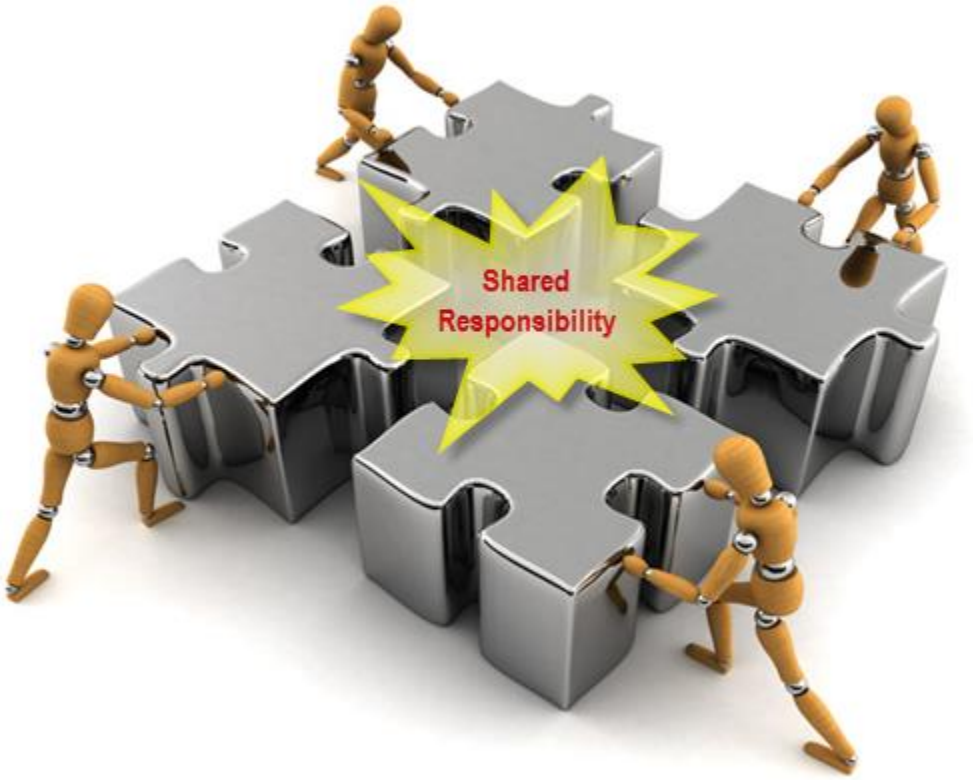
Community Led Planning
Demonstration Project



Community Guide & Tool Kit

This guide and tool kit has been created to assist you in the management, review and sustainability of your community action plan, enabling it to be further enhanced and to grow with the needs of your community.

It details the planning process principles, managing the review, updating the plan and implementing actions whilst encompassing useful hints and tools for continued sustainability.

CFA

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This Guide is focused on 5 key areas to assist your community work through the review process.

The starting point involves reviewing your stakeholders and considering opportunities to form partnerships that will help you throughout the review process, right through to implementation of your new plan.

After ensuring the people participating in the review process understand their role you can begin looking back at your original plan. You can then move through the five staged community led planning process to update your plan reflecting the current needs of your community.

The plan implementation section focuses on fundamentals, including plan documentation and sharing the plan details with the people who either have a role to play in implementing it, or who may just have an interest in its content.

Finally the *Tool Kit* is designed to provide ideas and templates to assist you throughout the review process.

Good Luck!

Contents

INTRODUCTION ---- 5
COMMUNITY LED PLANNING OVERVIEW ---- 5

PARTNERSHIPS ---- 7

STAKEHOLDERS ENGAGEMENT, PARTNERSHIPS & COMMUNICATION ---- 7
Stakeholder analysis ---- 7
Forming partnerships ---- 8
The value proposition – customised for every partnership ---- 8
Communication ---- 9

ROLES & RESPONSIBILITIES ---- 10

THE ROLE OF CHAIRPERSON/GROUP LEADER ---- 10
COMMUNITY STEERING COMMITTEE (CSC) ---- 11
The role of the Community Steering Committee ---- 11
Attracting new members ---- 11

REVIEW PROCESS ---- 12

PLAN EVALUATION ---- 12
THE REVIEW ---- 13
Community profile ---- 13
Risk Analysis ---- 13
Connecting with the community ---- 14
UPDATING THE PLAN ---- 17
Taking it to the next level ---- 17
Finding funding ---- 21
Documenting your plan ---- 21

PLAN IMPLEMENTATION ---- 22

TOOL KIT ---- 24

APPENDIX 1 – OVERVIEW OF STEERING COMMITTEE ROLE ---- 25
APPENDIX 2 – STAKEHOLDER ANALYSIS TEMPLATE ---- 26
APPENDIX 3 – PARTNERSHIP ANALYSIS ---- 28
APPENDIX 4 – EXAMPLE VALUE PROPOSITION - BUSINESS ---- 29
APPENDIX 5 – EXAMPLE STAKEHOLDER COMMUNICATION PLAN ---- 30
APPENDIX 6 – COMMUNITY ENGAGEMENT IDEAS ---- 31
APPENDIX 7 – INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION (IAP2) ---- 37
APPENDIX 8 – RISK REVIEW MATRIX ---- 38
APPENDIX 9 – KEY MESSAGES & CONVERSATION POINTS ---- 39
APPENDIX 10 – EXAMPLE SURVEY FOR FIRE ---- 40
APPENDIX 11 – EXAMPLE SURVEY QUESTIONS ---- 42
APPENDIX 12 – EXAMPLE CHECKLIST FOR FACE TO FACE VISITS OR PHONE CALLS ---- 43
APPENDIX 13 – CONTACT NUMBERS FOR AGENCY SUPPORT ---- 44
APPENDIX 14 – SUBJECT MATTER EXPERT OVERVIEW ---- 45
APPENDIX 15 – EXAMPLE ACTIONS FROM CLP DEMONSTRATION PROJECT ---- 46
APPENDIX 16 – EXAMPLE COMMUNITY ACTION PLAN ---- 48

Introduction

The following guide will provide information to assist you in reviewing your Community Action Plan focusing on reducing the risk of disaster. Community Action Plans have different names in different locations so for ease of understanding throughout this guide it will be referred to as '*the plan*'.

In support of all the work that you did in creating your plan it is hoped that this guide and tool kit will highlight areas you should consider during the review process and provide useful tools/examples to make the task easier to complete.

This guide will refer to other documents (often included as attachments) that you should consult for further information and guidance where applicable. To assist in ease of use, some areas will be highlighted with an icon that will indicate its importance, or a reference to another source of relevant information.

ICON KEY	
	Helpful hint
	Refer to another document
	Important

Community Led Planning Overview

Studies have found that communities, when supported, are in the best position to lead activities that result in a stronger, more connected and prepared community.

A community driven plan designed to reduce exposure to hazards, lessen vulnerability of people and property, and improve preparedness for adverse events, will help a community become more resilient to such events.

The Community Led Planning (CLP) process is a five-staged approach that looks to provide enough local information to empower a community to make decisions on how to reduce the risk of disaster in their area.

The 5 staged approach includes:

- Community Profiling
- Risk Analysis
- Connecting with the Community
- Creating the Plan
- Implementation & Review

Planning Process Benefits

The benefits of the Community Led Planning process for your community include:

- Increased community action around preparedness and readiness for disaster.
- Increased social capital to enable community participation.
- Identification of local, community-specific, strategies to reduce the risk of disaster.
- Increased awareness of risk to enable an informed approach to risk planning.

Planning Process Philosophy

The community decides	*The community are the owners of the process and the Community Steering Committee (CSC) is the key decision making body.*
Templates have no place	*Plans are developed in a consistent way but are not templates.*
Community ownership of the process, plan and related actions is paramount	*The CSC is the guardian of the plan, taking responsibility for ensuring any actions are implemented.*
Common sense prevails	*The Community Action Plan – Disaster Risk Reduction (CAP-DRR) will contain actions that are appropriate for the community with a priority focus on protecting life.*
It's a community plan	*The CAP-DRR is a community-owned plan designed to reduce the damage caused by a disaster at a community level. This planning at the community level does not diminish the need for community members to have their own individual emergency plans.*

Partnerships

Stakeholders
Engagement, Partnerships & Communication

Having the support of your stakeholders is undoubtedly the most critical element to ensure you have a plan that is supported at both a local level and within emergency management organisations. The majority of your stakeholders will only wish to be kept in the loop. However, there will be others that wish to play an active role in the review process and creation of your new plan. For this reason it is recommended that the first step in the review process is agreeing on who your stakeholders are, how you will engage them, and a communication plan to ensure they are kept updated throughout the review process.

Stakeholder analysis

During the review process it is worth taking some time to analyse who your stakeholders are and the current status of your relationship with them. A good starting point would be to look at the partnerships that were formed when creating your initial plan.

These partnerships might include:

- *Community groups*
- *Schools*
- *Vic Police*
- *Local businesses*
- *Fire Brigade*
- *SES*
- *CFA – Regional staff (i.e. community education)*
- *Local Government (Fire Prevention Officer, Community Development etc.)*

Following this initial analysis consider who is missing from the list. Are there people in the community that have demonstrated interest in the process but have not yet become involved? Are there groups or individuals that would be beneficial to have involved (or at the very least informed) during the review process?

Strong relationships with the local fire brigade, SES unit and the Local Government Authority (including the CEO, Fire Prevention Officer, Councillors and Community Development workers) will promote wider community involvement in the review process.

When analysing your stakeholders, consider to what level they would like to be involved, and the influence that they have over the planning process. This will assist you in deciding to what level you will engage with each stakeholder.

Appendix 2 can be used as a template to record your stakeholder analysis.

Using the reviewed stakeholder list ensure each stakeholder is engaged to a suitable level determined by the CSC. Whilst some stakeholders might only require a quick email to let them know what you are up to, other more key stakeholders may warrant a personal phone call or visit from a member of the CSC to involve them at a higher level in the review process.

Forming Partnerships

Review

Establishing partnerships prior to embarking on the review process will assist you in reaching as many people as possible in the community engagement phase of the process. It will also provide options for what might be achievable inclusions in your revised plan. Partnerships also ensure that the community led planning process is communicated positively within your community, fostering greater understanding to a broader audience.

Initially the majority of the stakeholder engagement and relationship building may have been done via the CFA facilitator. It will be necessary to revisit some of those relationships to update them on what you have achieved through the initial plan and what you are planning on doing during the review process. Be sure to emphasize that this is the community's plan and the review is being implemented by the CSC on behalf of the community.

Implementation

Keep in mind that whilst partnerships with community groups will provide avenues for your community engagement activities and help share the load when it comes time to update the plan, business and local government partnerships may also enable you to implement a greater number of activities with opportunities for funding support to implement activities in the updated plan.

Partnership Analysis

Before you launch into partnership building activities, it is worth taking some time to consider and clarify the purpose of the proposed partnership. Partnerships should add value to the planning process, whilst the organisation that you wish to partner with should complement the work that you are doing and present positive alignment with your vision and goals.

To help you consider these things a partnership analysis tool is provided at ***Appendix 3***.

The value proposition – customised for every partnership

In small communities it can sometimes be difficult to get people on board with what you are aiming to achieve. People are busy and often already involved in other various community groups and projects. Individuals and organisations will have different reasons for wanting to partner with you and likewise will also be looking for different levels of involvement and mutual outcomes.

The partnerships that you wish to form will vary greatly depending on the reason for the partnership. For example:

Partnership Group	Reason for Partnership	Likely Partners
Subject Matter Experts	To obtain information on risks in the community and mitigation activities in place with relevant agencies.	CFA SES LGA – Emergency Management Parks Vic Department Environment & Primary Industry (DEPI)
Business	Community Engagement Funding Support	
Local Government	Key Stakeholder Group Assist implementing activities in plan Funding opportunities	CEO Councillors Community Development Municipal Fire Prevention Officer
Community Groups	Key Stakeholder Group Community Engagement Assist implementing activities in plan	
Education	Community Engagement Delivery of Education programs identified in the plan	Schools CFA, SES, Parks Vic & DEPI – Community Education

Value Proposition

When approaching the organisation that you wish to establish a relationship with, it is important to spend some time considering why they might wish to be involved and what they will get out of their involvement. This is sometimes referred to as a value proposition.

A value proposition needs to clearly state the following:

- ***Who*** your target partner is, including background information
  - Emergency Service provider
  - Business
  - Community Organisation

- What they ***want/need***
  - Partnership with local community
  - Business networks
  - Good corporate citizen
  - Engagement opportunities

- What you can ***give them***
  - Some local and regional recognition
  - Engagement/mentoring opportunities
  - Contribution towards building a resilient community

- ***Why you*** rather than …….

- ***Cost benefit –*** the sell
  - Who you are….
  - Why you believe in the importance of planning for disasters
  - Your partnership offer

An example of a Value Proposition is located at ***Appendix 4***

Communication

Let people know what you are doing. Promote the successes of your initial plan and associated activities, and reinforce with the community and other key stakeholders why you will be doing a review. The key message to your stakeholders should be that this plan is a community plan. It is created by your community for your community so that you can work together to be safer and better prepared for a disaster. Encourage your stakeholders and the broader community to become involved in the review process so that their voice can also be heard.

For any partnerships that you establish along the way you should agree on the format and frequency of providing updates. In some cases (e.g. funding agreements) there will be formal agreements in place, whilst in many of the other partnerships the arrangements, as well as the form of communication that is agreed to, will be informal.

Consider nominating one person from the CSC to be responsible for stakeholder communication. This person could create a communication plan and provide updates to relevant people in line with the requirements of the plan.

An example of a communication plan is located at ***Appendix 5.*** Key messages and conversation points can be found at ***Appendix 9.***

Roles & Responsibilities

The role of Chairperson/Group Leader

Whilst you may not have a person that is nominated as a chairperson for your steering committee, this section refers to the person that will ensure the process is followed and take some responsibility for guiding the review process. For the purpose of this guide, we will refer to that person as the Chairperson/Group Leader.

The role of the Chairperson/Group Leader

During the creation of your initial plan, the CFA facilitator was responsible for ensuring the meetings ran smoothly, covered the areas that need to be considered and provided an opportunity for different points of view to be heard. During the review process, this becomes the role of the Chairperson/Group Leader. During the review the Chairperson/Group Leader should encourage the committee to revisit the process of risk identification, analysis and treatment choice, taking into consideration 3 key elements in risk planning: prevention, preparedness and response.

A good Chairperson/Group Leader provides enough input to empower participants and give them confidence to assert themselves.
The good Chairperson/Group Leader will encourage and allow participants to take ownership & more initiative in the process.

Providing direction

An important role of the Chairperson/Group Leader is to ensure the CSC decides on actions that are appropriate for the community with a priority focus on protecting life. In the case of the CSC deciding to implement actions that are unsafe or contradict the data and knowledge available of fire risk and fire behavior (or flood), the Chairperson/Group Leader should contact the relevant Emergency Services organisation to request guidance and information to assist the CSC in finding alternative community actions to mitigate the identified risk.

Remember, the role of the Emergency Services organisation is to provide information rather than tell the CSC what to do. The role is that of a Subject Matter Expert (SME). An overview of the role of the SME is detailed at ***Appendix 14*** with ***Appendix 13*** providing contact details for these organisations.

Conflict resolution skills

Conflict can be perceived as negative; however, conflict is a robust part of life and will happen when differing opinions collide. It is how we deal with conflict so that all opinions are heard and valued that leads to resolution. The conflict resolution network is an excellent resource for tools and advice on how to work through conflict. In particular, the 12 skills summary is an excellent starting point to gather useful tips, tools and advice.

Conflict Resolution Network
Website www.crnhq.org

Consensus and decision making processes

When groups make decisions, they can either vote or use a consensus process. While consensus decision making is usually more time consuming, it can allow for fuller discussion around an issue, and enables participants to view the issue from different perspectives. Dissenting voices express their concerns until a position is reached that is acceptable to all. A consensus decision making process will support a higher level of acceptance and ownership of the plan and the agreed actions it contains.

Spokesperson

As Chairperson/Group Leader you will be the spokesperson for the CSC in different forums. Consider a few key messages that you can consistently provide when asked for a statement or to speak to a stakeholder group regarding the planning process and the current review.

To assist you in developing your key messages some examples are provided at ***Appendix 9*** – Key Messages and Conversation points.

Community Steering Committee (CSC)

THE ROLE OF THE COMMUNITY STEERING COMMITTEE

The CSC is the decision making body for the planning process. As community ambassadors, you will endeavor to involve as many members of the community as you can in the review process. It is the committee's role to ensure that the plan is representative of the community's views, and addresses the needs of the community as best as possible.

As local ambassadors of the Community Led Planning process, the CSC will promote their activities and provide sufficient opportunity for all community members to participate. The CSC will be the guardian of the plan, taking responsibility for ensuring any actions are implemented.

ATTRACTING NEW MEMBERS

The review process should be used to attract more people to be part of the planning process. Following the creation of your initial plan, it can be expected that other community members will have a better understanding of what you are aiming to achieve and a greater interest in the process.

Consider looking for members from within the community who are able to provide new ideas and offer alternatives to ways in which activities are 'normally' implemented in your community.

Whilst newer residents may not have as many connections as longer term residents, they often have a new approach and are not as easily influenced by local politics and history. Young people are more likely to be able to give an insight into how the younger population tends to be engaged, whilst active members of community groups will have connections that stretch across a varying array of community networks.

Consider your *'value proposition'* in attracting more people to be involved on the steering committee. Most importantly, consider why they should commit their time to this project/process rather than another one in your community.

Value Proposition for attracting new Committee members

What's in it for them? Why do you want them to be a part of your Community Steering Committee? How will they be able to contribute in a meaningful way? What is their role?

Involvement in this planning process provides the opportunity for the CSC member to assist their local community in being better prepared for disasters. As a CSC member they have the opportunity to create a plan (and plans in subsequent years) that will not only assist their community in being prepared for a natural disaster, but also build on the community's disaster resilience and assist the more vulnerable people in their community.

Equally as important is the role of the local fire brigade (or SES Unit). As a key representative body in the community for this process, they should have a representative on the CSC. If the original representative is not available to participate in the review process, seek to find an alternative representative from the fire brigade and SES unit if applicable. The role of the Emergency Service member is to participate in the process rather than lead it. They should bring to the project knowledge of local prevention actions, hazards/risk and provide an avenue for the community to be able to explore how they can partner with the local Emergency Services prevention, preparedness and response activities.

As the decision making body representing your community, it is important that members of the CSC clearly understand their role and responsibilities.

To assist in the clarification of this, a resource has been created that communicates this information. This document can be provided to interested members of the community to further explain what their involvement on the CSC might encompass.

An overview detailing the role of the CSC is provided as ***Appendix 1.***

REVIEW PROCESS

Plan Evaluation

A great starting point for your review will be looking at the current plan to uncover how this plan can be used as a base for the review. This should be a simple exercise with a focus on what worked well and what have you learnt from the planning process and activities in the initial plan.

It is a time to capture lessons learned. Some guiding questions you can focus on are:

- How did the community react to the overall plan?
- How well attended were any activities/programs that were part of the plan?
- What activities did not eventuate or were changed from the original concept?
- What were the deciding factors for the change?
- What flow-on activities occurred that were not part of the plan?
- What did you learn with regards to the way in which your community wishes to be engaged?
- How were any communication tools received? (e.g. information flyers, magnets and ongoing stories in the local publication)
- Have you identified any gaps in the plan that can be considered as part of the review? What are these gaps?

If your community has recently experienced an emergency event you should also consider:

- How has the event affected the community?
- What have you learned from the response to the event and the recovery after the event?
- What might you wish to do differently and how will this influence the review process?

The Review

Following the review of your stakeholders, partnerships and membership on the CSC, it is time to work through the process of reviewing your plan. The review can be completed in whichever way you feel best meets the needs of your community. The key areas to consider during the review are:

- Reviewing your community profile and the community boundaries for the planning process
- Reviewing the risk profile for any changes
- Providing an opportunity for community members to have input
- What worked well in the initial plan
- What didn't go to plan
- Are there opportunities to expand on activities in the initial plan or make them recurring?

COMMUNITY PROFILE

What are your community dynamics? Has there been any change in your community profile since the initial plan was created? Who are the most vulnerable people in the community?

Were the initial boundaries that you decided upon acceptable or does this need refinement? Consider the area/location that your plan works within to assist in making the residents safer. A good way of deciding the boundary for your plan would be to focus on the location where you will engage community members to be involved in the process.

At the end of this planning process stage, you should have a good picture of what makes your community what it is.

You will have a clear understanding of the community demographics and have a map that confirms the geographic area that will be included in the plan review.

RISK ANALYSIS

Expectations: The CSC members are not expected to be Emergency Management experts or trained in analysing risk. The role of the CSC in this phase of the planning process is to look at the information that is available so as to be in a position to make informed decisions. In many instances the decision may be simple with fire being the only locally identified risk. The other important aspect of analysing the risk in your community is considering the vulnerable people and/or vulnerable areas in your community so that your efforts can be focused on these areas.

Reviewing the risk: Utilise the information from your original risk analysis workshop when you created your initial plan. Has the nature and/or level of risk changed in your community? Have you seen recent emergencies that would change your perspective on what your greatest community risks are? Consider also any feedback that you might have received from the community regarding your focus for the initial plan. Did the community ask about other risks that were not included in the planning process?

Initially you can ask your local fire brigade and/or SES Unit representative to provide an update on what the upcoming fire season or flood potential is predicted to be like. This may help you focus on specific risk areas for the plan review. For example, if CFA is predicting an extreme risk of grass fires you can focus on that risk as a priority.

Other valuable information to consider is around the level of vulnerability that exists for specific locations and/or residents within your community. Any locations and residents identified should receive special consideration during the risk analysis and creation of the revised plan.

If your community borders public land, you may also find it useful to look at the planned burns that will be conducted prior to the coming fire season. The DEPI Fire Operations Plan has been approved for the three years from 2012 to 2015 and can be downloaded from www.DEPI.vic.gov.au/fire-and-other-emergencies/planned-burning-an-introduction/fire-operations-plans-approved

Prioritisation: This may be simple for your community if you have identified fire as your main risk and the one that your plan is addressing. If, however, your community has multiple risks, you may wish to request updates from the emergency services organisations so that you can prioritise what your focus will be during the review of the plan.

At the end of this planning stage, you should have a good understanding of the local risks. You will have reviewed the original risk analysis and taken into consideration the activities of Local Government and Emergency Management organisations in mitigating the identified risks at a local level.

The CSC should also be able to identify the initial priorities for consideration in their revised plan.

CONNECTING WITH THE COMMUNITY

One of the more challenging aspects of the review will be allowing enough time to engage again with the broader community so that their ideas and concerns can shape the content of the new plan. This is the time to talk to your community and gather ideas and concerns, with a strong emphasis on involving the hard-to-reach more isolated community members.

Consider what forms of community engagement worked well for you during the creation of your initial plan. Your introduction to the review can focus on your achievements from the initial plan and then flow into the request for the community to have input into the revision and creation of the new one. Often people are more comfortable providing their opinion on an established process, rather than on a blank canvas as they were asked to do in the first instance.

At the end of this planning stage the CSC members will have a clear understanding of their individual roles in the engagement process, and the desired outcomes from the activities.

That is, they will have considered what they plan on doing with the community responses before they ask the community for their contribution.

Consider ways of innovating through the traditional forms of engagement. For example, if the local fire brigade delivers calendars to each home annually, ask them to partner with you to collect information *via a simple survey* (three questions maximum). This way you will get a greater response to the traditional survey. This method of surveying the community can be useful in a variety of situations. For example, consider using the same technique with parents waiting to collect children after school or with spectators during a football/netball game.

Different ideas on engaging with your community are included at ***Appendix 6.***

As you did in the creation of your initial plan you should consider how you plan to engage with the community and what you plan to do with the information that you gather along the way.

Utilising the IAP2 spectrum of community engagement, you will need to decide to what level you will engage with the community and in which manner. Refer to the next section on IAP2 for further explanation. The IAP2 section will also provide suggestions on ways to engage with your community.

International Association of Public Participation (IAP2)

*The IAP2 spectrum is located at **Appendix 7** and should be referred to in conjunction with this section on community Engagement.*

The IAP2 spectrum provides guidance as to when differing levels of engagment may be appropriate, and what commitment you make to the broader community depending on the level of engagement. There may be occasions when you simply wish to provide information without any expectation of receiving feedback, which would place your enagagment at the far left of the spectrum under 'inform'.

In this planning process however, it would be expected that you would involve as many community members as possible, meaning that the likely chosen level of public participation would be towards the right of the spectrum around 'involve' and 'collaborate'; a well established, cohesive community could possibly achieve the 'empower' level.

It is important however, that you are able to fulfil the promise that you are making to your community with the chosen level of engagement. For example, if you choose to implement the process at the 'colloborate' level, you must incorporate the advice and feedback you receive to its maximum extent in the chosen solution or actions contained in the revised plan.

Engaging with the wider community

To ensure everyone has the opportunity to be involved in the planning process, you need to spread the word about what the CSC is doing and how people can get involved.

This is when the already established networks of the CSC members come in to play. Use these networks to communicate what you are trying to achieve and, if at all possible, ask these networks to assist you during the engagement process. Depending on the chosen form of engagement, it may be possible to have the chair or manager of an organisation lead the engagement activities within their own organisation. Via these networks, look for opportunities where you can reach many members of the community in one place.

To further help spread the word decide how the chosen engagement technique will be communicated within the community. Try to tap into as many forms of communication as possible.

HOW

Following the principals of community led planning, it is you, the community, that is in the best position to know how to engage with your own members. What works for one community may not work in the next. Examples of ways in which community engagement might occur include:

- Community meetings
- Newsletters – community, school, service group
- Surveys
- Door to door visits
- Phone calls
- Visits/presentations at community/service, sporting group meetings
- Poster in local shops
- Festivals and community events
- Emails
- Social Media
- Local Radio

Consider how to reach isolated community members. Whilst there are most likely several ways to communicate with the majority of community members, the challenge is to reach the people that are not actively involved in the community. These people are often the vulnerable residents that require additional consideration during disaster risk reduction planning.

WHO

The first stage of the community led planning process mapped out the community boundary. This community boundary should be used as the basis for who needs to be engaged.

Consider the following:

- Groups of people that can be reached through a common interest or activity – e.g. Sporting & Service clubs, community groups, schools
- Vulnerable and isolated residents
- The reclusive (by choice)
- Visitors – tourists, traveling work force (non-residential)
- Agriculture & primary production
- Absentee landowners
- Business, tourism and accommodation providers

Give some consideration to how you might effectively reach isolated community members.

Whilst you will be able to name many of the isolated or vulnerable members in your community, consideration should be given to external organisations that work with vulnerable residents. For example, LGAs, health service providers and churches may be able to assist in identifying the vulnerable via Meals on Wheels, the district nurse, community transport schemes and church volunteers. Other ideas include conducting a door knock of the known vulnerable residents and seeking their input on who else in the community might be vulnerable/isolated so that you can also door knock those residents.

Consider nominating one or more members of the CSC to take on the responsibility of connecting with this group of people within the community. It can be argued that the vulnerable people in the community require the greatest assistance and consideration when planning for disasters.

For the absentee landowners, tourists & visitors, weekend and public holidays provide a better opportunity for engagement activities.

WHAT

Before you can go about engaging with the wider community, you will need to consider a few things:

1. What information you wish to gain feedback on. This could include:
    - suggested activities or actions to be included in the plan
    - information on what individuals plan to do in the case of a disaster
    - how the community will expect to get information during an emergency, and from where.

2. The amount of information you will provide to the community during the engagement process. For example, will you gather information and/or opinions on the top risks they have prioritised in the risk analysis stage, or is it a blank canvas approach asking the community to identify their own risks and possible treatments?

3. The purpose/intended use of the information that you gather.
   Consider **before asking the question** (to the community) what you plan on doing with the answer/response.

UPDATING THE PLAN

Following discussions with the community it will be time to update your plan taking into consideration the issues and ideas raised from within the community. This topic is covered further below under the section – Updating the plan.

Ensure you allow enough time for discussion during this phase of the process.

Some things for discussion during this phase include:

- *Consider prevention, preparedness, response and recovery actions.*
- *Do community members understand the local risk? Does more need to be done?*
- *How do the local government fire and emergency management plans address local risks?*
- *Do community members know where to get information on prevention and preparedness activities? For example, in the past, have they attended CFA or local government run information sessions?*
- *Do community members prepare their homes leading into the fire/flood season? Do they have a plan to survive? Do they know what they need to do to be ready?*
- *Vulnerable people – what assistance would they need? What assistance already exists?*
- *Information supply during an event – considerations on what information can be sourced in what locations (locally, CFA, radio, web access, mobile phone coverage etc.)*
- *Are there issues that may prevent community members responding the way they assumed – fire/flood across access roads, congestion, rapid onset fires that prohibit warnings? Think outside the box here – explore all held assumptions*
- *Is there an unofficial 'Community understanding' i.e. we will all evacuate to the beach, the fire siren will sound, the shop will have the latest information etc.*

Updating the Plan

Taking it to the next level

In the first instance you may have focused on helping your community ***understand*** the local risk, how it might affect them and how they can be prepared for and respond to an emergency in your area.

The provision of this important information may have involved producing local fliers, brochures, posters, calendars, advertising and signage. This is an important first step and helps raise the profile of hazards in your area and the risk they pose to the community.

To support an increase in the level of preparedness in your community you can now look at ***actions*** that you can implement to help build the level of community participation and increase the level of community resilience.

This could include the following types of activities:

- Fire Prevention activities
    - Organising and supporting vegetation management on private land
    - Community working bees focusing on weed removal, and other vegetation management activities on creeks or road reserves.
- Practical skills and knowledge building workshops (bringing in experts as required)
    - Learning to sandbag for flood
    - Developing personal bushfire survival or other emergency plans
    - Using and interpreting the Victorian Emergency Website and App
    - Using CFAs Landscaping for Bushfire (Booklet and Plant Selection Key available on-line at cfa.vic.gov.au)
- Assisting with educating people on how to prepare and respond to emergencies where there are specific local limitations such as:
    - poor mobile coverage
    - slow or lack of access to the internet,
    - minimal access roads in and out of the community
    - lack of a designated Neighbourhood Safer Place
- Community connection events
    - Social activities to support development of personal networks such as meal nights, expos, moonlight cinema, farmers market, morning teas.
    - Open houses or workshops aimed at connecting groups within the community.
    - Meetings and workshops to connect individuals and organisations with decision makers in local, state and federal government, business or tourism associations.
- Target specific groups with information to support to prepare.
    - Youth, including at risk youth through their networks and where they meet.
    - Vulnerable individuals and families, those with very young children, chronic medical conditions or disabilities, unemployed, new residents.
    - Tourism business operators with support from Tourism Victoria.
- Expand the reach of your committee and consider involving, either directly on the committee or as a reference point:
    - young people
    - business operators
    - new residents
    - local GP
    - school principal
- Advocate for improvements such as
    - Free Wi-Fi
    - Improved mobile coverage
    - Group buying for home and contents insurance
    - Establishing a community siren

How much can you achieve in a year? It is not realistic that you will be able to address all the identified risks and implement the chosen actions in one year. The plan is a living document that will need to be reviewed annually. Each review of the plan will provide opportunity to address lower priority and newly identified hazards.

The actions that are agreed upon in the revised plan need to be ***realistic and achievable***. You need to have the capacity and capability to implement the actions from the plan, and set achievable timelines to do so. If the activities are complex, they should be broken down into phases that can be implemented over a number of years, or through varying avenues of external assistance.

What are the priorities? You will need to assess what the priorities are, for your community, at this particular time. To do this, you should take into consideration other risk mitigation actions being undertaken within the community and via external agencies which were highlighted during the risk analysis phase when creating the initial plan and to a lesser extent during this review process. If a risk is being addressed through other means it is worth concentrating your efforts on ways to support the already established activities or on activities that address other risks.

In determining the appropriate course of action the CSC can work through the process of categorising the proposed activities as follows:

- Activities your community can implement alone
- Activities that are the *responsibility o*f outside agencies and/or organisations
- Activities that require *assistance* from outside agencies and/or organisations

At the end of this planning stage, the CSC should have worked through the information gathered during the community consultation and the risk analysis to prioritise the identified community risks.

You will have considered the options available to the community to help address those risks, and agreed upon a set of actions/activities that will form the revised plan.

The people/organisations that are responsible for actions/activities in the plan will have provided written confirmation that they will deliver the agreed activity within the agreed timeframe.

Community actions that can be implemented without any outside assistance provide an opportunity for greater community involvement and have a greater likelihood of being maintained over a number of years. Including as many of these types of activities as possible in the plan will help build resilience in your community and encourage future participation in the process of reviewing the plan and implementing community initiatives.

Consider what the community can do as a collective to make them more prepared for, and resilient to, disasters. The plan is a community plan which should have a main focus on the community as a whole. Whilst the actions of individuals will to a large extent decide how prepared the community is for disaster, this plan is not designed to take the place of a personal bushfire or emergency plan. When considering how individuals or groups of residents might prepare or respond to an emergency, the CSC could consider group activities that can assist individuals in being prepared. These could include:

- *CFA hosted bushfire planning workshops for the vulnerable or residents in high risk areas to create a personal bushfire plan*
- *A clean up week leading into the fire season, offering assistance to vulnerable residents and providing a coordinated approach to rubbish collection and disposal*
- *CFA hosted Fire Ready meetings providing information to residents on how to prepare for, and respond to, fires*

If you chose to educate your community around fire or flood and initiate the creation of a communication tool to provide localised emergency information, you should choose a communication method that is appropriate for your community. The format used should ensure that it is useful and that the wider community finds the information accessible and easily understood. Some things to consider when deciding the format for the communication are:

- Is the internet a tool that the majority of community has access to?
- Does the writing need to be larger text to accommodate the elderly?
- Are phone numbers more useful than websites for reference material?
- What format will ensure the information is kept in a prominent place?
- What format will encourage people to retain the information and refer to it when required?

On occasions, you may decide on an activity that requires assistance or full implementation from an external agency/organisation. There will be varying factors within external organisations that will affect their ability to provide assistance to your community. Until written advice is received from the organisation confirming that it will participate in the process and implement any actions attributed to it, these activities should not be included in the plan.

Appendix 15 provides some examples of the action that were included in the Community Action Plans of the 17 communities that participated in the Community Led Planning Demonstration Project.

Appendix 13 provides general contact numbers within Emergency Services and other relevant agencies. Discuss your ideas and opportunities to work in conjunction with them to create a better prepared community

The revised plan will need to be agreed to by all parties and provided to each person/agency involved in implementing the actions in the plan. Make sure everyone has confirmed their involvement, including community members/groups and external organisations. Ask for written confirmation and obtain contact names and phones numbers from external organisations, ensuring that the person you deal with has the authority to commit their resources to the activity. Make sure all these people have a copy of the plan.

Another important aspect that needs careful consideration when completing the revised plan is the coverage of costs relating to implementing the agreed actions. In most cases, when an external organisation confirms their involvement they will cover all the costs relating to the resources they will need to implement their part of the planned activity. Consideration should be given to any costs relating to community initiated activities or additional costs for external organisation activities such as community BBQs, children's activities etc. Some options when looking for funding would be the through an LGA community grants program, sponsorship by local industry, community banks or local service groups.

Finding funding

As detailed earlier it is often the local partnerships that you build at the beginning of the review process which will help you in funding activities within your plan. However, there will be occasions when you will need to look outside your local community to fund activities within your plan that are more expense. The websites below are a good starting point when looking for a grant.

Organisation	Website	Comments
Department of Regional Australia, Local Government, Arts & Sports	www.grants.myregion.gov.au	Detailing 100's of Australian Government grants
Our Community	www.fundingcentre.com.au	This website details both available grants and other fundraising ideas. Also provides tips on how to write a funding submission
Victorian Government	www.vic.gov.au/grants	Victorian Government Grants
Foundation for Rural & Regional Renewal	www.frrr.org.au	Providing funding support for Regional communities

If funding is required, consider your *value proposition* as detailed earlier in the guide before you approach your prospective partner.

FUTURE REVIEWS

The plan is a living document that should be reviewed on a regular basis. The timing of reviews will vary depending on the risks that have been identified within the community. If the community risk focus is fire only, the plan could easily be reviewed following each fire season. However, if the identified risk includes both flood and fire, a more suitable time will need to be organised to consider the flood risk prior to the winter period. Nominate a month in which the review will take place, and include the details in the plan.

DOCUMENTING YOUR PLAN

To ensure you are able to implement your plan according to the decisions made during the review process you will need to document what is to occur. When updating your plan you should consider including the following information:

- An overview of the identified risks within the community that the plan is addressing
- The actions to address the identified risks
- Who is responsible for implementing each part of the action (name and contact details)
- The resources required
- The agreed timelines
- Communication methods

This will assist in demonstrating what you are planning to achieve, the reasons you are implementing your actions and how you plan on making them happen.

Use your initial plan as a template to create your revised plan. Alternatively an example template is located in the 'tool kit' at ***Appendix 16.***

Plan Implementation

Letting everyone know…

Do you launch the plan? A launch will provide an opportunity to communicate the successes from the initial plan, the process that was used for the review, the feedback that was received and how this information along with the risk analysis helped shape the new plan. Like most other aspects of the Community Led planning approach, you will need to decide what type of activity would be best to launch the plan.

As mentioned previously, it could be through a social gathering, at an established event, via the post or door to door visits.

Don't forget to share the news! – newsletters, papers, noticeboards, pager messages, websites, social media – whatever works best.

Who needs a copy of the revised plan? The plan should be circulated widely with local agencies and organisations that are responsible for responding to an incident in your community. This could include, but is not limited to, your local Shire (LGA), Department of Environment and Primary Industry (DEPI), Department of Human Services (DHS), SES, Vic Police and CFA (local Brigade and Regional CFA).

Consider which people within Emergency Management organisations should receive a copy of your plan. The table below provides some guidance on the people that will have an interest in your plans content and should be considered:

Organisation	Suggested contact person
Local Government Authority	CEO Municipal Fire Prevention Officer (MFPO) Community Development Councillors
CFA	Local Fire Brigade Operations Manager Catchment Officer Community Education Coordinator
SES	Regional Officer Community Resilience Coordinator
DEPI	Community Engagement Facilitator – Fire Management
DHS	Emergency Management Coordinator
Vic Police	
Parks Victoria	
Other relevant community groups	

Appendix 9 provides some ideas around points to cover when communicating the project.

Implementing your revised plan

Like any task or plan for a community it is best if you are able to share the work around. Consider which groups or community members may be able to take responsibility for some of the actions in the plan. This is the time to share the work load rather than having the local Emergency Service volunteers take on the responsibility for preparedness, or the CSC being expected to do everything that has been agreed to. This planning process supports shared responsibility between your community, Emergency Service providers, the LGA and other local agencies/organisations.

This is extremely important for the community owned actions – share the load. Speak to your networks such as community groups, schools, industry etc. and ask them to take an active role in both the review and implementation of the plan.

Once it has been decided who will be doing what it is essential that all the relevant people are aware of the role they play in implementing actions in the plan. To assist with this you will need to update the plan to show who will do what, when and how.

As was done with the initial plan you will need to decide who on the CSC, will take responsibility for the overall control of the plan. This person would agree to ensure that actions are implemented by the people responsible within the agreed timelines.

Occasionally unexpected situations can necessitate the requirement to change/postpone some actions contained in the plan. To ensure any unexpected changes can be advised in a timely manner, a single contact person should be nominated with the details provided to all parties that have a role in implementing actions in the plan.

The CSC may wish to nominate different members to take on different aspects of the caretaker's role to help share the responsibilities. These may include:

- Plan contact point (detailed as the contact point for all enquiries)
- Plan administrator (responsible for updating plan when required and sharing with relevant stakeholders & participants)
- Plan overseer (responsible for ensuring activities are implemented as agreed)
- Plan review team (this could be the CSC or a few selected members responsible for initiating the review, and inviting other community members to become involved)

At the end of the review process, the CSC should have a plan that represents the best interests of the community.

The CSC will have received written confirmation from each person/organisation involved in implementing actions and will have provided them with a copy of the plan.

A caretaker for the plan will have been chosen, with decisions being made around future reviews of the plan and opportunities for further community involvement in the future.

The CSC will have also decided how they will launch the plan and share the plan with the appropriate agencies/organisations responsible for emergency management in their location.

Tool Kit

Appendix 1 – Overview of Steering Committee Role

The Community Steering Committee (CSC) is the representative group for the community. As the planning process leadership body it;

- follows the five staged approach in the community led planning process
- acts as the ambassador for the local community, promoting its best interests
- is the caretaker/guardian of the Community Action Plan – Disaster Risk Reduction (CAP-DRR)
- uses its influence and networks to assist in achieving the best possible outcomes for the community and
- ensures the plan is implemented taking into consideration future review mechanisms

WHO

- As a CSC member it you will need to involve people in the process through your established networks. By involving members that have connections in different areas of the community, it is more likely that you will reach a wider audience when working through the community engagement process.
- As community ambassadors, you will endeavor to involve as many members of the community as you can in the process. It is the committee's role to ensure that the plan is representative of the community's views, and addresses the needs of the community as best as possible.
- Equally as important is the role of the local fire brigade (or SES unit), as a key representative body in the community for this project; they should have a representative on the CSC. The role of the Emergency Service member is to participate in the process rather than lead it. They will bring to the project knowledge of local prevention actions, hazards/risk and provide an avenue for the community to be able to explore how they can partner with the local Emergency Services prevention, preparedness and response activities.
- The community's best interest is to be the basis for the creation of the plan. The CSC will need to consider the existing knowledge around emergency prevention, preparedness and response, approved safety messages from emergency service providers and ensure the plan does not place lives in danger unnecessarily.

In your role as a Community Steering Committee member you will be supporting your community in working together to be better prepared for an emergency. Your role as a community ambassador is pivotal to the success of this project.

The Steering Committee is responsible for:

- Ensuring sufficient opportunities are provided for all community members to participate in the process
- Setting plan priorities, taking into consideration the risk analysis and the undertaking made to the community under the International Association for Public Participation (IAP2) Spectrum for community engagement
- Creation, review and endorsement of the CAP-DRR
- Participating actively in decision-making throughout the planning process.

Stakeholder Register

Project Year	
Community	

Date:

Name	Organisation	Stakeholder category (see diagram on next page)	Contact details:	Level of Engagement (IAP2) (Inform, Consult, Involve, Collaborate, empower)
Example: David Jones	XYZ Fire Brigade	Manage closely	PO Box 234, XYZ Vic 3333 Ph: 5555 5555 email: xyz@email.com	Involve
Example: Lisa Evans	XYZ Information Centre	Keep Informed	27 High St, XYZ Vic 3333 Ph: 1300 555 555 email:info@email.com	Consult
Example: Sarah Gray	XYZ Business Association	Keep Satisfied	236 Kars St, XYZ Vic 3333 Ph: 5555 5551 email: abc@email.com	Consult
Example: John Greaves	Men's shed	Monitor	9 Highgrove Pl, XYZ Vic 3333 Ph: 0422 555 111	Inform

Consider each stakeholder and their interest in the project. For the example listed in the Stakeholder register above we have placed David Jones in the ***'Manage Closely'*** corner. As the local fire brigade Captain, David has a high interest in the planning process. His level of influence is relatively high as a well respected community member and being widely recognised as the local expert in fire safety for the community.

Following this analysis we have decided that the planning process would benefit from involving David in the process under the IAP2 spectrum of community engagement category of ***'involve'*****.** Therefore David will asked to be a part of the steering committee for the planning process.

Lisa Evans from the Information Centre has a high interest level, as the plan may affect toursist and visitors to the area, however her level of influence is low. Lisa is placed in the ***'Keep Informed'*** corner. With regards to her knowledge of the toursist market, it is decided that as a stakeholder she should be consulted regarding demographics and is placed in the ***'consult'*** category in the IAP2 spectrum.

As the head of the Business Association, Sarah Gray has a high level of influence in the community, and whilst her interest in the planning process is low, Sarah has the ability to affect the process and its outcomes. Sarah is therefore placed in the ***'Keep Satisfied'*** corner, and to ensure this is achieved the committee will engage her as a major stakeholder and put in place arrangements on how she will be included in the process. We have decided under IAP2 that Sarah should be engaged at the ***'involve'*** level to ensure she is kept satisfied.

John Greaves is the chairperson of the local Men's Shed group. The Group has some interest in the planning process, however the focus of the Men's Shed is more aligned to health, mental wellbeing and the aging population. John is placed in the ***'Monitor'*** corner and under IAP2 the Men's Shed (John) will be placed in the ***'inform'*** level.

It should be noted that John will have the opportunity to be involved during the community engagement phase of the planning process as a resident of the community to provide his individual input.

Appendix 3 – Partnership Analysis

Partnership Analysis

The need for a partnership	YOUR ANSWERS
Why is the partnership necessary?	
What is the goal of the partnership?	
What value will this partnership add to the planning process and/or plan actions?	

The core of the partnership	YOUR ANSWERS
Do you share common ideologies, interests and approaches?	
Is there a history of good relations between the partners?	
Is there a 'block' e.g. past negative experience, that might hinder the development of a partnership?	
Will the partnership bring added stature to the partners individually as well as collectively?	

Meeting expectations	YOUR ANSWERS
Are there clear roles and responsibilities that will meet the expectation of both parties?	
Are you able to meet the expectations of the proposed partnership?	

The outcome

Overview of partnership analysis

**Adapted from Vic Health Partnerships Analysis Tool

Appendix 4 – Example Value Proposition - Business

WHO

- Businesses
  - That value partnerships with other likeminded groups that benefit the community
  - That have a desire to be involved in a project to benefit the community and vulnerable people

WHAT'S IN IT FOR THEM – THE BENEFITS

- Become involved in community projects
- Expand their networks within the community
- Establish or enhance relationship with local Emergency Service Volunteers
- Connect to the community
- Gain a community perspective on issues relating to their business/organisation
- Establish relationships with volunteers, schools and other organisations
- Demonstrate their commitment to the community in a tangible way
- Increased awareness of local risks
- Supporting community capacity, through broader community engagement.

WHY COMMUNITY PLANNING FOR DISASTER RISK REDUCTION

- Focused on the protection of life and assets
- Providing an opportunity for individuals to work as a community to be better prepared
- Supporting increased community resilience
- Limited tenure that allows freedom to move onto other community ventures
- Active involvement opportunities including participation in events, educational campaigns and community engagement

PARTNERSHIP OFFER

By participating in this process local businesses and organisations will have the opportunity to demonstrate their commitment to the local community with a strong focus on reducing the risk and impact from disasters.

The different types of partnerships will vary and may involve:

- Financial support
- In-kind support
- Participation or implementation of actions within the community action plan
- Access to training professionals and/or equipment

The business/organisation will benefit by being involved in a process that shows demonstrated benefits as detailed above. They will also receive:

- Recognition in all printed material related to project
- Invitations to launches/events
- Recognition on all media
- Opportunities for staff to be involved in the process.

Appendix 5 – Example Stakeholder Communication Plan

Communication plan											
Information to be communicated	**Frequency**	**Method of communication**	Progress Association	Business Association	Primary School	Vic Police	Fire Brigade	Parks Vic & DEPI	SHIRE CEO	SHIRE Community Development	SHIRE MFMPC & MEMPC
That the project (planning process) exists *The History* *i.e. How the initial plan was created and what was achieved*	Once	**Formal Approach** Initial Letter	✓	✓	✓	✓	Include a face to face visit	✓	✓	Include a face to face visit	✓
Purpose of review and review process	Once	Email/letter	Include a face to face visit	Include a face to face visit	✓	✓	Include a face to face visit	✓	✓	Include a face to face visit	✓
Review process status	Monthly	Email/letter	✓	✓			Via rep on CSC			✓	✓
Invitation to participate during community engagement phase	Once at the commencement of engagement phase	Various – both formal and in-formal approaches	✓	✓	✓	✓	✓	✓	✓	✓	✓
Completion of planning process & revised plan content	Once following the approval of revised plan	**Formal Approach** Initial Letter	✓	✓	✓	✓	✓	✓	✓	✓	✓
Outcomes – good news stories	Ongoing	Various – both formal and in-formal approaches	✓	✓	✓	✓	✓	✓	✓	✓	✓

Appendix 6 – Community Engagement Ideas

Technique	Think it through	What can go right?	What can go wrong?
BILL STUFFERS			
Information flyer included with the municipal rates notice	Design bill stuffers to be eye-catching to encourage readership	Wide spread distribution within the service area Economical use of existing mailings	Limited information can be conveyed Message may get confused and be seen as coming from the mailing entity
BRIEFINGS			
Use regular meetings of community groups and organisations to provide an opportunity to inform and educate. **Normally these groups need speakers.** **Examples of target audiences: Rotary Club, Lions Club, Progress Association.**	KISS! Keep it Short and Simple Use "show and tell" techniques Bring visuals	Control of information/presentation Opportunity to reach a wide variety of individuals who may not have been attracted to another format. Similar presentations can be used for different groups Builds community goodwill	Project stakeholders may not be in target audiences Topic may be too technical to capture interest of audience
CENTRAL INFORMATION CONTACTS			
Identify designated contacts for the public and media	If possible, list a person not a position Best if contact person is local Anticipate the best contact methods i.e. mobile, e-mail Make sure message is kept up to date	People don't get "the run around" when they call Controls information flow Conveys image of accessibility	Designated contact must be committed to and prepared for prompt and accurate responses May filter public message from agreed message contact and format May not serve to answer many of the toughest questions
EXPERT PANELS – Subject Matter Experts (SME)			
• **Public meeting designed in "Meet the press" format.** • **SME provide information and then time allowed for Q&A** • **Steering Committee members or members of the general public ask questions of the experts from different perspectives.** • **Can also be conducted with a neutral moderator asking questions of panel members**	Provide opportunity for participation by general public following panel Have a neutral moderator and agree on ground rules in advance Possibly encourage local organisations to sponsor rather than challenge	Education of community members in relation to preventing, preparing and planning for an emergency Presents opportunity for balanced discussion of key issues Provides opportunity to dispel misinformation	Requires substantial preparation and organisation May amplify public concerns by increasing visibility of issues

Technique	Think it through	What can go right?	What can go wrong?
FEATURE STORIES			
Focused stories on general project-related issues	Anticipate visuals or schedule interesting events to help sell the story Recognise that reporters are always looking for an angle	Can heighten the perceived importance of the project More likely to be read and taken seriously by the pubic	Little control over what information is presented or how
INFORMATION WAREHOUSES			
Libraries, information centres, schools, and other public facilities make good locations for housing project-related information **This can be useful for gathering feedback via surveys and/or conducting a public education campaign**	Make sure personnel at a location know where materials are kept Provide contact details that link straight back to the steering committee	Relevant information is accessible to the public without incurring the costs or complications of tracking multiple copies sent to different people Can set up visible distribution centres for project information	Information warehouses are often not well used by the public
NEWSPAPER INSERT			
A "fact sheet" within the local newspaper	Design needs to get noticed in the pile of inserts Try on a day that has few other inserts	Provides community-wide distribution of information Presented in the context of local paper, insert is more likely to be read and taken seriously Provides opportunity to include public comment form	Expensive, especially in urban areas
PRESS RELEASES & PRESS PACKETS			
Press Releases **Press Packets (provides resource and background information plus contact information)**	Fax or e-mail press releases or media kits Foster a relationship with editorial board and reporters	Informs the media of process/project milestones Press release language is often used directly in articles Opportunity for technical and legal reviews	Low media response rate Frequent poor placement of press release within newspapers

Technique	Think it through	What can go right?	What can go wrong?
PUBLIC INFORMATION – via mailing lists			
• **Fact Sheets** • **Newsletters** • **Brochures** • **Issue Papers** • **Progress Reports** • **Direct Mail Letters**	KISS! Keep it short and simple Make it visually interesting but avoid a slick sales look Include a postage-paid comment form to encourage two-way communication and expand mailing list Be sure to explain public role and how public comments have affected project decisions. Q&A format works well	Can reach large target audience. Allows for technical and legal reviews Encourages written responses if comment form enclosed Facilitates documentation of public involvement process	Only as good as the mailing list/distribution network Limited capability to communicate complicated concepts No guarantee materials will be read
RESPONSIVENESS SUMMARIES			
A form of documentation that provides feedback to the public regarding comments received and how they are being incorporated	Use publicly and openly to announce and show how all comments were addressed ‘	Responsiveness summaries can be an effective way to demonstrate how public comments are addressed in the decision process	With a large public, the process of response documentation can get unwieldy, especially if web-based comments are involved
WORLD WIDE WEB SITES			
Web site provides information and links to other sites through the World Wide Web. Electronic mailing lists are also included	Consider linking in with other already established community websites A good home page is critical Each web page must be independent Put critical information at the top of page Use headings, bulleted and numbered lists to guide user	Reaches across distances Makes information accessible anywhere at any time Saves printing and mailing costs	Users may not have easy access to the internet or knowledge of how to use computers Large files or graphics can take a long time to download

Technique	Think it through	What can go right?	What can go wrong?
INTERVIEWS			
One-on-one meetings with community members and stakeholders to gain information and feedback for developing your community action plan	Where feasible, interviews should be conducted in person, particularly when community input will be the driving factor in the plan creation	Provides opportunity for in-depth information exchange in non-threatening forum Provides opportunity to obtain feedback from all stakeholders Can be used to evaluate potential steering committee members	Scheduling multiple interviews can be time consuming
SURVEYS & QUESTIONNAIRES			
Enquiries mailed randomly to sample population to gain specific information for statistical validation **Surveys can also be conducted via computer networks such as www.surveymonkey.com**	Make sure you need statistically valid results before making investment Survey/questionnaire should be professionally developed and administered to avoid bias Most suitable for general attitudinal surveys	Provides input from individuals who would be unlikely to attend meetings Provides input from cross-section of public, not just activists Statistically valid results are more persuasive with political bodies and the general public. Data is well-presented using Survey Monkey	Response rate is generally low for mailed surveys For statistically valid results, can be labour intensive and expensive – Survey Monkey will provide data in various formats Level of detail may be limited
KITCHEN TABLE MEETINGS			
Small meetings within a neighbourhood usually at a person's home	Make sure the person facilitating the meeting is very polite and able to engage with strangers.	Relaxed setting is conductive to effective dialogue Maximizes two-way communication	Can be labour intensive
FAIRS & EVENTS			
Central event with multiple activities to provide project information, raise awareness and gather feedback.	All issues – large and small - must be considered Make sure adequate resources and volunteers are available	Focuses public attention on one element Conductive to media coverage Allows for different levels of information sharing	Public must be motivated to attend Usually expensive to do it well Can damage image if not done well

Technique	Think it through	What can go right?	What can go wrong?
MEETINGS WITH EXISTING GROUPS			
Small meetings with existing groups or in conjunction with another group's event	Understand who the likely audience is to be Make opportunities for one-on-one meetings	Opportunity to get on the agenda Provides opportunity for in-depth information exchange in non-threatening forum	May be too selective and can leave out important groups
PUBLIC MEETINGS			
An organised large-group meeting usually used to make a presentation and give the public an opportunity to ask questions and give comments. Public meetings are open to the public at large	Set up the meeting to be as welcoming and receptive as possible to ideas and opinions and to increase interaction between technical staff (SME) and the public Review all materials and presentations ahead of time	Participants hear relevant information and have an open opportunity to ask questions and comment People learn more by hearing others' questions and comments	The meeting escalates out of control because emotions are high Facilitators are not able to establish an open and neutral environment for all views to be shared
Targeted Audiences – as suggested during the CLP project			
• **Parents of school aged children**	Approach when awaiting school to finish. Opportunity for 10 minutes to ask some open ended questions	Parents are receptive as they have adequate time to answer question/provide feedback	Distractions caused by school bells and PA announcements may make it difficult
• **Football/netball**	Speak to local spectators during intervals in the game Attend training session and speak to players at the end of the session	Opportunity to gather a group perspective	If it is late in the day spectators could be affected by alcohol Players may be keen to have a shower and head home
• **Youth**	Take your questions to them. Visit skate parks, youth organisations. Engage the assistance of young people that can use their established social networks to gather feedback on your behalf	Young people are very keen to offer ideas. You just need to ask. If you are able to involve young people (asking the questions) you are likely to get uncensored views. 'Young people understand other young people!'	Depending on the youth they may have limited interest in the topic of disaster preparedness or highjack the conversation in another direction Depending on the location residents may have experienced a disaster which can cause distress when discussing preparedness

Technique	Think it through	What can go right?	What can go wrong?
• **Door Knock - high risk areas**	One of the best ways to get engagement within the community is to approach the people that will have a genuine interest	People who live in high risk areas may have a plan in place and a better understanding of the 'gaps' in their own and/or their community's preparation for disasters	Unless you make yourself visible you may be overlooked
• **Established events**	Build relationships with the organising committees and ensure the event fits with your values and what you are trying to achieve	Whilst many people will not attend an event that is specifically targeted at being prepared for fire/flood, it is more likely to get people in attendance if you piggyback onto an established event. Consider community markets, school fair or at the entrance to a supermarket	If you do not fit the event, there is a possibility that you could damage your group's reputation in the community

Source: adapted from the IAP2's Public Participation Toolbox – International Association for Public Participation

Appendix 7 – International Association for Public Participation (IAP2)

iap2 public participation spectrum

developed by the international association for public participation

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advise and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	• Fact sheets • Websites • Open houses	• Public comment • Focus groups • Surveys • Public meetings	• Workshops • Deliberate polling	• Citizen Advisory committees • Consensus-building • Participatory decision-making	• Citizen Juries • Ballots • Delegated decisions

Appendix 8 – Risk Review Matrix

Emergency Type	Issue(s)	Primary Responsible Agency	Likelihood **R** = Rare **U** = Unlikely **P** = Possible **L** = Likely **A** = Almost Certain	Consequence **I** = Insignificant **Min** = Minor **Mod** = Moderate **Maj**= Major **Sig**= Significant	Risk Rating Low Moderate High Extreme	Priority

Appendix 9 – Key Messages & Conversation points

Key Messages

- The _____ community is working on reviewing our Community Action Plan focusing on reducing the risk associated with disaster.
- The _____ Community Action Plan uses the extensive knowledge of local residents to ensure we can best prevent, prepare and respond to fires. (and if applicable, floods).

Media Talking Points

- All Victorian communities face the challenge of being prepared for disaster.
- The _____ area is no different, we have state forest nearby and significant open grass lands that are at risk of fire. (insert relevant fire risk)
- We need to be prepared.
- An organising committee has been formed and we are working on a plan that covers _____. (describe the area)
- We are now looking at options for how we can work together, as a community, to
  - try and prevent disasters from occurring
  - understand how we can prepare our homes and businesses, and
  - how we can respond if a disaster affected our community.
- At the end of this planning process we will have reviewed and updated our own locally produced _____ Community Action Plan focusing on Disaster Risk Reduction that addresses our own specific needs.
- This is an exciting way of community planning that captures all the existing local knowledge. It will help reduce our disaster risk through working together as a community.

Appendix 10 – Example survey for fire

Tell us how we can best be prepared for bushfire……

The following survey has been put together to gather your ideas and concerns regarding fire preparedness in and around Raeville. The information that you supply will be used to draft a Community Action Plan focusing on Disaster Risk Reduction that will be based on local issues. It will work to ensure we are better prepared in the case of a bushfire in our area.

This initiative is part of a Pilot Study by the CFA which will examine the effectiveness of local communities preparing their own Community Action Plan - Disaster Risk Reduction.

The key aspect of this process is that it is produced by, and for, local community members.

Need help in completing this form or would like to discuss these questions further?

Steering committee members are available to work through this survey with you. Please contact John Citizen on telephone 5555 5555.

Do you consider Raeville to be a high risk fire area?

☐ Yes ☐ No

What do you consider the 3 ***highest fire risks*** in or around Raeville?

- _____ _____
- _____
- _____

Are there specific locations that you are aware of that need some fire prevention works? E.g. roadside slashing

- _____
- _____
- _____

Do you have a ***written bushfire plan***?

☐ Yes ☐ No

If no, do you need some assistance in creating your own plan?

☐ Yes ☐ No

Do you have a ***battery powered radio*** so that you can receive information if the power supply is cut?

☐ Yes ☐ No

Do you have access to the ***internet?***

☐ Yes ☐ No

Where do you expect your ***water supply*** to come from if there is a fire in your location?

- ☐ Tank Water
- ☐ Desalination Plant
- ☐ Bucket/Bath Tub
- ☐ Other….please specify_____

Do you know what to do if there is a fire in your area?

☐ Yes ☐ No

If yes, can you please share your planned response here

- _____
- _____
- _____

If you have planned to ***'leave early'*** in the case of a fire and circumstances prevent you from doing this safely, what would you do to protect yourself?

- _____
- _____
- _____

How could we best assist the ***vulnerable people*** in our community both in preparing for and responding to a fire?

- _____
- _____
- _____

What can we do as a community to ***prepare*** for a Bushfire? E.g. activities that ensure we are best prepared before a fire occurs? (consider who in the community would be responsible for the actions)

- _____
- _____
- _____

Keeping in mind that your local fire brigade will be busy trying to put out the fire, what can we do as a community in ***response*** to a Bushfire that has already started? (consider who in the community would be responsible for the actions)

- _____
- _____
- _____

Your completed survey can be dropped into one of three collection boxes located at the Raeville Store, Hotel and Post Office. All responses are required by Monday the 16th of April.

Thank you for your time in providing information that will support the review process of our Community Action Plan - Disaster Risk Reduction.

Appendix 11 – Example Survey Questions

All hazards questions

- What do you consider the greatest risk of disaster in our community?
- Do you have emergency plans in place for any of the following emergencies?

  ☐ Fire ☐ Flood ☐Storm ☐ Other_____
- Do you have a battery powered radio so that you can receive information if the power supply is cut?
- Do you have access to the internet?
- Do you know how to get assistance during an emergency?
- How could we best assist the vulnerable people in our community both in preparing for and responding to an emergency? (vulnerable due to location and/or physical ability)
- Do you know how/where to get relevant advice on how to ***prepare*** yourself for an emergency?
- Do you know how/where to access information ***during*** an emergency?
- Do you know how/where to access information ***after*** an emergency?
- What do you consider should be the highest priority for consideration in the creation of a community action plan focused on reducing the risk of disaster in our community?

Questions relating to fire risk

- Do you consider (insert community name) to have a high fire risk?
- What do you consider the 3 highest fire risks in or around (insert community name)?
- Are there specific locations that you are aware of that need some fire prevention works? E.g. roadside slashing
- Do you spend time cleaning up around your property leading into the Fire Danger Period?
- Do you understand the Fire Danger Ratings and how this will impact your ability to actively defend your home during a fire?
- What will you do if you receive an emergency warning for your area?
- Do you have a written bushfire safety plan? ☐ Yes ☐ No
  - If no, do you need some assistance in creating a plan? ☐ Yes ☐ No
  - If no, have you had a conversation with your family on what you will do in the case of a bushfire? ☐ Yes ☐ No
- Do you know what to do if there is a fire in your area? If yes, can you please share your response here
- If you have planned to 'leave early' in the case of a fire and circumstances prevent you from doing this safely, what would you do to protect yourself?
- What can we do as a community to prepare for a bushfire? E.g. activities that ensure we are best prepared before a fire occurs? (consider who in the community would be responsible for the actions)
- Keeping in mind that your local fire brigade will be busy trying to put out the fire, what can we do as a community in response to a bushfire that has already started? ? (consider who in the community would be responsible for the actions)

Appendix 12 – Example Checklist for face to face visits or phone calls

Tip: The idea behind the discussion is to better understand what the community would be looking for in a plan, and how to make the information useful, which would lead to acceptance in the community once the plan is completed.

Name:_____

Date of contact: ____/_____/_____

Discussion prompts:

- Identification of any risk areas in the community
- How can the community be better prepared for and respond to a disaster?
- Top three priorities for inclusion in the plan.
- What can the _____***Community*** do at a local level to prepare?
- What would need to be in the plan to make it useful and easy to understand?
- What ***doesn't*** need to be in the plan?
- Seek feedback on any concept idea for the plan. Are there any other ideas of what 'shape or format' the plan might be in?

Feedback supplied:

Appendix 13 – Contact Numbers for Agency Support

Agency	Contact details	How they can help you	The person you should seek to speak with
CFA	www.cfa.vic.gov.au Check for the District Office phone number that matches your location. Head Office Ph: 03 9262 8444	• Provide information on current risk for your community • Provide support in Community Education programs	➢ Operations Manager ➢ Community Education Coordinator ➢ Local Fire Brigade
SES	www.ses.vic.gov.au Check for the Regional Office phone number that matches your location. Head Office Ph: 03 9256 9000	• Provide information on current risk for your community • Provide support in Community Education programs	➢ Regional Officer ➢ Community Resilience Coordinator
Local Government	www.dpcd.vic.gov.au/localgovernment Ph: 1300 366 356 Victorian Government Contact Centre	• Provide information and advice on the activities your local shire is taking to prepare for identified risk • Assist wherever possible in helping you implement actions in your community action plan	➢ Municipal Fire Prevention Officer (MFPO) ➢ Community Development Staff
Department of Human Services (DHS)	www.dhs.vic.gov.au Ph: 1300 650 172 www.recovery.vic.gov.au Ph: 1300 799 232	• Enquiries relating to relief or recovery services and programs	➢ Emergency Management Coordinator
Department of Environment & Primary Industry (DEPI) & Parks Vic	www.depi.vic.gov.au Ph: 13 61 86 www.parkweb.vic.gov.au Ph: 13 19 63	• Provide information on current risk for your community • Provide advice on planned burns • Provide support in Community Education programs	➢ Community Engagement Facilitator – Fire Management
Vic Police	www.police.vic.gov.au Check for the Regional Office phone number that matches your location. Head Office Ph: 03 9247 6666	• Provide information and advice on the role of Vic Police during an emergency • Provide support in Community Education programs	

Appendix 14 – Subject Matter Expert overview

The Community Led Planning process involves a group of community representatives working through a 5 staged process to consider the risk of disaster in their local community. The aim of the process is to create a community action plan to help reduce the risk of disaster. The process links broad community knowledge of vulnerability with agency knowledge of hazards, resulting in a fully informed approach to risk planning. This project enables a community to lead the planning process and tailor its approach and outputs to meet the individual needs of their community.

The 5 staged approach

1. **Community profiling –** this involves a broad risk profile, identifying vulnerable residents and a social 'map' of the community.
2. **Analysing the risk –** by combining agency specific risk profiles and the local knowledge of community issues an informed plan is created.
3. **Form of engagement and connecting with the community –** the IAP2 framework is utilised to plan local engagement activities to gather ideas and seek feedback from the community.
4. **Creating the plan –** following the engagement phase of the process, a plan is created based on the ideas/issues raised by the community combined with analysis of local issues.
5. **Implementing actions and reviewing the plan –** an action plan is developed detailing planned activities and who is responsible for each action item. It also includes a review schedule.

The role of the SME

As part of the community led planning process the Community Steering Committee (CSC) is asked to consider the level of disaster risk in their community via a risk analysis workshop.

Depending on the major identified hazards, various SMEs will be invited along to a workshop to ensure the CSC receives adequate information to enable an informed approach to the development of their CAP-DRR.

As an SME you are asked to provide information and assistance so that the community can consider ways that they can help reduce the risk at a community level.

It is not the role of the SME to make decisions on behalf of the CSC, but rather to provide clear, simple and accurate information on the local risks, and current municipal and regional plans and programs. This will enable the CSC to create a plan that best meets the needs of its community, taking all the available information into consideration.

The type of information that an SME could provide includes, but is not limited to, the following:

Identified Risk	•details of hazard/s to be considered by the CSC •known history, agency risk assessments, risk maps
Agency Plans	•extraction of planned mitigation activities specific to the location from agency plans such as MFMP, MEMPs, Flood Plans
Ongoing actvities	•discussion of any mitigation activities that might be underway including prevention works and education programs •presentation of exisiting agency communication tools. e.g. brochures, agency programs, guides such as Stormsafe, FRK

Appendix 15 – Example Actions from CLP demonstration project

Community education actions

- Community meeting – increase awareness, provide information and encourage community discussion.
- Bushfire expo / Community Plan Launch– involving various agencies including CFA, DEPI, LGA, SES, Fire Pump distributor and a 'location specific' fire scenario education workshop.
- Training course delivered at local neighbourhood house focused on using technology to access bushfire and other emergency information via smartphones, computers and tablets.
- Bushfire planning specific considerations – limitation on mobile phone coverage – looking at alternatives.
- Newsletters – Series of fire/flood related awareness/preparedness messages in local publications.
- Mail outs – targeted on specific risks highlighted during the community engagement phase of the planning process. E.g. in a community where 70% of people surveyed indicated they would stay and defend their homes in the event of a bushfire each household received CFA publications to help them prepare their houses and create a bushfire plan taking this into consideration.
- Utilising shop windows and props to raise awareness on being prepared for a disaster.
- Using existing community websites include a page on localised emergency contacts and other information.
- Creation of a community awareness DVD using Phoenix Fire modelling behaviour specific to the local community.
- Highlight importance of having visible house numbers and for the local fire brigade to be able to locate nearby hydrants. (adopt a hydrant program)

Preparedness activities

- Targeted support for vulnerable community members – 'over the fence' (look out for your neighbours) program designed to highlight the importance of strong relationships with your neighbours and the more vulnerable in your community.
- Fire Ready action week – encouraging community members to clean up their properties leading into the Fire Danger Period. Central location for rubbish collection, assistance from the local fire brigade in property burn offs and assistance to the elderly with support from the LGA on additional rubbish collection services.
- Sandbagging the pub event for community to learn the techniques of sandbagging, location of resources and consider what role they can take in the event of a flood.
- Project focused on telephone coverage mapping. The outcomes will be shared with telephone providers and published in the local newsletter.
- Battery powered radio campaign. In partnership with local community bank the fire brigade will ask residents if they have a battery powered radio during the brigade calendar run. Residents that do not have one will be able to go in the draw to win one.
- Promotion of LGA supported amnesty of green waste charges at local tip leading into Fire Danger Period.

Localised emergency information

- Phone stickers – 000 and space for residents to include *spatial vision* map number reference.
- Support the distribution of localised information provided by emergency services organisations and the local shire. E.g. 'LGA preparing for emergencies kit' CFA Fire Ready booklet and Community Information Guides and SES Flood Guides.
- Development of tools (flyers, posters, magnets etc.) that provide useful emergency related contact details with an emphasis on localised details wherever possible. (this was also done using emergency services organisations approved messages) Distribution avenues included:
    - As an insert in the local phone book
    - Distribution during fire brigade calendar run
    - Inclusion during established events – Christmas fairs, Farmers markets, CFA education campaigns
    - Via LGA rates notices to absentee landowners
    - Mail out

Building community linkages

- Creation of geographical zone based neighbourhood links.
- Creation of a newsletter as a medium to inform the community of events and key emergency preparedness information.
- The hosting of a social community 'get to know you/get to know us' gathering to build the foundations for community resilience.
- Fire Action and Ideas Day designed to get the community talking about what can be done locally to prepare for, respond and recovery from a bushfire event.

Actions targeted at visitors/tourists

- Signage – advising reduced mobile telephone reception with direction to relevant radio frequencies for the area.
- Signage – advising visitors that they are entering high fire risk area.
- Targeted educational activities for Caravan parks and camping grounds, incorporating bushfire plus other localised safety information. E.g. Rock pool rambles, tidal charts, extreme heat and bushwalking etc.
- Inclusion of bushfire safety information on local tourist providers' websites. (information from Community Information Guides)
- Establishment of new noticeboards (and use of existing ones) to highlight emergency information and safety messages.
- Community Information Guides to be provided to all visitors via contact at Visitor information Centre and local real estate businesses.

Raeville Community Action Plan - Disaster Risk Reduction

2012/13

Community Warning System

It is important that the vulnerable people in the Raeville Community are supported so that they are best able to prepare for and respond to a bushfire in the local area.

Following feedback received via the community survey it has been noted that:

1. The majority of the vulnerable people reside in the Raeville township
2. Most have a bushfire plan; however this plan may not be a written plan
3. Some have limited access to transport or the ability to leave early in the case of a fire

Action	What is required	Who is responsible	Finish date
1. Create	A procedure that will clearly demonstrate under what circumstance the Fire Siren is to be activated. Considerations need to include: • Who will activate the Siren • How long will the siren be activated for – agreed 5 minutes • What is the trigger to activate the community warning system	Raeville Fire Brigade	
2. Educate	• A magnet/postcard detailing aspects of the Community Warning System delivered to all Raeville residents. • Detailed information included in the Raeville newsletter upon introduction of the new system and then leading into and during the Fire Danger Season	Community Action Plan - Disaster Risk Reduction – Steering Committee	
3. Test	A system of checking the siren to ensure it is operational at all times and ready for use in an emergency. If a testing schedule is to be utilised, the community will need to be informed of how and when this will occur. Agreed – tested during Fire Danger Period – every Thursday at 7pm for 10 seconds	Raeville Fire Brigade	

Community Bushfire Exercise

Having an understanding of bushfire risk and how fire is likely to behave is an important step for a community to be able to create their own bushfire plan. This knowledge assists people in making informed decisions on their planned actions leading into the fire season and in the case of a bushfire emergency.

Action	What is required	Who is responsible	Finish date
1. Plan	The Community Bushfire Exercise will be a daytime activity (on a Sunday early to mid-November) targeted at community members. It will incorporate the following: • Maps demonstrating how a fire in the Raeville area could impact the community over a sliding timeline • Burn table demonstrations • Local fire truck as risk management for burn table • Information, advice and assistance on creating individual Bushfire plans • Information from the XXX Shire relating to fire prevention work and recovery responsibilities. • Information from DEPI regarding fire prevention works. (YYY Ranges & local creeks) • CFA Community Fire Guard (CFG) information & promotion • BBQ and activities for children	Grampians Region CFA – Wendouree *Community Safety Manager – Michael Boatman* *Community Education Coordinator – Chris Carey* Vic Police – XXX Shire – David Smith DEPI – Request Burn Table CFG Local Group plus facilitator DHS – Brian Hamer Raeville Fire Brigade	
2. Promote	Flyers Story in ABC Advocate Article in community Newsletter	Grampians Region CFA – Wendouree Community Action Plan - Disaster Risk Reduction – Steering Committee	
3. Implement	CFA Grampians Region to implement all activities so that local fire brigade members can attend as 'a community member' and plan with their families	Grampians Region CFA – Wendouree	
4. Review	Review the successes of the day along with areas for improvement. Consider other ways the community could get access to opportunities to prepare for and understand bushfires.	Community Action Plan - Disaster Risk Reduction – Steering Committee	

Neighbourhood Safer Place

The community survey highlighted the need for an area that vulnerable people could go to when a fire was in the local area. It was acknowledged that a location in a central point was required as some people did not have any means of transport to leave the Raeville area at short notice.

Action	What is required	Who is responsible	Finish date
1. Assess	Whilst the Raeville Recreation Reserve is a Neighbourhood Safer Place, it has been recognized that the community complex building has not been assessed for the same purpose. Assessment of the complex is to be requested through the XXX Shire council.	Community Action Plan - Disaster Risk Reduction – Steering Committee	
2. Actions (if applicable)	Following assessment, consideration is to be given with regards to how the community, in partnership with the XXX Shire, can implement the actions. This will include initial works and ongoing maintenance activities.	Community Action Plan - Disaster Risk Reduction – Steering Committee	
3. Inform	The community is to be informed of the outcome following the assessment. e.g. – Community Complex has been assessed and deemed unsuitable as a Neighbourhood Safer Place (NSP) *or* Assessment demonstrates xxxx activities are required to bring the building up to NSP standards, including details of how this is to occur. If the complex is approved as an NSP, the community will need to be advised on the purpose of an NSP and how this fits in with individual bushfire plans and the Community Fire Ready Plan.	Community Action Plan - Disaster Risk Reduction – Steering Committee	

Reviewing *'the plan'*

During the process of creating the initial plan, it was recognized it was a living plan that could realistically change each year and grow with the community and future community involvement.

It is important to review the plan with the aims of continually improving its content and achieving higher levels of preparedness for bushfire.

AGREED – April/May 2013 for initial review of plan

Action	What is required	Who is responsible	Finish date
1. Engage	Provide an opportunity for interested community members to be involved on the committee and/or provide feedback on the current plan.	Community Action Plan - Disaster Risk Reduction – Steering Committee	
2. Review	Review the plan and incorporate learnings and additional ideas from within the community and the Community Action Plan - Disaster Risk Reduction Steering Committee.	Community Action Plan - Disaster Risk Reduction – Steering Committee	
3. Inform	Advise the community of the updated plan content and actions along with a set annual review date for the plan.	Community Action Plan - Disaster Risk Reduction – Steering Committee	

Steering Committee

Tom Cruise	*Bruce Willis*	*Julia Roberts*
Nicole Kidman	*Joan Collins*	*Mick Jagger*
Rebecca Gibney	*Kylie Minogue*	*Rove McManus*