



Australian Institute for  
Disaster Resilience



Recovery Matters webinar series

# Putting the 'community' in community recovery committee

📅 19 May, 2022

🕒 11am AEST

📍 [aidr.org.au/events](https://aidr.org.au/events)

## GUEST SPEAKERS

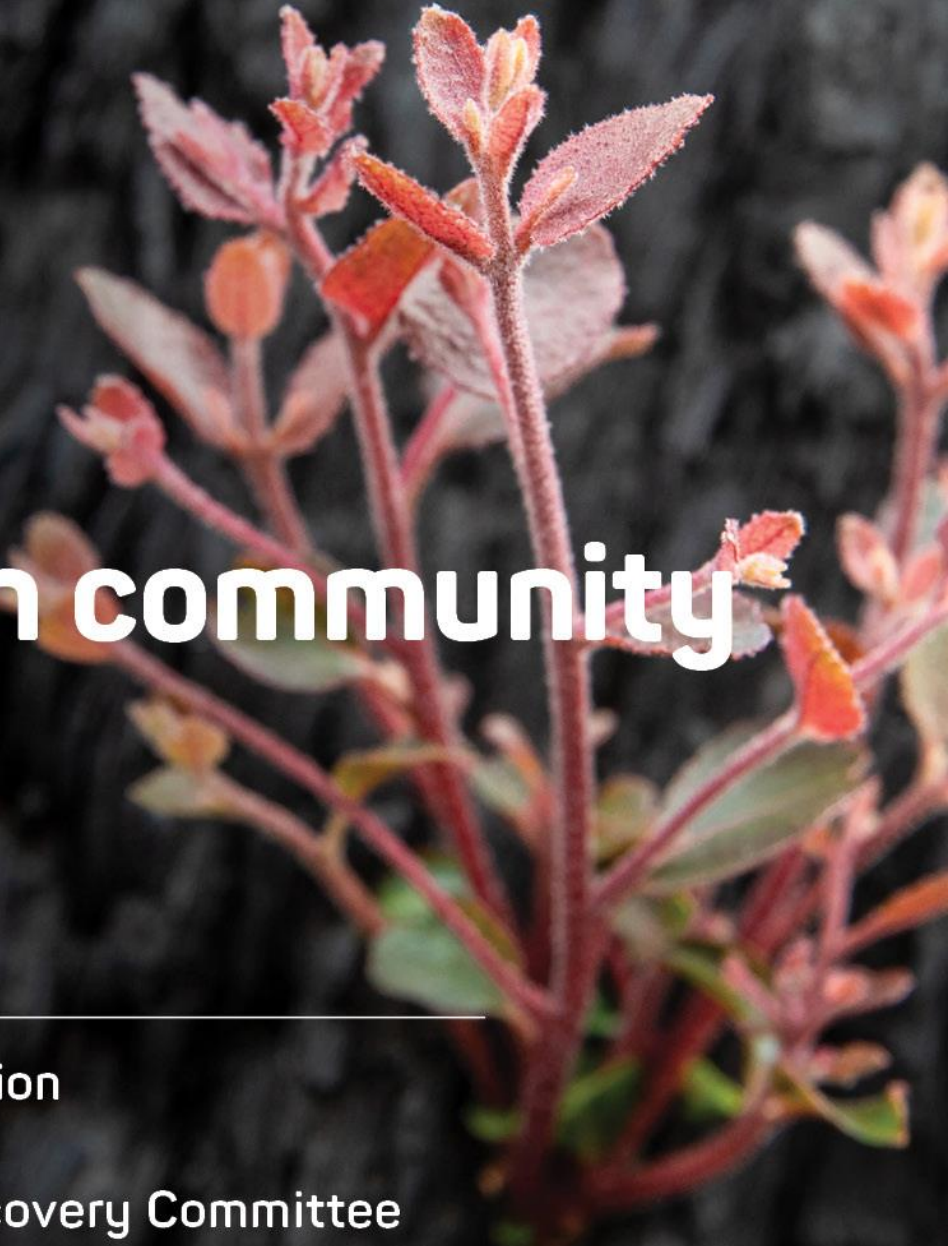
---

Malcolm Hackett OAM, Strathewen Community Renewal Association

Dr Kitty Vigo, Mt Beauty Keep Calm Committee

Dominic Sandilands, Corryong Health and Towong Community Recovery Committee

Dr Kate Brady, University of Melbourne and Australian Red Cross



AIDR Recovery Matters webinar series



Australian Institute for  
Disaster Resilience



# Welcome

**Andrew Coghlan**

Head Emergency Services, Red Cross





# Acknowledgement of Country

AIDR and the Australian Red Cross acknowledges the Traditional Custodians of the various lands on which you all join us from today and the Aboriginal and Torres Strait Islander people participating in this event.

We pay our respects to Elders past, present and emerging and celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters across Australia.



# Housekeeping

- You will remain muted and your camera will not be activated for the duration of today's event.
- Today's event will be recorded and made available after the event.
- Please enter questions for our speakers in the Q&A function, not the chat box.
- Please use the chat box to share any thoughts or reflections during the presentation – remember to select 'all panellists and attendees' to ensure everyone can read your message.
- Please be respectful to each other when posting your comments or questions.





# Speaker introduction

## Malcolm Hackett OAM

Past Chair, Strathewen Community Renewal Association

Malcolm Hackett OAM is a farmer who lives in Strathewen. He retired as Principal of Diamond Valley College in 2008. Malcolm's home and farm were destroyed on Black Saturday 2009; the Strathewen community was devastated, 27 people died. Strathewen people decided they would lead their own renewal and Malcolm was elected Chair. Malcolm is currently the Secretary of the Strathewen Bushfire Relief Trust which manages Strathewen's remaining funds. Malcolm is the Chair of a Bendigo Bank Community Bank Board and is a director of Bushfire Resilience Incorporated (BRI) a not-for-profit focussed on raising community awareness about bushfire preparedness.



Looking toward the Kinglake Ranges





Chadds Creek  
Strathewen  
20 January 2009





Our 100 year old farm house





Our home the day after





27 lives lost





80 homes destroyed



# Strathewen Public Hall built 1910

Photo: Angela Apted





Chads Creek on 8 February 2009, a scorched, silent landscape.













# David Brown addresses his neighbours

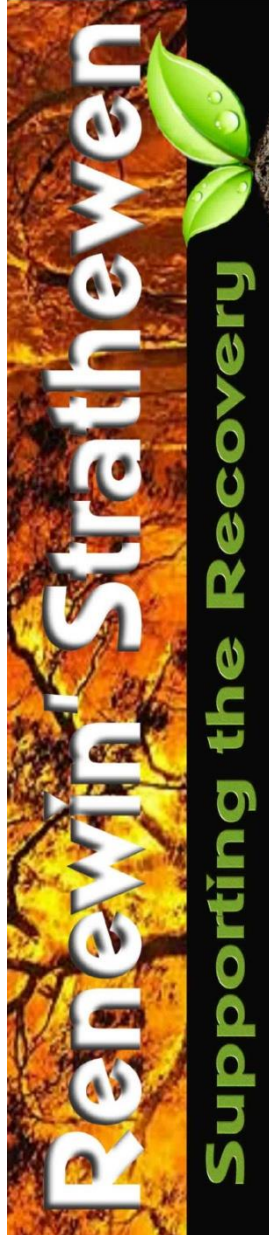




And we agree







## Strathewen Community Renewal Association Inc

*Associations Incorporation Act 1981*

### **Name**

The name of the incorporated association is

**Strathewen Community Renewal Association Inc.**

### **Purposes**

The association is established for the public charitable purposes of providing direct relief and assistance to the community of Strathewen in recovering from the impact of the 7 February 2009 bushfires, including but without limitation:

- (a) the re-establishment of the Strathewen community infrastructure;
- (b) the provision of support to affected residents of Strathewen in recovering from the trauma of the bushfire experience; and
- (c) the provision of assistance to affected residents of Strathewen and their families in re-establishing their homes and businesses.

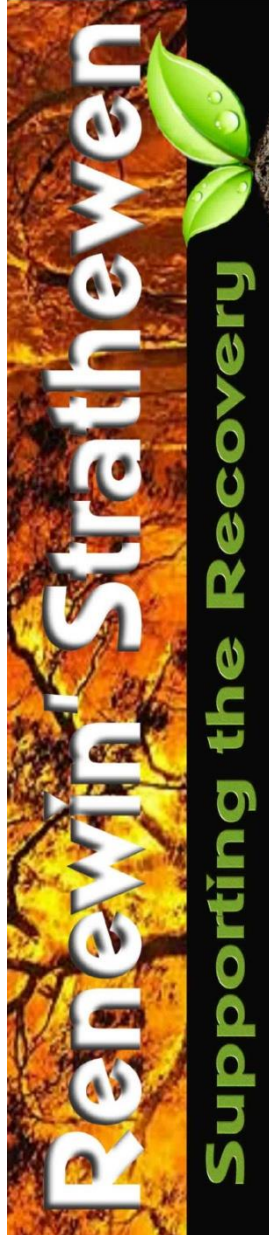




# Secret Postal Ballot

- Similar process to AEC conducted council and union elections. Inclusive, rigorous and strictly private.
- All eligible members receive a ballot by mail.
- Up to 12 boxes on the voting form are marked.
- Completed ballot paper is sealed in plain envelope, returned inside a signed postage paid envelope.
- Returning Officer checks signed postage paid envelopes against Electoral Roll removes plain envelopes. Community scrutineers observe.
- Then all plain envelopes are opened and votes counted by the Returning Officer.
- 12 nominees receiving highest number of votes are elected.





## Strathewen Community Renewal Association Inc

### Recommended Objectives:

- Identify and prioritise the needs of the Strathewen community and assist in the recovery and rebuilding process
- Influence government bodies to work to meet the identified needs and priorities
- Advocate for individuals, families, and existing community groups
- Attract monies and identify projects/needs requiring funding
- Manage and distribute funds and grants
- Facilitate communication of information between community, government and agencies
- Provide a focus for communication and coordination between existing local community groups
- Encourage and promote community involvement in recovery and rebuilding process and related activities.











## SCRA Sub-Committees

Resident Support Group  
Community Centre Group  
Communications Working Party  
Environment Working Party  
Memorial Working Party  
Safer Strathewen Working Group  
Sustainable Rebuilding Group  
Documenting Our Stories Project  
Darley Pasture Project

## Other Groups

Hall Association  
Primary School  
CFA Brigade  
Landcare  
Reserve Association  
Nillumbik Recovery Centre  
Hurstbridge Recovery Hub  
St Vinnies  
Blaze Aid & VFF  
Rotary Clubs  
Church groups  
Lions Clubs  
Red Cross







“Renewin’  
Strathewen – A  
community led  
recovery”  
recognised at  
2010 Australian  
Safer  
Communities  
Awards





## **Principle**

## **Activities**

## **Goals and outcomes**

Community

Being together, creating healing opportunities

Wellbeing

Mutual support

Helping, doing, knowing, appreciating one another

Resilience

Communication

Meetings, SMS, surveys, newsletters, website

Engagement

Inclusion

Opportunities, sub-committees, invitations

Participation

Representation

Groups: SCRA, Hall, School, Landcare, CFA

Cohesion

Accountability

Public minutes, reports, audited accounts

Transparency

Respect

Constitution, Code of Conduct, what we stand for

Trust

Partnership

Council, VBRA, service groups, other communities

Collaboration

Independence

Asserting our voice, articulating our vision

Confidence

Achievement

Milestones, celebrating, creating, documenting

Pride



Ask for help.

Don't rush. Don't be pressured.

Focus on ethical behaviour.

Establish good communication.

Be consultative

Be efficient and transparent

Get administrative support

Build collaboration and partnerships

Stand your ground and learn to say no

Be thankful

Look after one another





# Speaker introduction

## Dr. Kitty Vigo

Mt Beauty Keep Calm Committee

Dr. Kitty Vigo is a former journalist and senior lecturer in Media Studies at Swinburne University of Technology. Since retiring in 2008 she has volunteered with the Mount Beauty Neighbourhood Centre Inc. Her interest in community recovery and resilience started after the 2019/2020 Black Summer bushfires when she became the facilitator of the Centre's sub-committee, the Keep Calm Committee (KCC), which initially promoted household fire plans. After a Red Cross a RediCommunities workshop in February 2021 KCC's work has broadened to include regular community preparedness events, the formation of community-led resilience action group to develop a community emergency recovery plan, and provision of mental health services.





# The Path to Recovery is Paved With Resilience

Mount Beauty Neighbourhood Centre/KCC:  
One Community's Journey

Dr Kitty Vigo





The Path to Recovery is Paved With Resilience





## The Path to Recovery is Paved With Resilience

- During this presentation I will cover:
  - A brief background on our project
  - KCC initiatives
  - Challenges we have faced and what we have learned
  - Achievements and next steps





## The Path to Recovery is Paved With Resilience

- A Brief Background:
- January 2020 – Upper Kiewa Valley surrounded by fires and heavy smoke. Locals panicked by evacuation orders
- Many visitors to the Mount Beauty Neighbourhood Centre asking for advice
- “What’s a fire plan?”
- March 2020 the Centre Board creates Keep Calm Committee (KCC)



# **PREPARE**



**GET PREPARED:** *Clean yards and gutters.*



**GET CONNECTED:** *With family and friends.*



**GET PACKING:** *Necessary items ONLY.*



**GET IN THE KNOW:** *Be aware, keep up-to-date.*

*Sponsored by:*



[www.mountbeauty.org.au](http://www.mountbeauty.org.au)

*Download the Red Cross App*



*Get prepared now.*

*Prepare your property.*



[www.cfa.vic.gov.au/plan-prepare](http://www.cfa.vic.gov.au/plan-prepare)

## The Path to Recovery is Paved With Resilience

- KCC Initiatives:
  - Workshops
  - Weekly radio program – Rebound
  - Community picnics
  - Community-led Resilience Action Group CRAG



# The Path to Recovery is Paved With Resilience

- Challenges and Lessons Learned:
  - People are open to building resilience straight after a crisis
  - If there's no danger of fire, why bother with a fire plan?
  - Challenge of being pro-active rather than reacting to a crisis



The Centre abides by the current Covid Restrictions from the governing bodies of services we provide for our community.

House Garden Community Café open 10.00am – 2.00pm Monday to Friday

Enjoy our food and beverages on the deck overlooking the water.

EVENTS

COMMUNITY

LOCAL SERVICES

COURSES




# The Path to Recovery is Paved With Resilience


---


- Community preparedness takes time - so stay in for the long haul
- Resilience and recovery are under-pinned by good mental health
- We need to form strong relationships with emergency services and our local Government area if we are to achieve anything

**READY TO GO?**

- Stay or go?** (Check if it's safe to leave)
- Emergency box** (Woollen blanket and clothes)
- Tin box** (For scripts and medicines)
- List of emergency numbers**
- Cat/Dog/Bird Cage**
- Know where you're going**

Sponsored by:  [www.mountbeauty.org.au](http://www.mountbeauty.org.au)

Download the Red Cross App  Get prepared now.

Prepare your property.  [www.cfa.vic.gov.au/plan-prepare](http://www.cfa.vic.gov.au/plan-prepare)





## The Path to Recovery is Paved With Resilience

- Every community has its own particular conditions and needs, so it requires its own recovery plan
- If you want to create a successful community recovery plan you need to involve the community



FALLS CREEK & MOUNT BEAUTY

# THIS WEEK

PRICELESS

AUTUMN EDITION THIRTEEN

FRIDAY 13TH MAY 2022

Another Reason to feel Proud!



## The Path to Recovery is Paved With Resilience

---

- Achievements and What Next?
  - Building trust and credibility with our local emergency services and other support agencies
  - New MBNCI free face-to-face mental health services

Main: Last Saturday's Resilience Day highlighted just how many dedicated people we have in this community

– performing all manner of valuable services. Pic – Ken Bell

Left: Runners from all round the world visited Falls Creek and the Bogong High Plains to take on the Alpine Challenge

– this lady doing the 100mile. Pic - theeventurers2@gmail.com





## The Path to Recovery is Paved With Resilience

- Grants: \$25,000 from the Adult Community & Further Education Board; \$50,000 Enabling Communities Grant; and \$90,000 FRRR
- But ... we started program before grants
- Community-led Resilience Action Group (CRAG) - 20 community members including emergency services, mental health agencies and Alpine Shire - working on a community recovery plan.





## The Path to Recovery is Paved With Resilience

Engaged in exploratory discussions with Alpine Shire's Emergency Management Coordinator on how MBNCI/KCC/CRAG can support the implementation of the Shire's Municipal Emergency Management Plan in The Upper Kiewa Valley.





# Speaker introduction

## **Dominic Sandilands**

CEO Corryong Health and Chair Towong Community Recovery Committee

Dominic Sandilands is Chief Executive Officer of Corryong Health located in the Upper Murray on the border of North East Victoria and Kosciusko National Park in New South Wales. Since the Black Summer Bushfires, Dom has been Chair of the Upper Murray Community Recovery Committee. Dom is a Fellow of the Australasian College of Health Service Managers, a Certified Health Executive; and a Graduate of the Australian Institute of Company Directors. Other qualifications include a Masters of Business Management, Bachelor of Applied Sciences (Podiatry) and certificate of Advanced Clinical Education.



# Australian Institute of Disaster Resilience

## Putting the 'community' in community recovery committee webinar

Dominic Sandilands  
CEO Corryong Health

Email: [dominic.Sandilands@corryonghealth.org.au](mailto:dominic.Sandilands@corryonghealth.org.au)

Ph. 0428 984 098



# Hierarchy of Problems

## 1) Purpose

Why we exist?

## 2) Power

Do we have the sufficient energy, agency and influence?

## 3) Processes

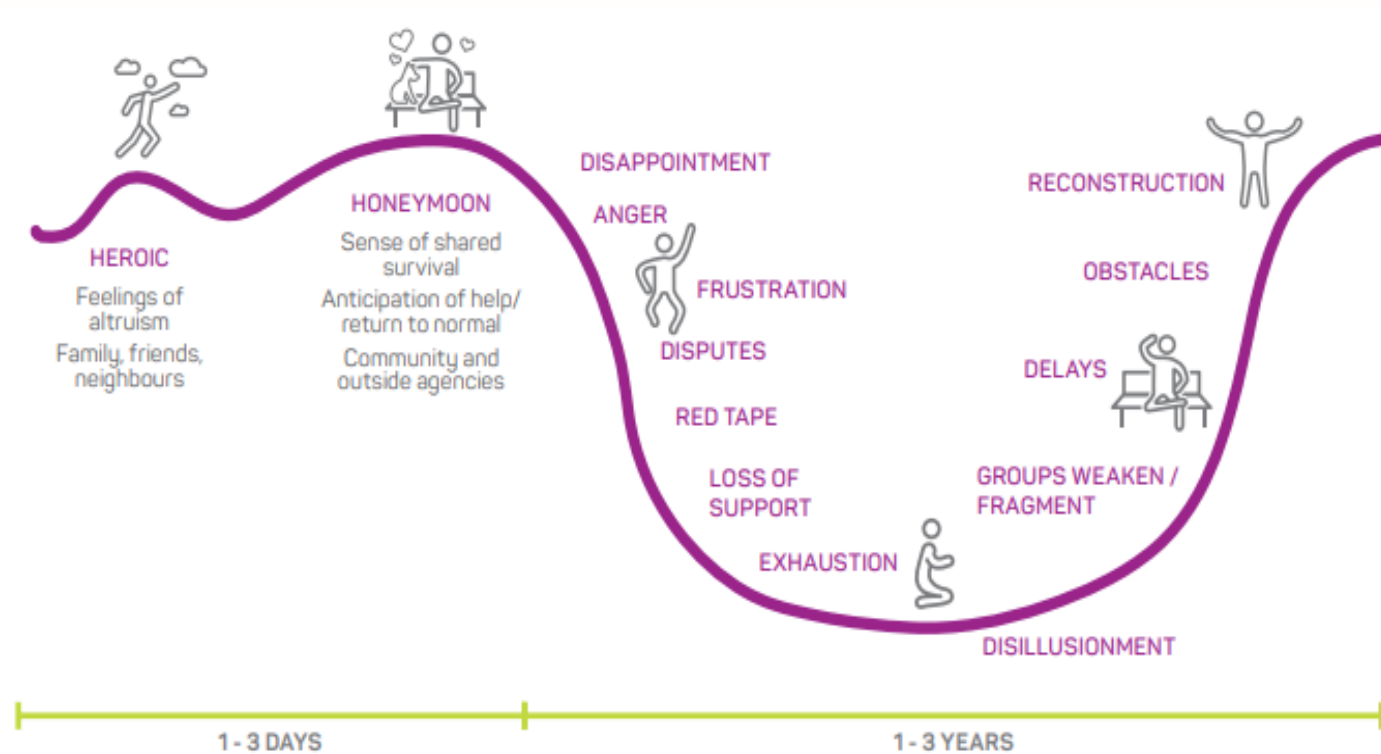
What structures and systems do we need?

## 4) Resources

Do we have the right people, money, information, facilities?



# Recovery Cycle



Australian Disaster Manual Emergency Management  
Australia. Cited in

[https://media.redcross.org.nz/media/documents/Leading\\_in\\_Disaster\\_Recovery\\_A\\_Companion\\_Through\\_the\\_Chaos.pdf](https://media.redcross.org.nz/media/documents/Leading_in_Disaster_Recovery_A_Companion_Through_the_Chaos.pdf)



# Compounding Trauma

## Bushfire Impact

- Major loss of buildings, fencing, livestock
- Influx of temporary services and funding
- Bureaucratic challenges
- Corryong Health as a microcosm of the community
  - Overwhelmed
  - No leave pass from life
  - Elevated stress

## COVID Impact

- Reduced Social and Family Connection
- Reduced Visitor access for clients
- Diverted focus
- Triggering pandemonium

## Suicide Bereavement

- Multiple within 18 months
- Grief and loss in the community and all staff impacted





# Getting Perspective: 1<sup>st</sup> and 2<sup>nd</sup> Order Change

- After the compounding trauma, why is it so hard to return to BAU?
- 1<sup>st</sup> Order: Resilience and conforming
- 2<sup>nd</sup> Order: Transformation and evolution

*(Gary Saliba, 2020)*



# Would have been good to know..

## Community Level:

- Understand the reorganisation of social networks after trauma event (Dr Rob Gordon)
- In a small rural town, you must work with and protect what you have got!
  - Understand capacity and build it when you can
  - Find ways to come together with shared purpose and push back on competition and extrinsic interests
  - Supporting supporters – giving some slack
- Picking battles carefully
- Accepting what bureaucracy is and does



# Would have been good to know..

## Organisational level:

- Valuing people
  - Rolling HR action plans
  - Cultural norm setting
  - Reward and recognition
  - Health and wellbeing (& generous EAP)
- Leadership development and divulging responsibility
- 1 percenters
- Reimagining the future and jettison concept of returning to the way things were
- Self-fulfilling prophecies...
- Transformational change doesn't happen from the side of the desk



# Would have been good to know..

## Individual Level:

### Maintaining focus on People

- Normalise reactions and recognise the heightened state of stress in me and others
- Avoiding pathologizing
- Stopping gossip and not spreading it
- Being kind and listening
- Avoiding defensiveness







# Speaker introduction

## Dr. Kate Brady

University of Melbourne and Australian Red Cross

Dr. Kate Brady has had a distinguished career over the past decade in disaster recovery operations, programming and research. After establishing and leading the Australian Red Cross Disaster Recovery program for 12 years, Kate is now a Research Fellow at the University of Melbourne and a technical adviser to Australian Red Cross and other organisations. Most of Kate's work focuses on what people find helpful and unhelpful after disasters. Throughout her career, Kate has had significant influence on State and National emergency management policy and has an international profile in collective trauma, risk and resilience and in disaster recovery program evaluations. In 2021, she became the host for ABC's podcast 'After the Disaster'.





THE UNIVERSITY OF  
MELBOURNE

# Community-led recovery

Community Recovery Committees







## Warning

This material has been reproduced and communicated to you by or on behalf of the University of Melbourne pursuant to Part VB of the *Copyright Act 1968 (the Act)*.

The material in this communication may be subject to copyright under the Act.

Any further copying or communication of this material by you may be the subject of copyright protection under the Act.


**Do not remove this notice**





# Part 1

**BLACK SUMMER 2019-20 RESEARCH**  
bnhrc.com.au







**COMMUNITY-LED RECOVERY –  
BLACK SUMMER FINAL REPORT**

**Evidence, dimensions and supports for Community  
Recovery Committees**

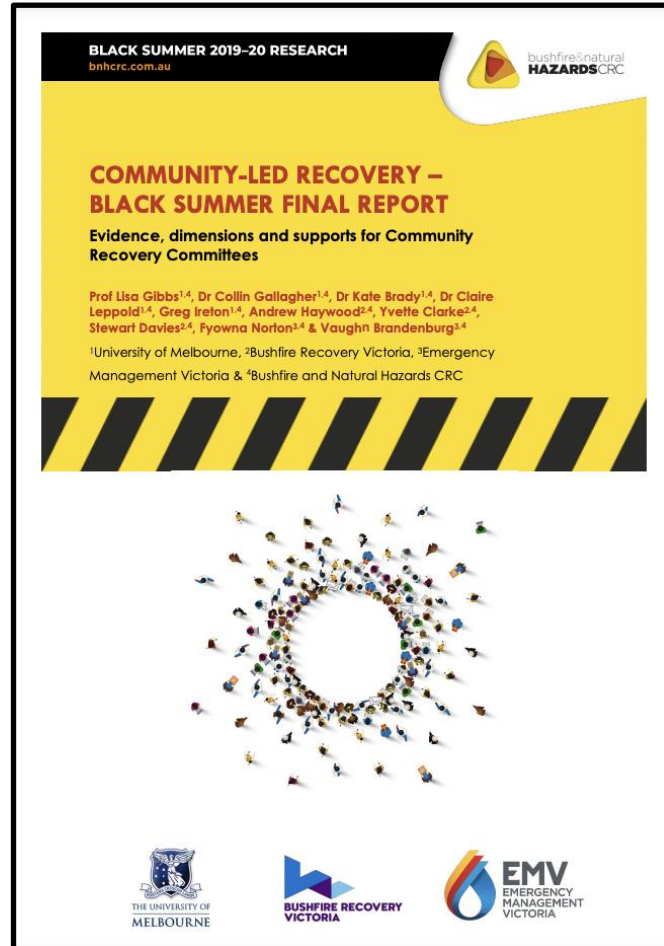
Prof Lisa Gibbs<sup>1,4</sup>, Dr Collin Gallagher<sup>1,4</sup>, Dr Kate Brady<sup>1,4</sup>, Dr Claire  
Leppold<sup>1,4</sup>, Greg Iretton<sup>1,4</sup>, Andrew Haywood<sup>2,4</sup>, Yvette Clarke<sup>2,4</sup>,  
Stewart Davies<sup>2,4</sup>, Fyowna Norton<sup>3,4</sup> & Vaughn Brandenburg<sup>3,4</sup>

<sup>1</sup>University of Melbourne, <sup>2</sup>Bushfire Recovery Victoria, <sup>3</sup>Emergency  
Management Victoria & <sup>4</sup>Bushfire and Natural Hazards CRC







Summary of research about Community Recovery Committees

Community perceptions analysis

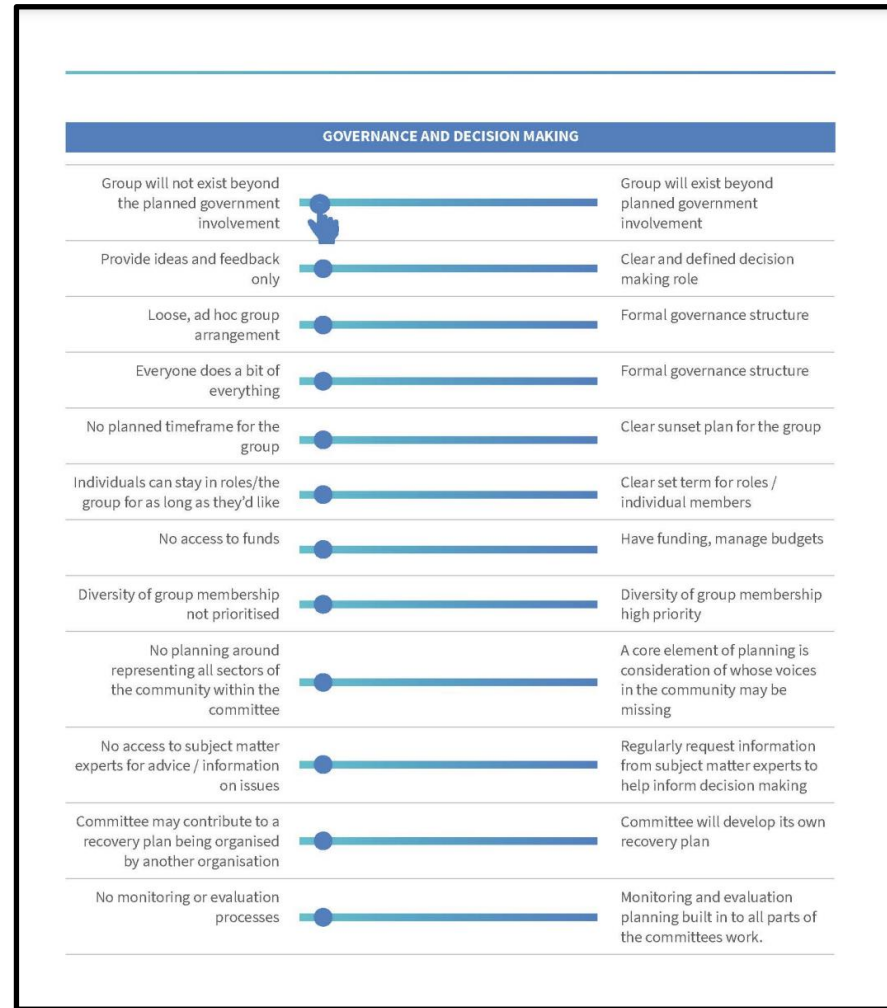
Build a self assessment tool for Community Recovery Committees





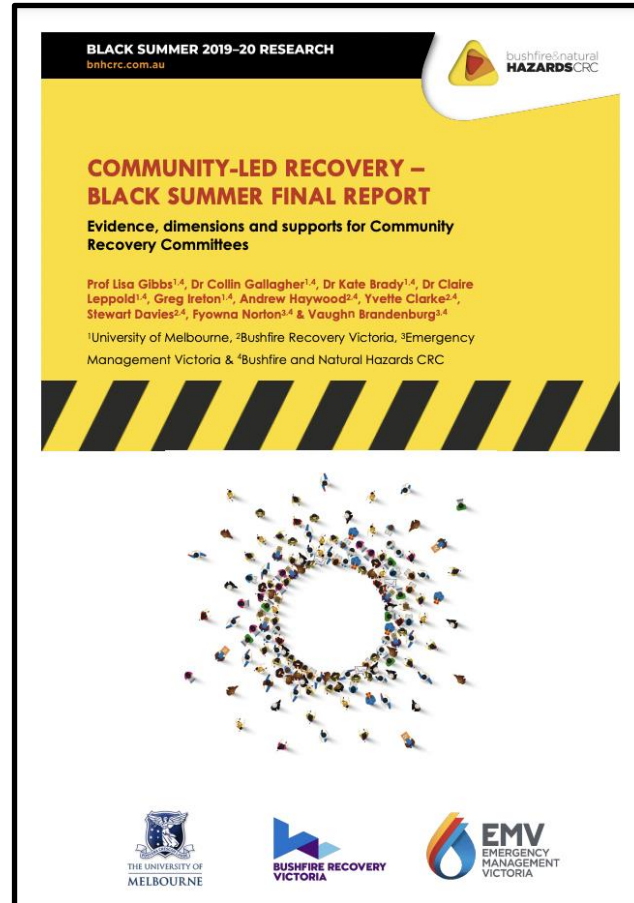
# Self Assessment Tool for Community Recovery Committees

May 2021





# Part 1



# Part 2



Natural  
Hazards  
Research  
Australia



EMV  
EMERGENCY  
MANAGEMENT  
VICTORIA





Lisa Gibbs



Kate Brady



Colin Gallagher

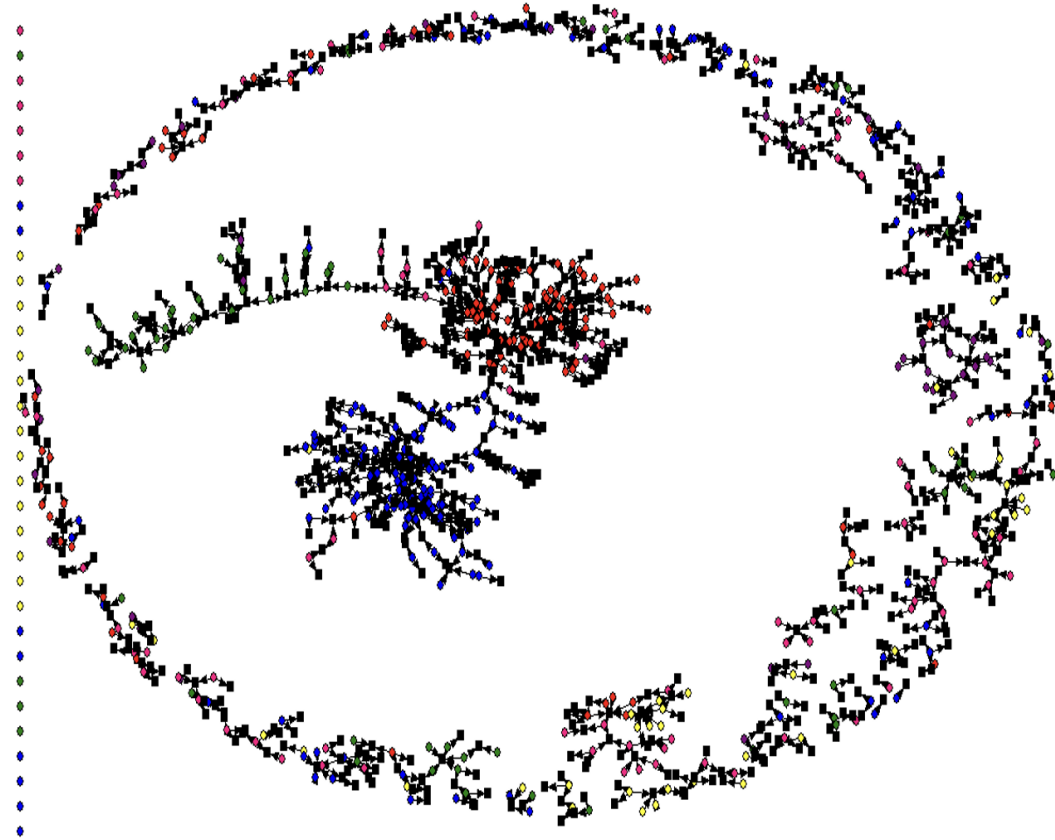


Hannah Morrice



# Self Assessment Tool for Community Recovery Committees

May 2021







---

# Self Assessment Tool for Community Recovery Committees

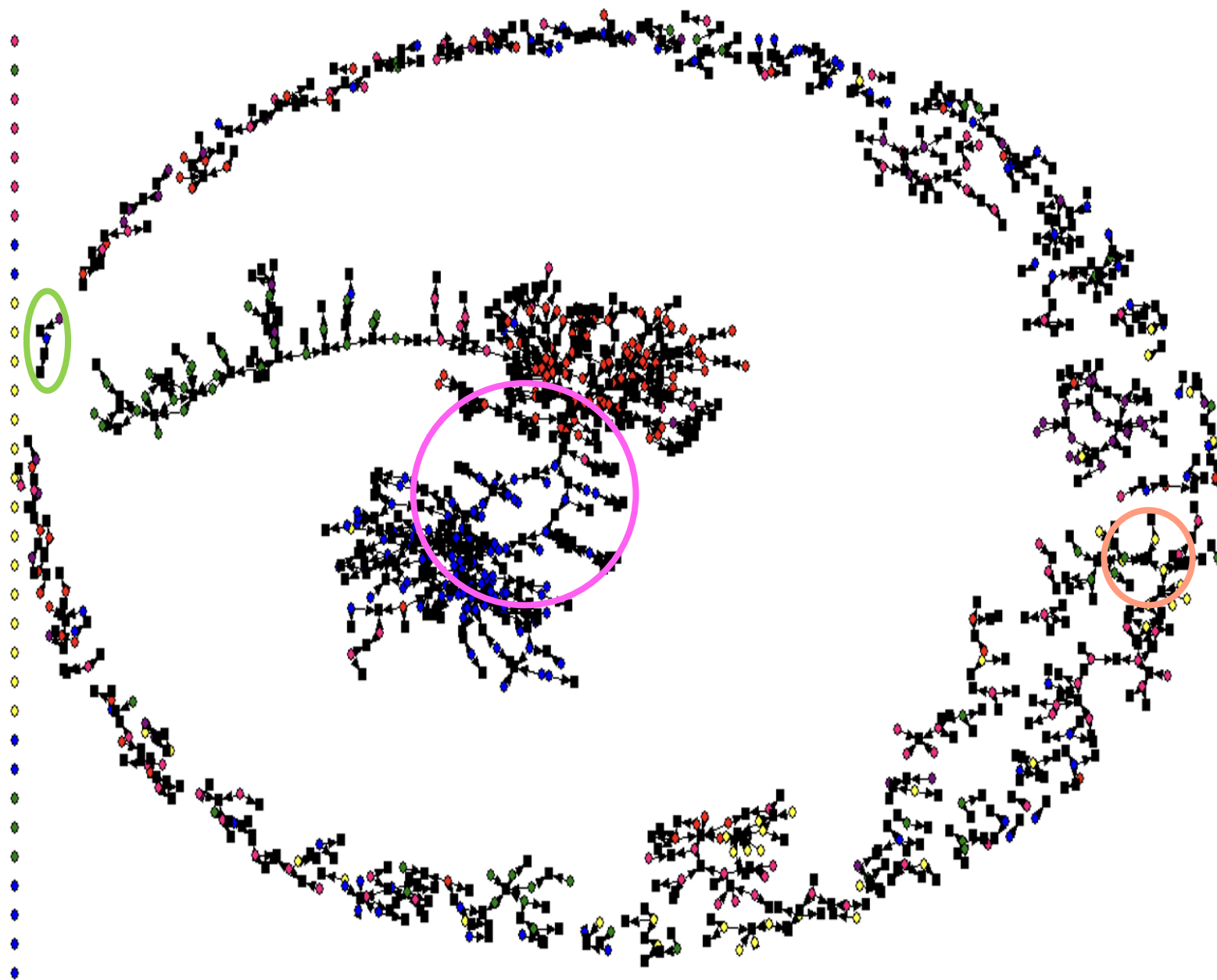
---

May 2021

What is your group trying to do?

What help do you need?

What can others expect of your group?







**We need your  
help!**

4 communities  
that would like to  
be part of this  
research



# We need your help!

4 communities that would like to be part of this research

Your ideas about what would be helpful to know

A good name for the project





THE UNIVERSITY OF  
MELBOURNE

[kate.brady@unimelb.edu.au](mailto:kate.brady@unimelb.edu.au)

[colin.gallagher@unimelb.edu.au](mailto:colin.gallagher@unimelb.edu.au)

AIDR Recovery Matters webinar series



Australian Institute for  
Disaster Resilience



# Q & A

Don't forget to enter you questions into the Q&A box.



AIDR Recovery Matters webinar series



Australian Institute for  
Disaster Resilience



# Event concludes

Thank you for attending today's webinar.



Australian Institute for  
Disaster Resilience



Recovery Matters webinar series

# Putting the 'community' in community recovery committee

📅 19 May, 2022

🕒 11am AEST

📍 [aidr.org.au/events](https://aidr.org.au/events)

## GUEST SPEAKERS

---

Malcolm Hackett OAM, Strathewen Community Renewal Association

Dr Kitty Vigo, Mt Beauty Keep Calm Committee

Dominic Sandilands, Corryong Health and Towong Community Recovery Committee

Dr Kate Brady, University of Melbourne and Australian Red Cross

