAMEWORK TOOLS AND GUIDANCE



A key goal of the **Resilient Communities Framework** is to ensure practitioners can engage with the content through diverse entry points – whether that means focusing on a specific principle or a particular environment – so that they can directly respond to a community's unique priorities, while encouraging a holistic view of those priorities.

Two tools were developed to support flexible engagement with the Framework, and can be deployed sequentially or independently of one another.

Assessment and Prioritisation Tool

The Assessment and Prioritisation Tool is a qualitative exercise meant to shape a holistic conversation and assessment about a community's perceived strengths and weaknesses across environments and principles.

Initiative Enhancement Tool

The Initiative Enhancement Tool is meant to encourage a holistic review of a project, program or policy to identify specific opportunities for enhancing the resilience value of the planned work – or ensuring multiple benefits across a community's environments – while helping to avoid unintended negative consequences.



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Kinglake and surrounding communities host bush fire recovery events on 19 July, 2009 in Kinglake, VIC, Australia. Photo credit: Raoul Wegat/Getty Images.

Assessment & Prioritisation Tool

Purpose:

This qualitative tool is meant to shape a holistic conversation and assessment about a community's perceived strengths and weaknesses across environments and principles, in order to:

- Inform further study and data-driven analysis.
- Elevate and align on priority areas for resilience-building interventions.
- Track progress or changes in attitude over time, if used before and after an intervention, planning process or disaster event.
- Engage, familiarise and educate community leaders and stakeholders about the Resilient Communities Framework.

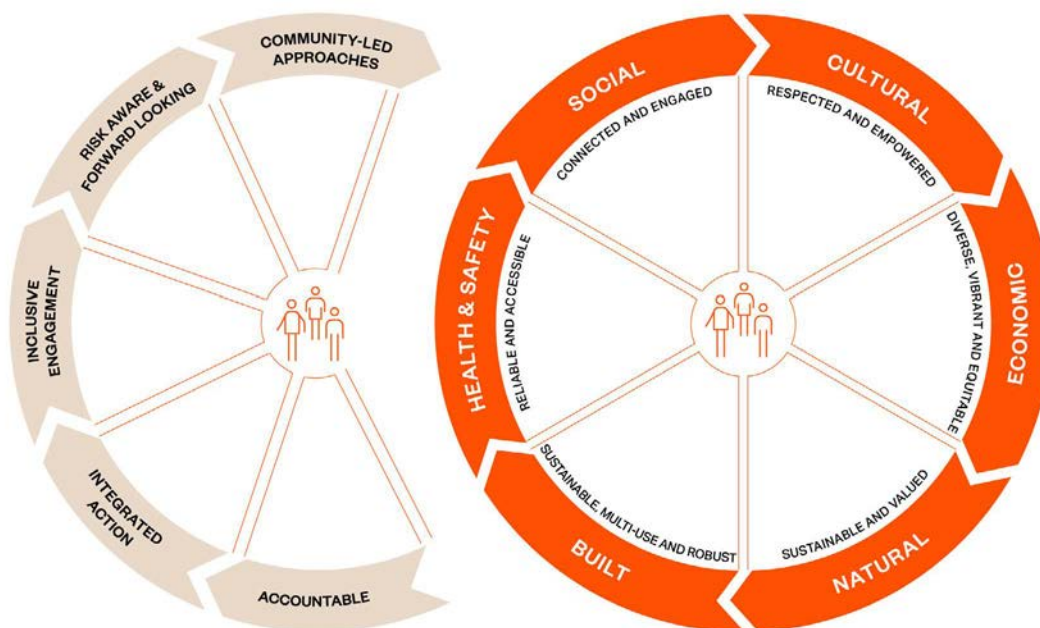
User:

The tool is designed for use by practitioners and community leaders in partnership with diverse community stakeholders.

Scope:

The tool is flexible and can be used to document perceptions of strengths and weaknesses of a community or place of any scale, i.e. a neighbourhood, community or city-wide scale.

Community Assessment & Prioritisation Worksheet

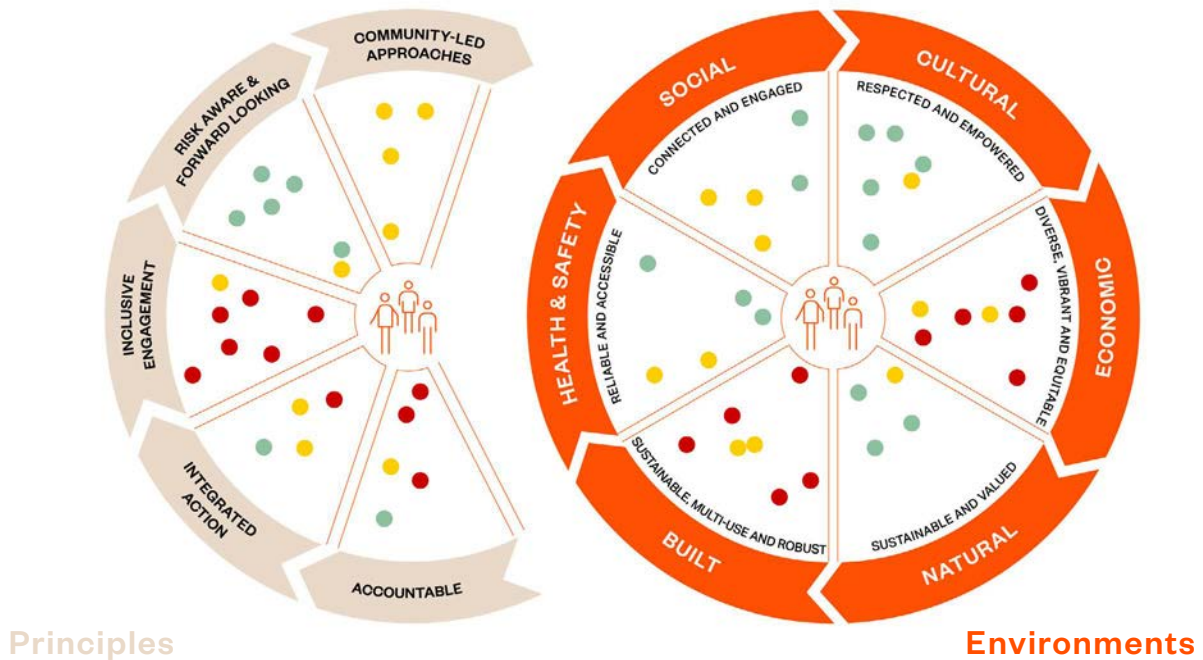


Principles

Environments

Outputs:

The tool captures participants' assessments (red, yellow, green) for each of the **Principles and Environments**. Facilitators can also provide a short written summary on observed areas of alignment and disagreement as well as suggested areas for further study, including opportunities to integrate data.

Community Assessment & Prioritisation Tool Output**Facilitation Notes****1 Briefing:**

Facilitators should provide participants with an overview of the Framework by presenting and discussing the Framework Brief or the Framework Roadshow.

The tool then allows for diverse entry points into a resilience conversation, ensuring the ability to focus on the participants' priorities (i.e. principles or environments; strengths or weaknesses).

2 Instructions:

Practitioners should provide participants with 12 sticky dots (4 red dots, 4 yellow dots, and 4 green dots) and either individual Framework graphic worksheets or a large poster of the Framework graphic for the entire group to collaborate on together. Practitioners should ask participants to place all 12 dots on any area of the Framework graphic (multiple dots on one area is acceptable) that they feel, when considering their community, most closely correspond to:

- Red - Area of weakness
- Yellow - Can improve
- Green - Area of strength

3 Discussion:

Once the dots have been placed, practitioners should lead a discussion based on the position of the dots, focusing on:

- Areas of alignment, where participants generally agree on areas of strength or weakness
- Areas of divergence, where there are sharp disagreements
- Opportunities for further study or priority next steps.

Initiative Enhancement Tool

Purpose:

The Initiative Enhancement tool is meant to encourage a holistic review of a project, program or policy to identify specific opportunities for enhancing the resilience value of the planned work – or ensuring multiple benefits across a community’s environments – while helping to avoid unintended negative consequences.

User:

The tool is primarily intended for use by a project, program or policy “owner” in partnership with a strategic mix of stakeholders, including Subject Matter Experts, internal project team members, community leaders and residents, etc., to ensure a diversity of perspective.

Scope:

The tool is designed to support a project, program or policy of any size, scope or thematic area.

Timing:

The tool will be most useful if applied in the early design phases of a project, program or policy. We recommend planning for several iterations of a project’s design to appropriately listen to and incorporate feedback from diverse stakeholders. The tool can strategically build on the Assessment and Prioritisation Tool by taking the identified and agreed upon priorities, strengths and challenges of a community and helping project owners enhance their projects by addressing those specific objectives. Without the identified priority areas, a project owner can still benefit from use of the tool, systematically applying the Framework to enhance the resilience value of the planned work.

Outputs:

- Recommendations for project owners to improve the project design, team structure, funding and resourcing strategy, and/or implementation plans
- New framing of the project’s multiple benefits and resilience value, specifically identifying qualities/environments as goals and outcomes
- Enhanced concept note or project plan to deliver the project.

Facilitation Notes

1 Guiding Questions:

The tool provides a list of questions that can be used with stakeholders to facilitate a conversation about how to enhance the resilience value (or multiple benefits) of a proposed project, program or policy.

The questions can be used as written or can be adapted to your specific context. The questions are organised by the Framework environments, and the connection to a suggested principle is included in parenthesis.

2 Interconnected Environments:

The most useful conversations typically occur when stakeholders are prompted to consider if and how a project can contribute to multiple environments (e.g. a transportation project that addresses economic inequities and fosters social connections) and how it can demonstrate the principles (e.g. more locally led, greater accountability, more inclusive).

Social Environment

1. How can this program/project/policy be leveraged to promote a greater sense of belonging in the community? (inclusive engagement, community-led approaches)
2. How can we increase accessibility to all residents, despite differences in racial, social, cultural and economic differences? (inclusive engagement)
3. Are diverse community members engaged in key decisions and leadership opportunities related to this program/project/policy? (inclusive engagement, accountable, community-led approaches)
4. How can we use this program/project/policy to strengthen educational opportunities and respond to the needs of all residents? (community-led, risk aware and forward looking, accountable)
5. Will this program/project/policy improve governance systems in place that uplift the priorities and needs of all residents? (community-led approaches, accountable)
6. How can we leverage this program/project/policy to address lingering cultural grievances or issues that might cause strain on the communities social capital? (community-led approaches, inclusive engagement)

Cultural Environment

1. In what ways are all language and cultural subsets of a community actively present and involved in leadership and decision making of this program/project/policy? (community-led approaches, accountable, integrated action)
2. In the context of the program/project/policy design, rollout and operations, how can we promote culturally-specific engagement and deep listening across diverse communities? (community-led approaches, inclusive engagement)
3. How can this program/project/policy promote and enhance cultural wisdom, knowledge and practice sharing to the benefit of the larger community? (risk aware and forward looking, accountable, inclusive engagement)
4. How can this program/project/policy promote opportunities to reflect and improve engagement and co-creation with Indigenous people to better the well-being for all community members? (community-led approaches, accountable, inclusive engagement)
5. How can this program/project/policy address the issues of recent immigrants and welcome them to the community so that their cultural practices and customs are equally valued? (inclusive engagement)

Economic Environment

1. How can the program/project/policy improve access to reliable and living-wage jobs? (accountable)
2. Are there opportunities through the program/project/policy to appropriately strengthen social safety net programs designed to most appropriately respond to community needs? (community-led approaches, accountable, risk aware and forward looking)
3. How can the program/project/policy be leveraged to improve equitable access to financial opportunities for all community members? (community-led approaches, inclusive engagement)
4. How can the program/project/policy improve connectivity to the regional economy? Are there supply chain issues to be aware of? (integrated action)
5. How can this program/project/policy help households and businesses in planning for disasters? Are there accessible support systems in place to financially prepare for and recover from these events? (risk aware and forward looking)
6. How can the program/project/policy improve small business growth, local entrepreneurship and economic revitalisation? (community-led approaches, risk aware and forward looking)

7. How can the program/project/policy be leveraged to improve economic diversity? Is the region over reliant on a single industry? (risk aware and forward looking)
8. How can the program/project/policy help local business attract markets and customers beyond the local community? (integrated action, risk aware and forward looking, community-led approaches)
9. How can we leverage this program/project/policy to help households have access to diverse income streams, savings, insurance and/or other financial support that they can rely on in the face of an emergency? (integrated action)
Natural Environment
1. How can this program/project/policy provide opportunities to enhance the natural environment and specifically reduce risk and harm caused by fires and floods? Drought, water and air quality? (risk aware and forward looking, accountable)
2. How can this program/project/policy work across sectors to improve and align local policies and practices that preserve and value the natural environment? (integrated action)
3. If there are land use aspects, how does this program/project/policy facilitate community engagement? (community-led approaches, integrated action)
4. How are Indigenous environmental practices understood and implemented in the context of this program/project/policy? (inclusive engagement, integrated action, accountable)
Built Environment
1. Is this program/project/policy a critical infrastructure and how will it be built to withstand the risks of known disasters? Are there appropriate redundancies? (risk aware and forward looking)
2. How can this program/project/policy facilitate a better understanding by the public of the risk assessment/risk mitigation for critical infrastructure? Is there a process to discuss it? (community-led approaches, inclusive engagement)
3. How have the program/project/policy owners completed modelling for future needs given the changing climate, population and economic environment? (risk aware and forward looking)
4. How can we use the program/project/policy to improve how infrastructure in our community is built in ways that serve a variety of community priorities and maximise impact? (community-led approaches, accountable, integrated action)
5. In what ways might the program/project/policy accelerate negative impacts of the built environment (on natural, social, cultural environments). (risk aware and forward looking, accountable, integrated action)
6. How can the built environment maximise social connections as a preparation and mitigation strategy? (community-led approaches, inclusive engagement)
Health & Safety Environment
1. How are there opportunities within this program/project/policy to create inclusive public space that promotes social stability and security? (inclusive engagement)
2. How can we increase trust between residents of all backgrounds and law enforcement? (community-led approaches, accountable, inclusive engagement)
3. How can this program/project/policy provide opportunities to improve the skills, technology and resources of first responders? (risk aware and forward looking, accountable)
4. How can this program/project/policy improve the mechanisms by which community members go to seek out health and emergency services? (community-led approaches)
5. How can this program/project/policy strengthen the ability of community government and public institutions to share critical information with residents? (accountable, integrated action)

Section 3: **APPENDICES**



Appendix A: Glossary

Community:

A community is a social group formed around a common place, identity, interests, or experiences. Communities are diverse, complex, and personal – and an individual may belong to many different communities at one time. Given that fires and floods occur within a specific geographic area, this Framework is centred around communities of place.

Environments:

Every community is composed of a series of interconnected systems and assets. For the purposes of this Framework, we have organised these systems and assets into a series of environments. The state of these environments can either enhance or diminish a community's resilience.

Principles:

Resilience is both a process and an outcome. The principles of resilience-building serve as a guide for how practitioners and others should engage and approach their work.

Qualities:

Resilient communities share a set of qualities across their environments. Communities should aim to support these qualities in communities through the nature and focus of their engagement.

Resilience:

Resilience is the capacity of individuals, communities, institutions, and systems exposed to hazards to survive, adapt, and thrive in ways that improve outcomes in the next disaster event and improve community well-being more broadly.

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*King tides came within inches of inundating Cairns. The city reportedly spent \$millions on new pumping stations that pump storm water out to sea in Cairns, Queensland - March 2010.
Photo credit: Ashley Cooper/Construction Photography/Avalon/Getty Images*



Appendix B: Framework Methodology

The Framework for the Resilient Communities mission has primarily been developed through secondary research leveraging the significant body of resilience work in Australia while also ensuring that it ultimately resonated with the communities for which it is intended.

RCC catalogued over 20 frameworks and tools related to resilience, disaster preparedness, wildfires, floods, community resilience, rural Australia, and other related themes. This initial scan consisted of national and international best practice including the National Disaster Risk Reduction Framework and the Sendai Framework for Disaster Risk Reduction. From this initial catalogue, further analysis was conducted into select frameworks that similarly were developed to be used by practitioners, community leaders, policy-makers, and funders, and describe the ways to approach resilience building and what a resilient community is.

Within this landscape, the Resilient Communities Framework occupies a unique space focused most prominently on holistic resilience for community leaders and practitioners while simultaneously offering, but not requiring, the use of qualitative tools that allow users to immediately put the Framework into action through a variety of use cases and can be paired with quantitative data as is available. Frameworks and programs that describe the stages of the resilience building process for practitioners, although critical to nationwide resilience building efforts, were not included in this analysis; however, that robust body of work was reviewed throughout the development of this Framework.²⁷

This research has been supplemented through broad and diverse feedback from leaders across organisations focused on building resilience and RCC's decade-long experience building resilience across 100 cities.

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Installation of pod

Photo credit: A Fire Inside, FINCH



Appendix C: Landscape Analysis

A range of frameworks and other resources have influenced the formulation of this Framework.

The following is an overview of key resources.

- 1 ARUP, *City Resilience Framework*, <https://www.rockefellerfoundation.org/wp-content/uploads/City-Resilience-Framework-2015.pdf>
- 2 Australian Council on Health, *National Strategic Framework for Rural and Remote Health*, <https://www.health.gov.au/sites/default/files/documents/2020/10/national-strategic-framework-for-rural-and-remote-health.pdf>
- 3 Australian Government, *National Strategic Framework for Aboriginal and Torres Strait Islander Peoples' Mental Health and Social and Emotional Well-being*, https://www.niaa.gov.au/sites/default/files/publications/mhsewb-framework_0.pdf
- 4 Australian Government Department of Home Affairs, *Australian Disaster Preparedness Framework: A guideline to develop the capabilities required to manage severe to catastrophic disasters*, <https://www.homeaffairs.gov.au/emergency/files/australian-disaster-preparedness-framework.pdf>
- 5 Australian Government Department of Home Affairs, *National Disaster Risk Reduction Framework*, Retrieved from <https://knowledge.aidr.org.au/resources/national-disaster-risk-reduction-framework/>
- 6 Australian Government Department of Home Affairs, *Profiling Australia's Vulnerability: The interconnected causes and cascading effects of systemic disaster risk*, Retrieved from <https://www.aidr.org.au/media/6682/national-resilience-taskforce-profiling-australias-vulnerability.pdf>
- 7 Australian Government Digital Transformation Agency, *Future of Disaster Recovery and Resilience*.
- 8 Bushfire and Natural Hazards CRC, *Australian Disaster Resilience Index*, <https://www.adri.bnhcrc.com.au/#/>
- 9 Bushfire Recovery Victoria, *Community Recovery Toolkit*, <https://www.vic.gov.au/sites/default/files/2021-02/Community%20Recovery%20Toolkit%203.9.pdf>
- 10 Council of Australian Governments, *National Strategy for Disaster Resilience*, Retrieved from <https://knowledge.aidr.org.au/media/2153/nationalstrategyfordisasterresilience.pdf>
- 11 CSIRO, *Preparing Australia for Future Extreme Bushfire Events*, <https://www.csiro.au/en/research/natural-disasters/bushfires/preparing-australia>
- 12 Emergency Management Victoria, *Community Resilience Framework for Emergency Management*, <https://www.emv.vic.gov.au/how-we-help/resilience/community-resilience-framework-for-emergency-management>
- 13 Foundation for Rural and Regional Renewal, *Supporting Community Led Approaches to Disaster Preparedness*, <https://frrr.org.au/wp-content/uploads/FRRR-DRFR-Report-Summary-FINAL-for-WEB.pdf>
- 14 Government of South Australia, *Stronger Together - South Australia's Disaster Resilience Strategy*, <https://www.safecom.sa.gov.au/initiatives/stronger-together-south-australias-disaster-resilience-strategy/>
- 15 Monash University and The Australian Centre for Social Innovation, *Fire to Flourish - An Agenda for Change: Community-led Disaster Resilience*, https://www.monash.edu/_data/assets/pdf_file/0007/2676751/F2F_Agenda-Setting-Report_COMPLETE_FA3.pdf
- 16 Red Cross Australia, *RediCommunities: Community-Led Resilience for Emergencies A guide & toolkit for communities*, <https://www.redcross.org.au/getmedia/2d973b71-d7d5-4d39-b478-233d5cbf15c1/RediCommunitiesGuide.pdf.aspx>
- 17 Red Cross New Zealand, *Leading in Disaster Recovery: A Companion Through the Chaos*, https://media.redcross.org.nz/media/documents/Leading_in_Disaster_Recovery_A_Companion_Through_the_Chaos.pdf
- 18 Resilience Shift, *Tools and approaches for resilience: Bringing users and developers together to improve practice*, https://www.resilienceshift.org/wp-content/uploads/2019/10/Resilience-Shift-Tools-Report_FINAL.pdf
- 19 Risk Frontiers, *Fire & Flood Measurement: Report prepared for Minderoo Foundation*.
- 20 The Geneva Association, *Flood Risk Management in Australia: Building flood resilience in a changing climate*, https://www.genevaassociation.org/sites/default/files/research-topics-document-type/pdf_public/frm_australia_web.pdf
- 21 United Nations Office for Disaster Risk Recovery (UNDRR; 2021) *Sendai Framework for Natural Risk Reduction 2015-2030*, <https://www.undrr.org/publication/sendai-framework-disaster-risk-reduction-2015-2030>

Endnotes

- 1 DfID (1999a, 2000, 2001) Sustainable Livelihoods Guidance Sheets, Numbers 1-8. London: DfID.
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- 10 Sanderson, 2000; Lowe & Schilderman, 2001; McLeod, 2001; Mayunga, 2007.
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- 13 Harms L, Abotomey R, Rose D, Woodward Kron R, Bolt B, Waycott J, et al. Postdisaster posttraumatic growth: Positive transformations following the Black Saturday bushfires. Australian Social Work. 2018;71(4):417–29.
- 14 Woodward, E., Hill, R., Harkness, P. and R. Archer (Eds) 2020 Our Knowledge Our Way in caring for Country: Indigenous-led approaches to strengthening and sharing our knowledge for land and sea management. Best Practice Guidelines from Australian experiences. NAILSMA and CSIRO.
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