



CANBERRA REGION
JOINT ORGANISATION

Regional leadership connecting our communities

Integrated Planning & Reporting Resilience Toolkit 2024

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Looking back, moving forward through working together to support development of regional and local strategies building more resilient communities through a systematic wide approach

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Project Acknowledgement

Although funding for this product has been provided by both the Australian and NSW Governments, the material contained herein does not necessarily represent the views of either Government.



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01. ACKNOWLEDGMENT OF COUNTRY

Yumma

(hello in Ngunnawal language)

Yiradhu marang!

(good day! in Wiradjuri language)

We acknowledge Country and pay respect to the Traditional Owners and Custodians of the land and waters across South East New South Wales. We recognise and honour their ancient cultures and their spiritual, cultural, and physical connections with land, waters, and community.

For over 70,000 year this Country has been inhabited and cared for by First Nations people from various mobs and dialects. We pay our respects and gratitude for their stewardship and for sustaining this land where we live, work, and visit. Their connection and understanding of the natural and cultural landscape are seen and heard through art, song, dance, and storytelling practices.

The Resilience Blueprint worked to provide a voice for First Nations people who shared their stories, insights, and teachings in contribution of the Blueprint Project.



02. EXECUTIVE SUMMARY

Building resilience requires communities, government, agencies, community service organisations, business and industry to work in partnership and share responsibility. It requires an integrated approach that puts people at the centre of decision-making and supports the emergency management sector to better connect with communities to understand their values, priorities and strengths.

This document provides some background of where we are at in NSW and outlines possible suggestions of how we can work together to build resilience as communities and as part of inclusions in council's Integrated Planning & Reporting (IP&R) documents. It has been specifically prepared for Local Government professional corporate reporting and management teams to insert into their IP & R Framework to embed resilience as a system improvement for better disaster risk reduction maturity.

Our Canberra region has identified five intervention themes to guide the evolution of this resilience tool. These five intervention streams embody the principles of resilience in real and practical ways. It is important to realise that the actions are suggested interventions which will evolve over time.

The main areas of focus on resilience system improvements includes:

People, Community and Culture

- ➔ Health & Wellbeing
- ➔ Community Led Preparedness
- ➔ Cohesive Communities

The Economy

- ➔ Diversification and Innovation
- ➔ Enterprise Resilience
- ➔ Climate-ready economy

The Natural Environment

- ➔ Sustainable Land and Water Management
- ➔ Care for Healthy Country
- ➔ Climate Change Innovation

Built Environments and Infrastructure

- ➔ Risk -based Land use Planning
- ➔ Buildings, Facilities and Places
- ➔ Resilient and Sustainable Infrastructure

Leadership and Strategy

- ➔ Emergency Management and Recovery
- ➔ Resilient Investment
- ➔ Partnerships and Collaboration



Resilience outcomes for the planning system NSW 2021

03. INTRODUCTION

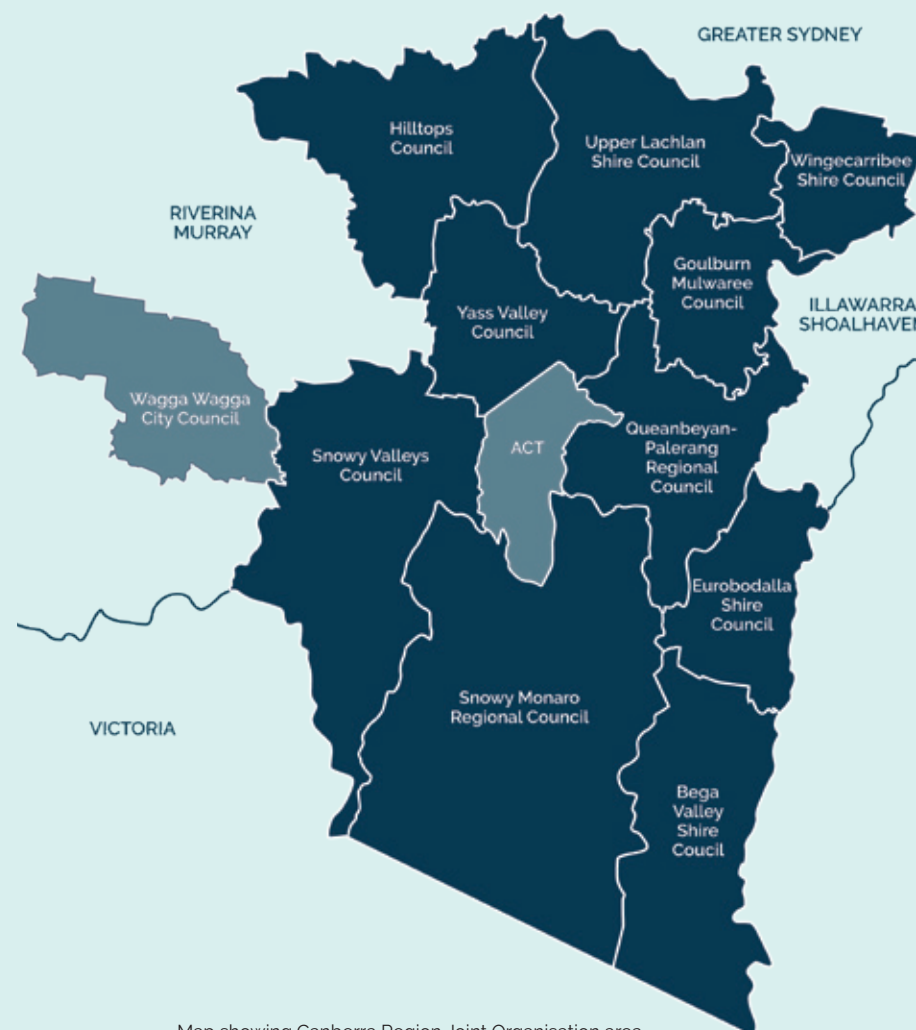
Resilience is a characteristic of a system that is striving towards sustainability, even when stresses and shocks might occur.

In 2022, the Canberra Region Joint Organisation (CRJO) endorsed the South East New South Wales Resilience Blueprint. It provided a roadmap that navigates our resilience journey. It recognises diversity of lived experiences during local disasters, the knowledge and insights of those who call the region home.

Post the development of the Resilience Blueprint, the CRJO is continuing to build capacity and is moving to deliver an approach that aims to further develop risk resilience across local government in our region. The State Government now have a mandate with the new State Disaster Mitigation Plan, which identifies opportunities and ongoing works which will be supported by the CRJO.

Use of lessons learnt in our region, supports efficiencies and effectiveness in building resilience and disaster reduction into programs and strategies across local government through the Integrated Planning and Reporting (IP&R) framework. It will create funding and investment opportunities to assist in reducing disaster risk. It could also deliver benefits beyond avoiding loss and suffering within the community. Planning for disaster risk reduction can unlock economic opportunities as well as broader social and environmental benefits, even without a hazard occurring. We are better positioned now than ever before to take a comprehensive approach to addressing the causes of disaster risk, rather than focusing on recovery.

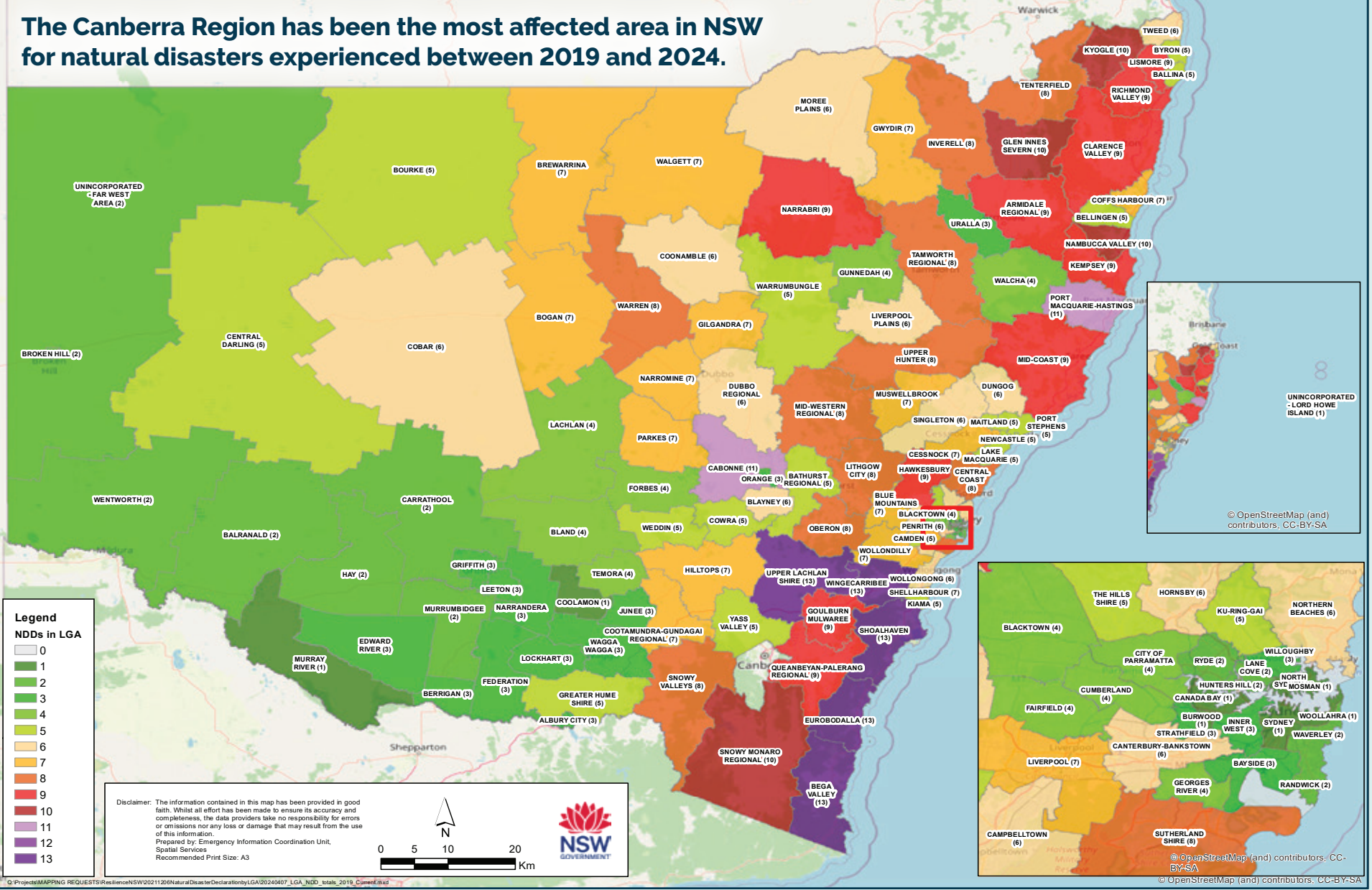
This toolkit identifies key priorities and actions which will evolve into the IP&R structures, aligning with the NSW State Resilience Strategy and State Disaster Mitigation Plan. A platform for collaboration and partnerships between the community, businesses, government agencies and non-government organisations is required. The toolkit gives some guidance on suggested statements and actions which could be incorporated into Council's Community Strategic Plan, Delivery Program or Operational Plan activities. The toolkit itself begins in section 10 on page 14. The objective is to assist in improving capacity for Councils to deliver strategic disaster risk reduction outcomes for their communities by incorporating the actions.



Map showing Canberra Region Joint Organisation area

Total of Natural Disaster Declarations by LGA: 1 July 2019 - Current as at 7 April 2024

The Canberra Region has been the most affected area in NSW for natural disasters experienced between 2019 and 2024.



Source: NSW Reconstruction Authority

04. SUGGESTED RESILIENCE FOCUS AREAS FOR THE REGION

Disaster risk reduction is a shared responsibility. A collaborative and inclusive approach with our communities, businesses and all levels of government is key to success. Everyone has a role to play, and councils are well placed to facilitate and advocate for change being the closest level of government to the community. Councils are also key stakeholders through their obligations in emergency management, control of some critical infrastructure and essential services, as a regulatory authority for the protection of our environment, and as a planning authority for land use planning.

The suggested focus areas for Councils are based on the Blueprint Model and actions which have arisen through the document. These have been identified in the DRRF Opportunities Report for resilience maturity and are inline with the NSW State Disaster Mitigation Plan 2024.



PEOPLE, COMMUNITY & CULTURE

This area relates to councils role in addressing disaster risk reduction with and through the community it serves, creating resilience. Support for vulnerable people, mental health awareness and training for first responders and staff.



THE ECONOMY

Planning for industry and workforce transition, primary industry policy (drought, biosecurity risk, agricultural transition), new industry opportunities, natural resource use and allocation (water, biodiversity, minerals) and liability risk from climate change. The need to proactively plan for business continuity and disaster disruption.



THE NATURAL ENVIRONMENT

This area relates to the reduction of risks from disasters on the natural environment. Based on the belief that reducing the risk of disaster on the natural environment would increase resilience in the community. However, it is important to note that natural processes that could be considered hazards to humans may be important for both regeneration and rejuvenation of the environment.



THE 'BUILT' ENVIRONMENT & INFRASTRUCTURE

Councils are responsible for assets, including critical infrastructure and landuse planning. Sometimes they also have input to healthcare, aged care and childcare services. Resilience must be considered and incorporated into planning and development processes for landuse, risk mapping and exploration of new early warning technology. Updated asset management plans with Build Back Better incorporated as the approach to replacement of assets.



LEADERSHIP & STRATEGY

This relates to considerations in organisational culture, governance structure, leadership models, evidence-based decision making, risk management frameworks, partnerships and collaborations, strategy alignment/resourcing models.

Systemic Disaster Risk and an All-Hazards Approach

Hazard-by-hazard risk reduction approaches to disaster risk reduction are being challenged in a world of more frequent and compounding hazards. An all-hazards approach is promoted, as defined in the United Nations Global Assessment Report (2019):

"Systemic risks emerge from the interactions of climate change and natural hazards, with the complex, interdependent and interconnected networks of social, technical, environmental, and economic systems. These risks are not necessarily obvious using traditional hazard-by-hazard risk assessments and revealing them requires an understanding of the degree of magnitude of failure across these systems that could suddenly or gradually exceed society's capacity to cope."

05. A RESILIENCE BASED APPROACH

Regardless of the local governments best efforts, natural disasters and emergencies are inevitable. Major events, disruptions, emergencies and disasters will happen and when they do we will have no choice but to confront them. Part of the resilience-based approach is accepting that despite the sector's best efforts, we will be challenged and faced with loss.

“ Disaster risk results from the combination of the hazard, and the exposure and vulnerability of people and assets to that hazard.

There is often little we can do about the hazard itself. Disaster risk can be reduced by limiting the exposure of people, homes and infrastructure to hazards, or increasing their resilience, making them less vulnerable to disaster impacts. ”

— NSW Reconstruction Authority. (2024).
State Disaster Mitigation Plan 2024 – 2026

Key concepts that relate to systemic disaster risk are:

Systemic vulnerability – a key aspect in assessing the risk. There are four interconnected patterns of systemic vulnerability (Australian Government, Department of Home Affairs, National Resilience Taskforce, 2018):

- ➔ Placement of communities, infrastructure, and assets
- ➔ Access and supply of essential information, goods, and services
- ➔ Risk assessment, ownership, and transfer
- ➔ Governance and organised decision-making

System thinking – a holistic approach that focuses on the way that a system's parts interrelate. When using systems thinking and involving all stakeholders to get an understanding of the dynamic, complex moving parts that make up a resilient society, the best intervention points for action can be selected (Australian Institute for Disaster Resilience, 2021).

Adaptive pathways – an analytical approach that can help decision makers identify, explore and sequence possible adaptation decisions and actions over time (CSIRO, 2019). Tools such as the Resilience Adaptation Pathways and Transformation Approach (RAPTA) can be used to do this. It was developed to design, implement and evaluate interventions within highly uncertain and rapidly changing scenarios.

Embedding resilience thinking into IP&R recognises and embraces the importance of planning for resilience, not just planning for disaster. This tool accepts the possibility that a wide range of disruptive events may occur which are not necessarily predictable. Therefore, the focus is on identifying community resilience characteristics that will strengthen the performance of disaster management through an integrated sector wide approach to build safer and more resilient communities.

Opportunities for increasing long-term resilience by embedding into planning documents such as the LEP, DCP's and integrating funding will continue to improve our ability to mitigate, adapt, prepare, respond and recover from natural disasters.



06. NSW STATE DISASTER MITIGATION PLAN 2024

This inaugural State Disaster Mitigation Plan (SDMP) sets out the NSW Government's strategy to reduce the impact and cost of natural hazards on people, homes, livelihoods, infrastructure, and communities. It also sets out a plan of short and medium term actions required to address current challenges and strengthen State level policy and programs. Implementing these actions will support and guide the development of place-based Disaster Adaptation Plans (DAPs).

The SDMP presents priorities and a list of actions for the next two years. Their priority areas to reduce exposure and vulnerability to natural hazards are presented in the figure to the right.

The SDMP will be supported by localised, place-based and community-centric Disaster Adaptation Plans (DAPs), which will outline projects, strategies or actions at a local level. It is anticipated that DAPs are to be prepared by the Reconstruction Authority, councils, Aboriginal landowners and other organisations. Guidance on DAPs is expected mid-2024 and will draw from the risk reduction priorities and toolkit presented in the SDMP to identify a set of priorities that work to reduce risk at a local or regional level. It is anticipated that this will be directly relevant to the priorities and actions outlined in this framework for councils. Councils will be kept informed to ensure that the guidance can be translated into relevant sections of the IP&R framework.



Source: NSW State Disaster Mitigation Plan's priorities for 2024 – 2026

07. NSW EMERGENCY MANAGEMENT FRAMEWORK

The NSW emergency management framework sits under the State Emergency and Rescue Management Act 1989 (SERM Act). This Act provides the legislative basis for the coordination of emergency prevention, preparedness, response and recovery operations for any emergency in NSW. Together with the state-wide and local Emergency Management Plans (EMPLANs), it sets out roles and responsibilities of agencies during emergencies, and governance and coordination arrangements.

The key principles of emergency management in NSW are:

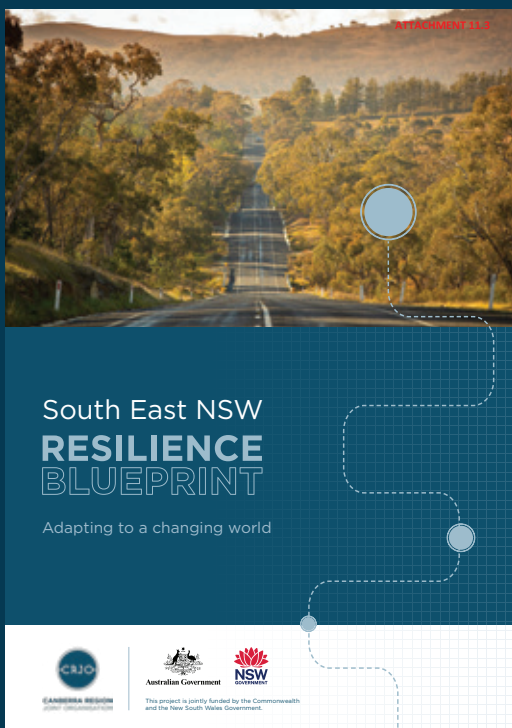
- ➔ Prevention
- ➔ Preparation
- ➔ Response and
- ➔ Recovery

Continuous improvement, coordination and information sharing for all hazards is essential for enabling communities to be more resilient and independent in the event of emergencies.



08. SE NSW RESILIENCE BLUEPRINT

The Blueprint was developed in 2022, as a response to the region's changing natural risk landscape, especially the risks from a changing climate and the resulting challenges. These are such things as worsening persistent drought, record breaking high temperatures, widespread severe bushfires, damaging storms and floods. Pandemic risks also complicated the challenges at the time.



The Blueprint considers resilience through the lens of five 'environments':



People, Community & Culture



The Economy



The Natural Environment



The 'Built' Environment & Infrastructure



Leadership & Strategy

The resilience themes were derived directly from stakeholder participation to inform the Resilience Blueprint. Over 2000 stakeholders were involved across South East NSW.

The Blueprint provides a framework that identifies opportunities to achieve the general objective of greater resilience, to help individual communities exposed to hazards, to put plans in place to adapt, transform and recover from the hazard in a timely and efficient manner.

Climate modelling performed by Risk Frontiers as part of the formulation of the Resilience Blueprint has focused on the specific climate projections for each LGA within South East NSW and for the region as a whole.

Overall, the region is expected to become drier and hotter, with increased incidence of drought. In alpine areas, reduced snow quality and length of season is also projected. Hazards like bushfire and heatwave will become more frequent and intense under these conditions. When it rains, it may be concentrated, leading to flash flooding.

Cascading impacts will relate to water security and availability, the impacts of extreme heat on people, the natural environment, built environment and infrastructure. Storm damage, already a major cause of property damage and economic loss in NSW, will increase.

09. IP&R FRAMEWORK

Councils in NSW have the Integrated Planning and Reporting (IP&R) Framework to guide their planning and reporting activities. Strategic priorities are developed through the IP&R Framework. The requirements for IP&R are set out in the Local Government Act 1993, and the Local Government (General) Regulation 2021.

The IP&R framework allows NSW councils to draw their various plans together, to understand how they interact and inform each another, and to get the maximum benefit from their efforts by planning holistically for the future.

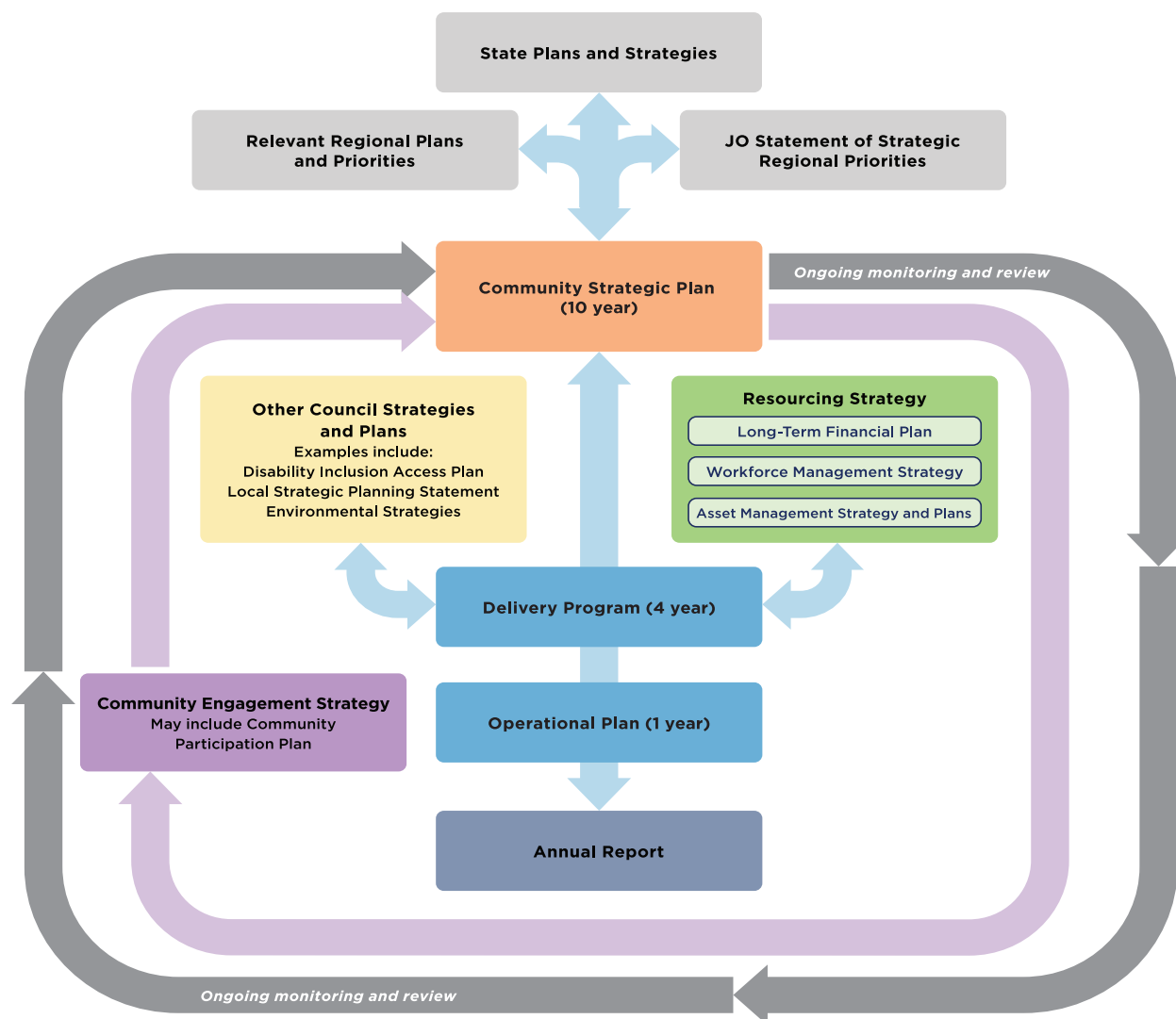
The framework address the way that councils provide leadership, plan for the future and make decisions about services and resources. Each document within the IP&R framework should support the achievement of other elements across the various plans to interact and inform each other.

There should be a direct link from the Community Strategic Plan to the Delivery Program and Operational Plan, this must be informed and supported by the financial, asset and workforce planning undertaken by council as part of the Resourcing Strategy.

The main components of the framework are:

- ➔ Community Engagement
- ➔ Community Strategic Plan
- ➔ Resourcing Strategy
- ➔ Delivery Program
- ➔ Operational Plan
- ➔ Reporting

All councils in NSW are required to work within the IP&R framework (shown below).





The Community Strategic Plan

The Community Strategic Plan (CSP) is the overarching, highest level of strategic planning undertaken by a council. It has a minimum ten-year timeframe and represents the vision of the community and all other plans must support achievement of the Community Strategic Plan objectives.

The CSP is prepared by the council on behalf of the local government area, including allocation of who is responsible for delivering each strategy. Its development is informed through community and stakeholder engagement which considers key issues and challenges for the LGA.

The document will identify the main priorities and aspirations for the future of the local government area, addressing a broad range of issues relevant to the whole community. The CSP demonstrates that it is a long-term plan or vision of the community, not simply the aspirations of the councillors.

The IP&R documents must consider social, environmental, economic, and civic leadership issues in relation to Council's operations (Quadruple Bottom Line) and takes into account regional plans and priorities.

The council must review the Community Strategic Plan before 30 June in the year following an ordinary election of council. The council may endorse the existing plan, or develop and endorse a new Community Strategic Plan, as appropriate, to ensure that the area has a Community Strategic Plan covering at least the next 10 years.

Delivery Program

The Delivery Program (DP) is the elected council's commitment to its community about what it will deliver during its term towards the achievement of the CSP objectives.

At Delivery Program level, the main focus should be on outcomes. In this regard it is important to spell out exactly what the council hopes to achieve by implementing the Delivery Program.

- ➔ What are the anticipated results?
- ➔ What change do we want to see?
- ➔ How will we know we've arrived at our goal?

It identifies the principal activities to be undertaken by the council during its term of office to perform its functions (identifies how these are prioritised and how their implementation will be measured and evaluated). It is the single point of reference for all activities undertaken by the council during its term of office, allocating high level responsibilities

All of council's plans, projects, activities and funding allocations **MUST** be directly linked to the DP, with financial estimates for the DP term included.

The DP's preparation allows the council to determine what is achievable during its term, what the priorities are, and how its programs will be scheduled.

Operational Plan

The Operational Plan (OP) shows the detailed individual projects and activities a council will undertake in a specific year. It includes the council's annual budget and Statement of Revenue Policy, (which includes the rates, fees and charges to be levied by council, and now more detailed information required).

The OP spells out the individual projects and actions to be undertaken in a specific year to achieve the commitments of the DP.

The OP must allocate responsibilities for each project, program or action.

The OP includes a detailed annual budget for the actions and programs being undertaken that year, and a Statement of Revenue Policy (which includes the rates, fees and charges to be levied by council, and now more detailed information required).

It must also specify the service reviews to be undertaken in that year. The OP must include suitable measures to determine the effectiveness of projects, programs and actions undertaken by the council.

Resourcing Strategy

The Resourcing Strategy demonstrates how work in the Delivery Program and Operational Plan will be resourced. Council's role in emergency management is an invaluable part of council's resource planning and is considered best practice. It is recommended that councils consider emergency and recovery planning and their role in preparing their communities for emergencies as part of their IP&R process.

Local government is involved at a significant level, from the front line of the fire activity through to management and administration roles. The Council's workforce will need to be able to adjust to ensure services continue to be delivered effectively in situations where staff may be unexpectedly absent or separated (for example during an emergency event or pandemic situations such as COVID). Some examples of these adjustments are things like offset working hours and the upskilling of staff to ensure they have the ability to work across multiple locations and work types as required.

As a critical partner in emergency management, local councils have a clear role under the SERM Act and the State's Emergency Management Plan (EMPLAN) to lead emergency management arrangements at the local level. The principle of the emergency management arrangements in NSW is that local communities have a greater insight into their needs and resources.

Accordingly, the EMPLAN devolves control and co-ordination of emergency operations and the responsibility for preparedness, response and recovery to the lowest possible level, with structures in place for greater support at the regional and state level where local capacity is overwhelmed.

Councils provide leadership in delivering and supporting measures that strengthen local community preparedness and resilience. Through activities that build local capability, Councils are pivotal in creating communities that have adaptation capacity and are well prepared for any emergency or severe weather event.

Building Resilience into the IP&R Framework

Building resilience into IP&R needs to start with the CSP. The resilience statement within the CSP is typically a more general and higher-level aspiration, depending on the Council commitment level. The CSP should preferably include statements that specifically relate to the building of resilience.

How a Council integrates this statement may depend on the layout and framing of their commitment levels and community input from the CSP document.

For instance, the CSP statement may be that: *"Council recognises the critical importance of infrastructure in keeping our community safe and connected during natural disasters"*.

The Delivery Program can pick this up by requiring that *"A review of the Asset Management and Infrastructure replacement program be updated with resilience and build back better principles"*.

It could also support advocating to the NSW and Australian governments to improve the resilience and adequacy of power supply, telecommunications, highways and emergency management NSW facilities used by the NSW Rural Fire Service and NSW State Emergency Service, including emergency operation centres and evacuation centres.

The Operational Plan will break down actions for the year to implement this priority. Such as: *"Develop a Critical Infrastructure Plan (CIRP) to improve the resilience of infrastructure (local roads and bridges, water supply and sewerage systems, major stormwater and flood mitigation infrastructure, waste facilities, offices, depots and evacuation centres"*.

10. HOW TO READ THIS TOOLKIT

This tool combines statements and actions which may be inserted into Council's Community Strategic Plan, Delivery Program or Operational Plan activities. Together they show how your Council may contribute actions to delivering on the community's vision and goals outlined by the community at engagement events and surveys. There should be a clear link between the goals in the Community Strategic Plan to the activities in the Delivery Program and Operational Plan.

This tool is divided into the five Blueprint resilience system environments:



THEME 1

People, Community & Culture



THEME 2

The Economy



THEME 3

The Natural Environment



THEME 4

The 'Built' Environment & Infrastructure

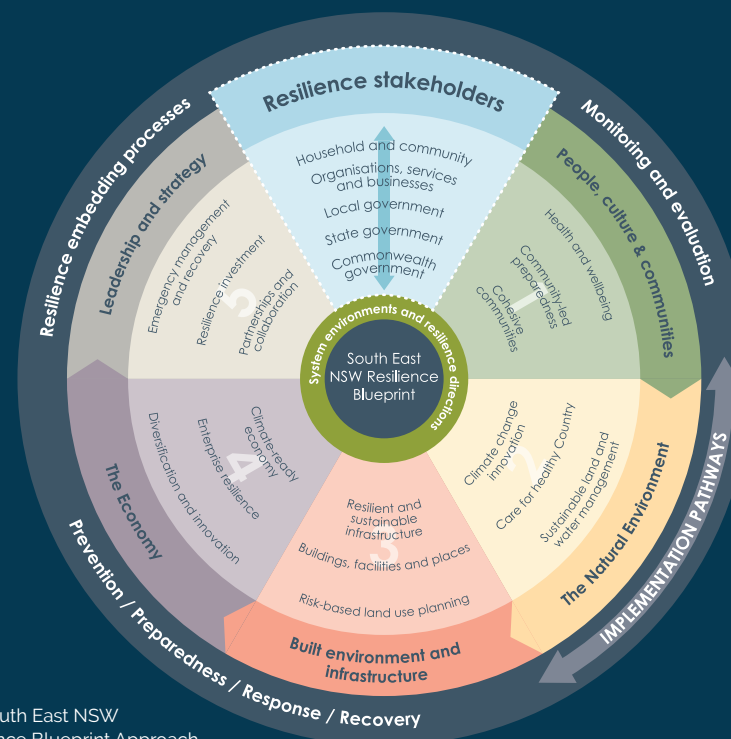


THEME 5

Leadership & Strategy

The five resilience system environments reflect different realms of resilience. This approach allows us to contemplate the resilience priorities relating to different system environments, which can help to 'break down' the exact contributions to resilience-building efforts that are required, and who might best lead them.

The interconnections between system environment are significant, they cannot be siloed or considered in isolation of other system environments. These system environments link local and regional resilience priorities with state, national and international directions for resilience, disaster risk reduction and sustainable development. This includes pillars identified by the NSW Climate Change Adaptation Strategy and the National Framework for Disaster Risk Reduction.

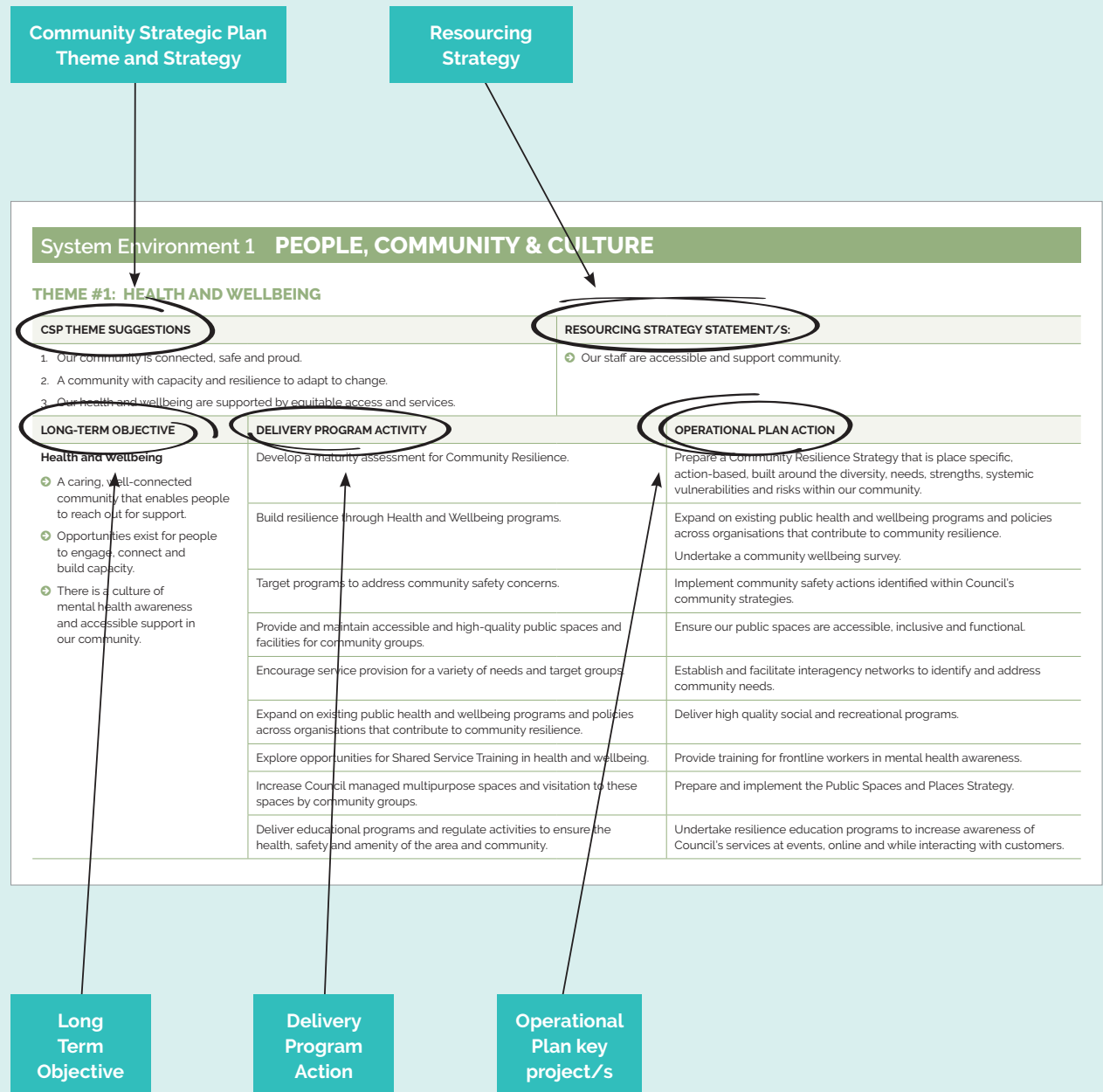


The South East NSW Resilience Blueprint Approach

11. RESILIENCE THEMES



Resilience thinking, this icon can be used to identify resilience actions within your IP&R documents and incorporated into the RCSP. Bega has developed this icon within their IP&R framework.





Choose your Commitment Level, Program Strategies and Actions

While reviewing your current CSP, DP and OP, consider programs and activities with community resilience outcomes in mind and reflect these outcomes in current activities where possible. Insert statements and actions into future IP&R suite of plans. The tables provide examples only, these are suggestions and not an exhaustive list.

The actions should use a combination of:

- ➔ Direct Action
- ➔ Supportive Action
- ➔ Advocacy

Council should also decide on its level of Commitment. The concept of commitment level was developed by Hunter JO and included for disaster resilience in their Resilience Integrated Planning & Reporting (IP&R) Support Package (December 2023).

The three commitment levels are: **LEADING**, **MOTIVATED** and **COMMITTED**.

COMMITMENT LEVEL	TYPICAL NARRATIVE
<p>LEADING:</p> <p>Thoughtful Leaders Influencers Change Agents</p>	<p>Wording for a "Leading" Commitment level</p> <ul style="list-style-type: none"> ➔ Our Council is a role model in disaster risk reduction, creating resilience and sustainability. ➔ We take leadership and drive best practice in disaster risk reduction. ➔ Disaster risk reduction is embedded in all our decisions and actions.
<p>MOTIVATED:</p> <p>Best Practice Early Adopters Collaborators Active Change</p>	<p>Wording for a "Motivated" Commitment level</p> <ul style="list-style-type: none"> ➔ We focus on disaster risk reduction for a resilient and sustainable community. ➔ We adopt best practice in disaster risk reduction ➔ Disaster risk reduction factors are understood and actioned.
<p>COMMITTED:</p> <p>Opportunistic participants Supporters Complying</p>	<p>Wording for a "Committed" Commitment level</p> <ul style="list-style-type: none"> ➔ We strive to reduce disaster risks and to be a resilient and sustainable Council. ➔ We are committed to reducing the risk of disasters in our community. ➔ Disaster risk reduction factors are understood, and action prioritised.



1. PEOPLE, COMMUNITY & CULTURE

Community is an inclusive term that relates to our social commonalities. It focuses on how people live, connect, and support themselves and each other.

Theme 1 – Health and wellbeing

Maintaining and enhancing physical and mental health and wellbeing are a cornerstone of the Resilience Blueprint. More than any other aspect, good health and wellbeing is the number one aspiration of communities across South East NSW.

Support to help individuals and communities to deal with extremes and stress requires a long-term and enduring approach, it is not just an issue in times of recovery. It must be a continuous focus, and resourced and funded appropriately. Our people are our greatest asset and they require investment.

Theme 2 – Community led preparedness

Communities are empowered and have agency in relation to those elements which are within their realm of control and influence. Some things we cannot control or influence, and some we can. Where we can, we act.

People and communities self-educate, and are provided with the information and intelligence to do so, to develop plans and inform decision making. This is done proactively, because waiting until an event is imminent is too late. This approach means that as a community, we are never complacent.

People and communities can learn and seek mentorship on First Nations' traditional and modern practices and teachings on caring for Country.

Theme 3 – Cohesive communities

Social connections vastly increase our levels of resilience. This goes beyond our own participation as a citizen in our community, but is also about ensuring our communities are inclusive and diverse. It also includes having an awareness of the needs of those who may be more vulnerable, this may be due to illness, age or physical or social isolation.

This does not necessarily mean that we do things for others, but rather that we help them to realise their own abilities and realms of control and influence.

These characteristics and approaches strengthen our social fabric, and they are celebrated.

12. SYSTEM ENVIRONMENTS



2. THE ECONOMY



The economy refers to the community's state relative to employment, industry, gross regional product, and output. Also included are essential influences on the local economy, such as housing.

Economic resilience is a crucial element with strong inter-relationships and inter-dependencies across multiple system environments. The function of local and regional economies underpins our social resilience. Economic resilience can unlock opportunities and provide a form of stability during change and uncertainty.

During times of recovery, efficient grant management is required, making it easier for businesses to navigate and seek support and ensuring appropriate use of funds.

Theme 1 – Diversification and innovation

From a governance perspective, economic resilience is related to welfare impacts based on the ability for the economy to cope and recover and can be influenced by policies aimed at prevention and mitigation (World Bank, 2014 and OECD, 2017). Economic growth is a widely-held aspiration that underpins liveability, and can be impacted significantly by shocks and stresses.

Local and regional economic diversification and a focus on innovation is a key opportunity to strengthen performance, and mitigate against volatility.

Theme 2 – Enterprise resilience

The COVID-19 global pandemic saw widespread shifts to adapt to rapidly changing circumstances. Some enterprises were able to pivot and some even prospered whilst others did not. Enterprise risk management and continuity planning is critical to any business operation. Business will be interrupted. Having a plan can provide control over decision-making.

From a community and governance perspective, the health of local businesses is a priority, supporting our access to goods and services to meet needs and to ensure whole-of-community opportunities to thrive in the longer term. Access to employment and income are crucial during times of shock and stress.

Theme 3 – Climate-ready economy

Climate-ready economies are those which understand their risks, take steps to avoid or minimise the impacts of those risks and take advantage of emerging market opportunities and innovations. Whilst changes in practices will be required as Australia navigates toward net zero emissions, there are many benefits that coincide with new emerging markets and increased investment.



3. THE NATURAL ENVIRONMENT



Environment considers both the local natural and the broader global environment, including resource use and climate change issues.

Theme 1 – Sustainable land and water management

How we manage land, water and waterways in a sustainable manner contributes enormously to the natural processes and functions of the landscape which supports agricultural production as well as the ecosystems and biodiversity upon which life depends.

Innovative approaches to sustainably maximise land use productivity are deployed, having regard to broader landscape needs and vulnerabilities. There is a natural connection between healthy Country and its protection in its own right, and our ability to produce food to sustain communities as part of a stable economy.

Theme 2 – Care for healthy country

The protection of natural systems ensures the intrinsic values of Country are respected and understood. All parts of the system are connected and interdependent. First Nations people must have a greater place in decisions and data collection regarding country and contemporary environmental challenges.

Restoring the health of country is an enduring pursuit.

Theme 3 – Climate change and innovation

Across the region there is a strong awareness of climate change and its impact on the environment, natural systems, functions and processes. Innovation that is focused on the enhancing the health of environmental values can be achieved through combinations of Indigenous knowledge and western science.

4. BUILT ENVIRONMENT AND INFRASTRUCTURE



Infrastructure refers to the built environment such as water, sewer, waste, community facilities, roads, bridges, footpaths, sports and recreation facilities and other buildings that enable the operation of our communities and support liveability, participation and movement in our region.

Our built environment (dwellings, towns and centres) and infrastructure networks form part of the foundation of our resilience. Whilst they can offer refuge and provide services upon which we rely, we must be aware that they too can experience disruption and failure. This can present a complicating factor because of the degree to which today's society relies upon infrastructure and technology which is amplified during emergencies. Planning for built environment and infrastructure resilience in a changing climate is key.

Theme 1 – Risk-based land use planning

The 2015 Productivity Commission into Natural Disaster Funding Arrangements states that 'land use planning is perhaps the most potent policy lever for influencing the level of future disaster risk'. The Planning Institute of Australia notes the benefits of a focus on disaster resilience in land use planning, including anticipating risks before they happen and developing the built form to address those risks, minimising risks to people and social and economic functions, and translating learnings from recovery to improve settlement durability (AIDR, 2020). Adopting risk-based approaches across the spectrum of land use planning practices and processes will help arrest existing risk exposure and work to avoid unacceptable risk outcomes. Factoring in climate projections and how we adapt into the future lies at the core and approaches span the policy, strategic and development assessment spectrums.

Theme 2 – Buildings, facilities and places

The resilience of places where we live and work and their ability to stand up to different weather events and impacts is critical. How we deal with extreme heat now and into the future is a challenge, but one with many opportunities which also enhance liveability.

Equipping public buildings, facilities and places to adapt to diverse conditions will enable their function across a broad set of circumstances. Likewise, equipping our homes and properties to adapt to different circumstances and needs is also important. This may involve retrofitting and maintaining existing homes, how we design new homes to be sustainable and resilient, and how we maintain them and the surrounding property, can greatly aid their ability to withstand.

Theme 3 – Resilient and sustainable infrastructure

Infrastructure assets and networks provide the platform for much of our human interaction, whether it be physical connectivity via roads, air, sea or rail, or telecommunications and digital connectivity or the operation of essential services like water supply and sewerage, the reliability and resilience of infrastructure assets and networks is pivotal.

This is reflected by the State Infrastructure Strategy and the need to embed reliability and resilience as one of 9 key objectives. This extends to whole-of-lifecycle considerations including asset management and continuity planning.

5. LEADERSHIP AND STRATEGY



Civic leadership refers to a state where a community is improved through organisational and community leadership that meets and addresses the challenges and opportunities prevalent within the region.

Now more than ever, a strength of leadership that is underpinned by strategic direction is necessary.

Theme 1 – Emergency management and recovery

Climate-related risks are testing our emergency management and recovery systems and processes. Our resources are being stretched and the management of these resources requires re-focus to deal with tomorrow's challenges.

We also know the duration of recovery processes is long, if ever in some cases. A greater understanding of communities in trauma is needed. Recovery support is required for longer, and requires coordination and collaboration in a manner that respects and integrates locally-led solutions.

Theme 2 – Resilience investment

Deloitte Access Economics (2022) models the total economic costs of disasters in NSW from 2020-2060 to be between \$320-\$391 billion, depending on emissions scenarios. Even in a low emissions scenario, which we are not on track to achieve, this is a cost to NSW that is unsustainable.

Supplementing our emergency services capabilities and equipment to respond is one option, but this does not deal with the root causes of our disaster risks. We also need to focus on knowing and understanding our risks and doing something about them whilst we can, before circumstances and conditions overtake that ability.

How we grow resilience to climate-driven disaster risk is not only one of the defining challenges of our time, but one of our greatest opportunities.

Theme 3 – Partnerships and collaboration

We have a need to work better, together. One of the most widely acknowledged opportunities for growing resilience, recognised across South East NSW by residents, businesses, community groups, service agencies and organisations as well as government representatives, is the need for improved:

- ↻ connection
- ↻ collaboration
- ↻ coordination

These things are not necessarily easy or time efficient, but they are valuable and absolutely necessary. Agencies and Councils need to engage with the community and stakeholders to improve community understanding of "What to do in the event of an emergency" and arrangements to promote disaster resilience.

13. IP&R – INTEGRATED RESILIENCE PLANNING TOOLKIT

System Environment 1 PEOPLE, COMMUNITY & CULTURE



THEME #1: HEALTH AND WELLBEING

CSP THEME SUGGESTIONS		RESOURCING STRATEGY STATEMENT/S:
<ol style="list-style-type: none"> 1. Our community is connected, safe and proud. 2. A community with capacity and resilience to adapt to change. 3. Our health and wellbeing are supported by equitable access and services. 		<ul style="list-style-type: none"> ➔ Our staff are accessible and support community.
LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
Health and Wellbeing <ul style="list-style-type: none"> ➔ A caring, well-connected community that enables people to reach out for support. ➔ Opportunities exist for people to engage, connect and build capacity. ➔ There is a culture of mental health awareness and accessible support in our community. 	Develop a maturity assessment for Community Resilience.	Prepare a Community Resilience Strategy that is place specific, action-based, built around the diversity, needs, strengths, systemic vulnerabilities and risks within our community.
	Build resilience through Health and Wellbeing programs.	Expand on existing public health and wellbeing programs and policies across organisations that contribute to community resilience. Undertake a community wellbeing survey.
	Target programs to address community safety concerns.	Implement community safety actions identified within Council's community strategies.
	Provide and maintain accessible and high-quality public spaces and facilities for community groups.	Ensure our public spaces are accessible, inclusive and functional.
	Encourage service provision for a variety of needs and target groups.	Establish and facilitate interagency networks to identify and address community needs.
	Expand on existing public health and wellbeing programs and policies across organisations that contribute to community resilience.	Deliver high quality social and recreational programs.
	Explore opportunities for Shared Service Training in health and wellbeing.	Provide training for frontline workers in mental health awareness.
	Increase Council managed multipurpose spaces and visitation to these spaces by community groups.	Prepare and implement the Public Spaces and Places Strategy.
	Deliver educational programs and regulate activities to ensure the health, safety and amenity of the area and community.	Undertake resilience education programs to increase awareness of Council's services at events, online and while interacting with customers.

THEME #2: COMMUNITY LED PREPAREDNESS

CSP THEME SUGGESTIONS:	RESOURCING STRATEGY STATEMENT/S:
<ol style="list-style-type: none"> 1. A proactive community, understanding their disaster risks and taking steps to plan and be prepared. 2. Our community is resilient, functions well while under stress, successfully adapts, is self-reliant and has social capacity. 3. The community is safe with capacity and resilience to adapt to change. 	<ul style="list-style-type: none"> ➔ We will identify community leaders and support agencies to lead a unifying culture that promotes a strong sense of connection. ➔ We enable community to support and nurture both collaboration and excellence during times of change and hardship.

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
Community Led-Preparedness <ul style="list-style-type: none"> ➔ To increase community awareness and preparedness. 	Seek partnerships with users and external agencies to support frameworks that addresses community needs.	Identify and establish connection with community groups for collaboration and partnerships.
	Encourage service provision for a variety of needs and target groups.	Establish and facilitate interagency networks to identify and address community needs.
	Encourage the community and insurance agencies to improve the accessibility, variety and uptake of insurance.	Community announcements to remind residents of natural disaster risks and to check insurance policies and keeping them up to date with adequate coverage.
	Liaise with and provide ongoing support to local emergency services to prepare the community for emergency events.	Review and maintain the currency of the Emergency Management Plan. Coordinate, liaise with and support the Local Emergency Management Committee. Build awareness and capability across the community to respond to disaster events.
	Emergency information easily accessible to residents.	Emergency contacts and information to be linked to Council website and provided to new residents in relevant language options with consistent messaging and warnings.
	Resilience Toolkits and information available to residents.	Engage with community to deliver training on "Bushfire Resilient Homes" and "Get Ready" resources.
	Partner with Emergency Services to run community leadership programs for emergency management.	Develop and deliver community leadership programs in emergency management across the LGA.

THEME #3: COHESIVE COMMUNITIES

CSP THEME SUGGESTIONS:		RESOURCING STRATEGY STATEMENT/S:
1. Our community is welcoming and inclusive, everyone feels included and involved 2. The community is supportive of culturally diverse backgrounds. 3. Connected new residents within our community.		<ul style="list-style-type: none"> ➔ Our staff encourage and support diversity and inclusion within our community. ➔ Our people make informed ethical and risk-based decisions, consistently acting in line with our Code of Conduct.
LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
Community Connections <ul style="list-style-type: none"> ➔ To support initiatives that build and promote community diversity and inclusion ➔ To invest time and energy in community connection 	Facilitate, support and promote programs and initiatives that celebrate the diverse community, groups and spaces across the LGA.	Develop and deliver an Events Strategy with annual program of community initiatives that celebrate diversity.
	Support the development and implementation of a Statewide framework for social infrastructure and cohesion with a focus on disaster risk reduction.	Encourage community-led mapping of social assets, including community spaces, services, groups, and trusted networks, to identify gaps relevant to disaster risk reduction, aligning with the state plan's focus on better-connected communities and understanding the local social landscape, addressing the challenge of underutilised social networks.
	Create public communications and marketing campaigns to increase public awareness and interest in activities across the LGA to build strong community and resilience.	Publish regular, accurate and up-to-date Council information on community events through digital and print platforms. Host forums to activate community-led preparedness actions involving multiple stakeholders.
	Implement strategies that support community inclusion for all community groups.	Advocate for guidance in the DAP Guidelines for mapping social assets and identifying actions that enhance social infrastructure for disaster risk reduction.
	Advocate through appropriate channels for additional resources to support, promote and empower the community to build strong, liveable communities.	Proactive education and engagement program to inform community to get involved and ready for building more resilient communities.
	Cultural Diversity <ul style="list-style-type: none"> ➔ Be respectful of and sensitive to the culture and diversity in the community. 	Building preparedness through relationships and shared training in cultural land management practices.
Continuous education of First Nations' culture and knowledge. Promote across region.		Embrace community connections to country by working with the local aboriginal land Council to share learnings.

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THEME #3: COHESIVE COMMUNITIES (continued)

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
<p>Volunteer Engagement</p> <p>➔ Increase community volunteer capacity.</p>	<p>Establish and facilitate interagency networks to encourage community volunteer recruitment.</p>	<p>Develop a volunteer registration database or contact information for community members to volunteer in Emergency Management (Red Cross, Salvation Army, VICSES, RFS, ambulance NSW)</p> <p>Encourage workplaces to incorporate paid volunteer days to support communities in need.</p>
<p>Vulnerable People</p> <p>➔ Actively include those more vulnerable in disaster awareness and recovery programs.</p>	<p>Identify at-risk communities.</p> <hr/> <p>Community members are aware of the risks of future disaster.</p> <hr/> <p>Invest in urban heat mitigation programs to cool homes, streets and public spaces.</p> <hr/> <p>Reduce impact of extreme heatwave events on community.</p>	<p>Complete a community profile to identify the capabilities and vulnerabilities of at-risk communities and their localities.</p> <hr/> <p>Heat Watch on public displays in community centres, libraries, shopping centres and police stations during summer. https://heatwatch.sydney.edu.au/</p> <hr/> <p>Develop an urban heat mitigation program to reduce the impact of urban heat stress, improve amenity and increase ecological function.</p> <hr/> <p>Implement actions to reduce impact of extreme events on community such as Heatwave Plans and 'Get Ready' preparedness.</p> <hr/> <p>Include a page on heatwaves on council website. Consider providing a link to the 'Cooling Your Home' workshop series research to help residents of the LGA cool their homes during heatwaves and to be better prepared for heatwave events.</p>



THEME #1: DIVERSIFICATION AND INNOVATION

CSP THEME SUGGESTIONS:		RESOURCING STRATEGY STATEMENT/S:
<ol style="list-style-type: none"> 1. Our LGA is a desirable location for new and emerging industries, businesses and entrepreneurs 2. Our business community is strong, thriving and connected at local, regional, national and international levels. 3. Our LGA provides diverse local job opportunities, supported by skills and training pathways to employment 		<ul style="list-style-type: none"> ➤ Workforce technology, systems and processes ensure Council's workforce is supported to introduce innovation and resourcefully deliver all its responsibilities. ➤ Council's brand and culture is inclusive and attracts new employees and supports the retention of existing staff.
LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
<ul style="list-style-type: none"> ➤ Opportunities for specialisations that diversify smaller centres from others are advanced ➤ Investment in leading edge infrastructure to ensure LG areas can prepare and support LG areas in digital enterprises. ➤ Forecast investor expectations and global markets have plans in place for future adaptation. 	Diverse economic development growth and diversification strategies are explored, developed and implemented.	Review the Economic Development Strategy. Actively participate in local business development committees or centres to attract innovative new partnerships.
	Incentives for business attraction are considered	Incentives for business to push to achieving net zero emissions.
	Employment programs focus on retraining and up skilling of the workforce over time.	Promote Government subsidises / offers of training and education for up skilling of staff.
	Changing market forces are anticipated and planned for, support and information is provided for small medium enterprises.	Assume decarbonisation is anticipated and forward plan for changes and opportunities.
	Investigate circular economy opportunities.	Promote opportunities for circular economy leverage.
	Invest in energy and water efficiency initiatives, and climate change adaptation planning.	Assume carbon pricing is part of the economy and adopt business practices on that basis to reduce carbon emissions. Investment in energy and water efficiency initiatives, and climate change adaptation planning.
	Investment in the green technology and to seek funding for innovation.	Promote innovative technology and incentivise its adaptation.

THEME #2: ENTERPRISE RESILIENCE

CSP THEME SUGGESTIONS:	RECORCING STRATEGY STATEMENT/S:	
<ol style="list-style-type: none"> We involve employees in business continuity planning to enhance mutually-understanding of needs and limitations. We collaborate and partner with complimentary businesses and service providers in the area. We explore recovery pathways that suit business needs such as adapt or change, pivoting, smoothing cash flow and capitalising on short-term opportunity, 	<ul style="list-style-type: none"> ➔ Resilience Officer role funded. ➔ Funding to continue to develop areas where capability and capacity is required. 	
LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
<ul style="list-style-type: none"> ➔ We proactively plan for business continuity, and disaster disruption is part of the plan. ➔ Adopt an entrepreneurial mindset to recovery, and consider business recovery mechanisms in advance of a shock or stress occurring ➔ Forward plan to ensure new technologies are integrated as efficiently and expeditiously as possible to enhance growth and catalyse investments. ➔ Support long-term and solution-driven research, innovation and knowledge practices, and disaster risk education. 	<p>Identify and predict risks that may have an effect on businesses and implement practices to minimise their impact.</p> <p>Risks that may affect the operations, finances or objectives of the business are identified and mitigation measures are put in place.</p>	<p>Establishment and operation of economic development committees.</p> <p>Participation in industry groups and chamber of commerce and other business networks and associations.</p> <hr/> <p>Business and organisations are encouraged to develop their own resilience plans in the event of an emergency. Resilience Plans ensure business continuity and disaster disruptions form part of the plan.</p>
	<p>Promote entrepreneurial ideas and lateral thinking as a mechanism to cope/grow/strengthen in the event of a shock or stress event.</p>	<p>Business encouraged to review and ensure adequate insurance cover is in place and is current.</p>
	<p>Incentives for start-ups will ensure a variety of businesses in the marketplace.</p>	<p>Identify where businesses can collaborate and promote partnerships to enhance future business endeavours.</p>
	<p>Ensure a diversity of business and business representatives to collaborate and fully expand knowledge and ideas to maximise the consultation process.</p>	<p>Engage through working groups with business representatives including First Nation businesses, and business operated by and for CALD communities and persons with disabilities.</p>
	<p>Resilience Strategy to prioritise actions for ongoing funding.</p>	<p>Leverage momentum gained from recovery to ensure continuity and consistency of funding.</p>
	<p>Undertake a targeted advocacy approach to improve highway connectivity and public transport options.</p>	<p>Review Transport Plans to align with Resilience Strategy and Climate Change actions.</p>

THEME #3: CLIMATE-READY ECONOMY

CSP THEME SUGGESTIONS:		RESOURCING STRATEGY STATEMENT/S:
<ol style="list-style-type: none"> 1. Our community has established pathways to empower a climate resilient future. 2. Active participation by business community to keep abreast of scientific and regulatory developments in the field of climate change. 3. A collaborative business community 		<ul style="list-style-type: none"> ➤ Sustainability Officer role funded. ➤ Council is to ensure appropriately skilled environmental managers, project managers and staff to identify climate ready innovation projects.
LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
<ul style="list-style-type: none"> ➤ Help communities and businesses to understand and respond to climate related risks and opportunities by providing climate information, building capacity and unlocking financial mechanisms to help fund emission reductions and climate adaptation. ➤ Climate legal risk is understood and climate scenarios are developed, tested and inform risk management approaches 	Consider climate risk from a business and economic perspective to enable some future proofing for business.	Partner with economic development committee/ chamber of commerce to identify opportunities for investment in climate adaptation and economic growth.
		Promote technological development and incentivise its adaptation.
		Government subsidises / offers training and education for skilled occupation
		Investigate proactive ways to engage with business community and NGO's to attract funding opportunities and incentives.
	Resilience Strategy developed and implemented.	Identify highest priority disaster risks and mitigation opportunities.
	Maintain planning and development practices that adapt to rapid social, economic, environmental and cultural change.	Promote compliance with, and embed resilience requirements into, relevant standards, codes and specifications.

System Environment 3 THE NATURAL ENVIRONMENT



THEME #1: SUSTAINABLE LAND AND WATER MANAGEMENT

CSP THEME SUGGESTIONS:		RESOURCING STRATEGY STATEMENT/S:
<ol style="list-style-type: none"> Our natural environment and waterways are protected, well maintained and enhanced for community enjoyment. We invest in sustainable environmental management practices and management plans. Our community aspires to enhance and protect the natural and built environment from the risks and impacts of global and local pressures. 		<ul style="list-style-type: none"> Our people are skilled in environmental management controls and actively identify locations for sediment controls to be improved. We invest in training and upskilling for a high performing workforce that is eager, curious, innovative and agile.
LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
<ul style="list-style-type: none"> Our community is passionate about protecting our natural landscapes. Our people are environmentally aware, concerned about protecting and restoring biodiversity, wildlife, and enthusiastic about sustainable living. 	Lead a strategic approach to tree management and planting.	Implement the Urban Forest Strategy.
	Manage the impact and integration of population growth responsibly within our natural environment.	Identify and consider natural hazards in planning decisions. Conduct educational programs and inspections of building sites to raise awareness and check compliance with environmental management requirements and take regulatory action where appropriate.
	Deliver an education program to reduce stormwater pollution from building sites.	Conduct educational programs and inspections of building sites to raise awareness and check compliance with environmental management requirements and take regulatory action where appropriate.
Environmental conservation <ul style="list-style-type: none"> Less extractive practices, environmental stewardship, better waste management, protection and preservation of our natural landscapes. 	Deliver works that preserve, maintain and enhance our natural areas.	Review and employ processes and practices to ensure appropriate sustainability measures are implemented in all developments. Weed, pest and disease outbreak is avoided, mitigated or managed through effective biosecurity plans and measures. Avoid fragmentation of agricultural lands, incompatible development and urban encroachment of farm land particularly during drought. Prepare a Biodiversity Strategy and Biodiversity Corridor Master Plans. Implement high priority actions from the Plans. Conduct risk analysis of locally sourced food security across region on LG level.

THEME #2: CARE FOR HEALTHY COUNTRY

CSP THEME SUGGESTIONS		RESOURCING STRATEGY STATEMENT/S:
<ol style="list-style-type: none"> 1. We value and protect natural processes, ecosystems and biodiversity 2. We work together to heal Country. 3. We will reflect the importance of traditional custodians of the lands in our decision making. . 		<p>➤ We create opportunities for our people to understand their role and responsibilities in implementing our Community Strategic Plan.</p>
LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
<p>Land Zoning</p> <p>➤ Retaining the areas character, balancing growth, ensuring planning, infrastructure and services keep pace with it.</p>	<p>Lead a strategic approach to population growth and development.</p> <p>Consider First Nations knowledge, local knowledge and risk analysis was part of information gathering processes to inform decisions</p>	<p>Consider changes in zoning to mitigate incidents in high-risk areas.</p> <p>Collaborate with local indigenous community leaders to discuss regional planning priorities in the ongoing management of natural areas.</p>
<p>Fire Management</p> <p>➤ Prepare for and respond to natural disasters.</p>	<p>Fire management on public land and managing fire risk in recreational areas.</p>	<p>Implement Bushfire Management Plans with relevant agency and community partners, incorporating cultural burning programs for future land management planning.</p>

THEME #3: CLIMATE CHANGE AND INNOVATION

CSP THEME SUGGESTIONS:		RESOURCING STRATEGY STATEMENT/S:
<ol style="list-style-type: none"> We support climate actions and risks are managed sustainably. We do things differently to promote diverse natural environments that withstand or adapt to climate impacts. We investigate innovative approaches that reduce human impacts on the environment and implement climate change adaptation measures for Council and the community. 		<ul style="list-style-type: none"> ➤ Training and development of Council's workforce to strategically target the right skills to implement resilience actions from its strategies, plans and programs. ➤ Introduce a Leadership / Professional Development Program for Senior Management which includes resilience of the community.
LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
Climate change and adaptation <ul style="list-style-type: none"> ➤ Improve current mitigation and adaptation plans to address climate change and prepare for more intense natural disasters. 	Prepare for climate action.	Prepare or Review a Climate Change Action Plan.
	Innovation <ul style="list-style-type: none"> ➤ Climate transition is led by decarbonisation policies and action ➤ Sensitive areas are monitored, and measures are deployed at appropriate times to address natural hazard risks. 	Supporting infrastructure for technological advancement in climate monitoring innovation. Collaboration of governments, businesses and communities to consolidate and implement the recommendations of research projects. Use smart technology to improve services and to provide accurate and relevant information to internal and external customers Create partnerships for data management.

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THEME #3: CLIMATE CHANGE AND INNOVATION (continued)

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
<p>Sustainability</p> <p>➔ Understand and respond to climate related risks.</p>	<p>Energy, water and fuel consumption is reduced.</p>	<p>Education and incentives to reduce energy, water and fuel consumption, recycling, upcycling, re-purposing and waste minimisation.</p>
	<p>Empower a climate resilient community.</p>	<p>Renewable energy investment including wind, solar, biofuels and hydrogen is prioritised.</p>
	<p>Collaborate with Government to assess and respond to impacts and opportunities associated with Climate Change.</p>	<p>Enhance government service delivery and grants to implement local initiatives addressing climate change impacts on local communities.</p>
	<p>Ensure plans and policies for drought resilience, bushfire management, climate change, biodiversity and flooding plans are developed or revised.</p>	<p>Adopt an Energy/ Emissions Reduction Plan (if not already in place) and set targets. These targets should be integrated across all IP&R documents</p> <p>Ensure that the climate modelling data used is the most up to date and that climate change targets are based on such updated data.</p> <p>Revise their flood management plan/ study to include 2022 flood modelling data.</p> <p>Develop a controlled burning policy / SOP, in accordance with obligations under the Rural Fires Act 1997. Additionally, (if not completed already) provide clear information on their websites on requirements for permits from the NSW RFS for controlled burns or provide a link to this information, as provided by NSW RFS.</p> <p>Work closely with NSW RFS to update their BFPL mapping to align with NSW RFS requirements and ensure the mapping reflects the current bushfire hazard. This is critical for planning purposes as well as risk management.</p> <p>Councils should revise their TSMP (or develop one) to address the impacts of natural disasters on threatened species. This plan should take into account the latest information on Environmental Protection and Biodiversity Conservation (EPBC) Act listed threatened species.</p>



THEME #1: RISK BASED LAND USE PLANNING

CSP THEME SUGGESTIONS:	RESOURCING STRATEGY STATEMENT/S:	
<ol style="list-style-type: none"> 1. We strive to be a forward-thinking Council that considers global challenges for positive sustainable settlement and land use allocation for the future. 2. We plan for natural hazards and risk as a foundation of land use zoning. 3. We integrate resilience principles in land use planning to inform decisions, manage natural hazard risk, and encourage greater resilience. 	<ul style="list-style-type: none"> ➔ Key roles within Council are identified and have knowledge transfer and succession plans. ➔ Recruit, select and retain the right workforce to support Council's delivery program and ensure the long- term supply of skills and resources. 	
LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
Future Growth of LGA <ul style="list-style-type: none"> ➔ Plan for future growth through partnerships with neighbouring councils, the NSW Government and other stakeholders ➔ Strategic planning ensures land is zoned appropriately to avoid higher risk locations and potential disaster circumstances. ➔ Adopt a resilience 'all hazard approach' principles in land use planning to inform decisions, manage natural hazard risk, and encourage greater resilience. 	Collaborate with other local, state and national partners to develop low risk regional growth centres.	Align local plans to regional and district level strategic land use and transport plans, such as regional transport corridors, and indicate locations of future centres.
	Consider risk elements such as evacuation when analysing growth options.	Investment and economic development are directed to lower risk to sensitive locations and circumstances.
	Adopt OR Improve systems and procedures for disaster resilience and wellbeing for the community, and minimise future losses due to disasters in areas of new development or legacy planning decisions.	Work with LEMC to review plans for new and legacy development areas in order to update Local EMPLAN.
	Undertake studies to establish appropriate lot sizes, etc around towns and cities to determine whether reducing the lot size in areas close to these areas would be beneficial or detrimental - especially where the land has very little "agricultural value", ie hobby farms.	More research into land use suitability.

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THEME #1: RISK BASED LAND USE PLANNING (continued)

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
<p>Risk Mitigation Plans</p> <ul style="list-style-type: none"> ➔ This relates to risks that are identified today as well as what may be required in the future ➔ Plan to build and rebuild for a future with a changing climate. ➔ When disruption, damage or loss occurs, we build back better. This may include retreat/relocation to lower-risk locations or circumstances. ➔ Implement climate change into future land use planning. 	Integrate the consideration of climate change as part of risk analysis activities for land use planning.	Partner with DPHI to investigate barriers to development and implement initiatives to facilitate and support industry to build quality and affordable housing to meet local needs.
	Ensure Local Emergency Management Plans (EMPLAN) is up to date.	Update Local Emergency Management Plans (EMPLAN). Community resilience and preparedness is essential to disaster response. It requires complex consultation with all stakeholders.
	Regional planning is undertaken using a risk-based approach as a baseline principle, with a focus on resilience.	Undertake risk assessments and scenario testing across hazards that considers exposure, vulnerabilities and stress factors (sensitivities).
	Forward-focussed settlement adaptation approaches are explored for high-risk locations	Deploy statutory tools to derive appropriate settlement pattern outcomes, like ensuring lot sizes are appropriately matched to intended risk-based objectives
	Review and possibly relocate at least some of the infrastructure deemed to be particularly at high risk.	Make informed decisions on location of high-risk critical infrastructure such as hospitals and schools.
<p>Managed Relocation</p> <ul style="list-style-type: none"> ➔ Collaborate with State and Local Agencies to develop a state policy and framework for large-scale multi-hazard managed relocation of existing development. ➔ The policy and framework would provide a structure to allow for the consideration of managed relocation as a potential mitigation strategy in the DAPs, Flood Risk Management Plans and coastal management programs (and other relevant natural hazard planning documents). 	Develop and implement local managed relocation programs in collaboration with state agencies, considering the specific natural hazards and risks faced by the community.	Where increased risks are identified, informed by flood modelling data, Councils should advocate for buybacks or lifting of at-risk homes.
	Incorporate managed relocation as a potential risk reduction measure in local Flood Risk Management Plans	Develop Adverse Events Plan -. When developing these plans and when updating any disaster preparedness and response plans, the community should be involved with stakeholder engagement undertaken. The updated plans should be made publicly available and communicated to the community.

THEME #2: BUILDINGS, FACILITIES AND PLACES

CSP THEME SUGGESTIONS:

1. We will invest and embed resilience principles in asset management.
2. We provide and support ongoing emergency response and recovery efforts to rebuild communities better, and support resilience capacity building.
3. We provide quality community spaces which are multi-purpose and resilient for the health and wellbeing of our community.

RESOURCING STRATEGY STATEMENT/S:

- ➔ Evacuation Centre Manager and Administration Support Officer to support operations at the Evacuation Centre when it is opened. NSW Reconstruction Authority will support both roles.
- ➔ Frontline Community Facility Managers to understand the requirements of Community Evacuation Centres and receive adequate training.

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
Community Facility Policy	<p>Community facilities are fit for use and available as multi-purpose Evacuation Centres.</p> <p>Continue to focus on resilience outcomes through the implementation of strategies, asset and delivery program with a focus on supporting priority at risk populations.</p>	<p>Inspect all properties and undertake a performance audit on the multiuse requirements in case of disaster.</p> <p>Existing facilities to be audited to enable the provision of emergency refuge centres. A checklist for multi-purpose facilities to be created including but not limited to accessibility, air conditioning, alternative power supply and battery storage, kitchen and bathroom facilities.</p> <p>Ensure public facilities that are flagged for community shelters and Evacuation Centres are set up accordingly. Develop a check list of what is required according to the location - utilise the knowledge of the local community, RFS, police, etc</p> <p>Continue to support community hall volunteers with the upgrade of community halls to improve amenity and accessibility in line with available funding.</p> <p>Undertake a review of the suitability of built services including toilets, showers and cooking facilities at Evacuation Centres to develop an improvement program.</p>
	Update Community Facility Policy.	<p>Council to prepare and adopt a Sustainable Public Building Policy incorporating requirements to design and construct with accessibility, resilience and sustainability in mind.</p> <p>Look at alternatives to incorporate places for the vulnerable to congregate in extreme weather events. Need to be accessible for these members of the community.</p> <p>Council to prepare and adopt a Public Building Upgrade Policy.</p>

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THEME #2: BUILDINGS, FACILITIES AND PLACES (continued)

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
Maintenance of Assets	Emergency Management Facilities are maintained and provide a safe and fit for purpose.	NSW RFS and SES assets are managed and maintained as per service agreement.
	Reduce degree of disruption to the community caused by natural disaster.	Update the asset management plan and strategy to adopt best practice in resilience for our infrastructure to withstand shock events and continue operating, or be returned to service as soon as possible after any disruption, and respond to long-term stresses.
	Revision of the Tree Management Plan.	Review the Tree Management Plan to provide protection and relief from extreme weather events. Smart landscaping. Planting of appropriate species of trees to provide shade (but not pose a fire risk).
	Asset inspection and maintenance program.	Implement regular building inspections and maintenance to mitigate the risk of building loss due to ember, direct bushfire attack or other storm damage.
Operational Facilities	Operational facilities are safe and fit for purpose.	Undertake regular inspections and pro-active maintenance programs at all depots to minimise risk during natural disasters. Review and possibly relocate at least some of the infrastructure deemed to be particularly at risk.
	APZ's to be maintained and managed.	Increase the asset protection zone around the depot and associated buildings and maintain.
	Monitor weather and implement pre-disaster event inspections, maintenance and record keeping with photographs to mitigate risk of operational and/or infrastructure failure.	Assess the suitability of the existing facilities and infrastructure for operational effectiveness for Council's operations during natural disasters.
	Council facilities to maintain a level of preparedness in case of emergency.	Identify suitable alternate locations to temporarily store major plant and fleet safely away from higher risk depots during natural disasters. Assess the need for further resilience measures such as sprinkler systems and ember protection on buildings and storage areas. Maintain adequate sources of materials and resources needed for response to natural disasters including but not limited to fuel, sand, sand bags.

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THEME #2: BUILDINGS, FACILITIES AND PLACES (continued)

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
Vegetation Management	Bushfire Management Plan to be implemented and reviewed regularly.	Undertake routine vegetation management and APZ's to mitigate the impacts of natural disasters. Implement regular vegetation management with pre-bushfire inspections for all above ground water supply and sewerage system assets.
Building Standards ↻ Applying best practice in improving bushfire resilience of homes. ↻ Use recovery after an event to "Build Back Better" for more resilient infrastructure.	Lobby for Strengthening of current building standards.	Continue to provide input and opportunities to comment on Government reforms in the building industry
	Promote and advocate for community information on Building in High-Risk environments.	Provide local information on Building Resilient Homes to Best suit your Environment.
	Build Back Better Approach to Infrastructure replacement.	Prepare an Infrastructure Replacement Policy to 'Build Back Better'.
Alternative Energy ↻ Resilience of power to critical infrastructure.	Council to develop an Electric Charge Station Policy.	Locations of recharge stations to be reviewed and installed in large public places and facilities as appropriate.
	Increase community resilience.	Provide incentives or subsidies to promote the retrofitting of solar power, energy efficient lighting, insulation.
	Protect critical infrastructure with backup generation and communications.	Provide back-up power generation and satellite telecommunications capability to each depot and community Evacuation Centre. Ensure adequate back-up generator availability to maintain continuity of service. Undertake a review of the suitability of power and telecommunications back-up systems at the Evacuation Centres to develop an improvement program. Fuel tanks at Council depots be wired to allow the installation of power generators.
Telecommunications	Register of telecommunication asset stakeholders.	Identify any collocated assets with telecommunications and power supply infrastructure and work with asset owners to improve community resilience.
Insurance	Provide community education around the necessity of insurance.	Partner with Insurance agencies to review uptake of insurance by home owners and lobby Government for incentives to make insurance affordable.

THEME #3: RESILIENT AND SUSTAINABLE INFRASTRUCTURE

CSP THEME SUGGESTIONS:	RESOURCING STRATEGY STATEMENT/S:	
<ol style="list-style-type: none"> 1. Enhance disaster preparedness for effective response and to "Build Back Better" in recovery, rehabilitation, and reconstruction. 2. Our Infrastructure is resilient and complements our natural surroundings and character while reducing disruption of services. 3. Our Resilient Asset Replacement Policy reduces disaster damage to critical infrastructure and disruption of basic services. 4. Our long-term financial plans focus on identifying highest priority disaster risks and mitigation opportunities. 	<ul style="list-style-type: none"> ➔ Employ innovation to provide continuity of service. ➔ Council is to ensure appropriately skilled asset managers, project managers and estimators to control costs. ➔ Facilitate an enhanced focus on Council's internal response to climate resilience and a reduced environmental impact of Council's emergency operations. ➔ Exercise implementation to ensure adequately trained staff and operational readiness at all times. 	
LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
<p>Emergency Planning</p> <p>Adopt the concept "infrastructure for resilience" – a focus on the contribution of assets to the resilience of the system by: Actively participate in key partnerships for shared responsibility and system thinking around critical infrastructure resilience.</p>	<p>Develop response protocols and incorporate these into the Emergency Management Plan for the LGA working with the State Emergency Services and Local Emergency Management Committee.</p> <p>Be prepared for critical infrastructure grant opportunities.</p> <p>Update Asset Management Investment Plans</p> <p>Infrastructure Replacement program.</p> <p>Development of safety procedures.</p>	<p>Prepare a Critical Infrastructure Resilience Plan (CIRP). Planning to prevent critical infrastructure being damaged or disrupted by extreme weather events</p> <p>Renew the Disaster Preparedness Plan</p> <p>Prepare OR Update the asset management plan to emphasise resilience in critical infrastructure services for minimal disruption</p> <p>Develop and design critical investment cases for key infrastructure projects under the Preparing Australian Communities grant</p> <p>Update Asset Management Plans (AMPs). Ensure critical infrastructure is identified and make more resilient within the plans.</p> <p>Submit high priority grant proposals for high value assets in accordance with Asset Management Plans and investment.</p> <p>Delivery of funded infrastructure replacement projects</p> <p>Where safe to do so, monitor performance of structure during the disaster event and respond as needed.</p> <p>Develop safety procedures to manage risk during response to natural disasters.</p>
<p>Infrastructure Replacement</p> <ul style="list-style-type: none"> ➔ We focus on resilient system, network and asset redundancy. ➔ We plan for community infrastructure and services that will meet current and future needs. ➔ Build back Better – stronger, more durable, long lasting. 	<p>Develop a Plan for asset capital works replacement program.</p>	<p>Develop replacement and maintenance programs for infrastructure assets.</p> <p>Coordinate the planning and implementation of the disaster recovery infrastructure program.</p> <p>Prepare long-term financial plans that reliably reflect predicted future real cost of infrastructure work and depreciation based on up-to-date asset values, useful lives, actual and predicted cost increases and growth projections.</p>

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THEME #3: RESILIENT AND SUSTAINABLE INFRASTRUCTURE (continued)

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
Technology	Improvement of telecommunications services in our area.	Advocate for better telecommunications services in our area and partner with local providers to understand local challenges. Increase the availability of and access to multi-hazard early warning systems.
	Data Sharing across the region.	Investigate with the CRJO the opportunities for transparent data sharing across the region and combat agencies. Asset metadata is shared with NSW Spatial Digital Twin and emergency services.
	Digitisation of 'Smart Cities' Framework.	Implementation and expansion of technology strategies for emergency disaster response and smart communication.
Road Infrastructure	Deliver identified transport studies and strategies.	Identify critical infrastructure items in order to manage overall risk to their local road network and identify backlog items.
	Transport Management Plan including alternative routes in case of emergency.	Prepare contingency plans for identified roads with a potential risk of catastrophic failure including identifying potential alternate routes, mechanisms and resourcing required to restore the road (if a practicable and safe option).
	Transport Management Plan including public transport and connectivity.	Advocate for better public transport options and improved highway connectivity
	Audit high risk road failure locations.	Identify known high risk landslide sites. Engage geotechnical engineers to undertake assessment of identified higher risk sites.
	Asset inspection program.	Undertake a regular inspection and pro-active maintenance program for all major structures and bridges.
	Asset maintenance program.	Maintain/remove vegetation likely to damage or reduce capacity of bridges/causeway/major structures
	Asset replacement program.	Prioritise bridges and major structures to assess the capacity of the structure and the need for upgrade, starting with structures known to have failed in previous disaster events.
	Build Better Replacement Policy.	Complete the replacement of timber bridges and other major structure upgrades funded.
	Project readiness for grant availability.	Pro-actively pursue grant funding for the upgrade and/or replacement of identified bridges and major structures.
	Regular asset condition monitoring program.	Assess road conditions by using an on-boarded best practice asset condition methodology. Road defects are to be detected and asset condition is assessed by assigning a condition score.

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THEME #3: RESILIENT AND SUSTAINABLE INFRASTRUCTURE (continued)

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
Water Infrastructure	Integrated Water Cycle Management Strategy, Water and Sewer Strategic Business Plan	Review and update the Integrated Water Cycle Management Strategy, Water and Sewer Strategic Business Plan and water pricing pathways to account for improving resilience in natural disasters, addressing climate change impacts and provision of aligned workforce capacity.
	Review insurance on assets.	Review insurances for all above ground water and sewer assets and update as necessary.
	Fire proof water and sewer assets.	Ensure all water and sewer control systems are protected from direct heat and ember attack, including sealing building doors and openings taking account of external wind loading.
	Maintain access roads to water and sewer infrastructure.	Identify and implement access road upgrades to improve resilience to access critical water and sewer infrastructure. Determine and implement an on-going maintenance program to maintain resilience.
	Backup power to water and sewer assets.	Provide on-site back-up power generation at major water and sewerage assets with automatic switchover to improve resilience to power outages during natural disaster impacts.
	Improve resilience of power to critical assets.	Work with Energy Provider to upgrade the resilience of the mains power supply to the Critical asset site for water and sewerage system.
	Implement on-going programs to mitigate stormwater & groundwater intrusion into the sewerage system including: ➔ Sealing of manholes in low lying and/or areas impacted by stormwater flows ➔ Relining of ageing and/or low-lying sewer lines, manholes and connections	Identify sites subject to impacts from flooding, coastal inundation and/or stormwater flows, including potential erosion or landslide. Develop program of works to progressively mitigate risk.
	Water Supply upgrades for water security.	Undertake works to provide additional water security and/or redundancy in the system, and to address risk eg increasing reservoir capacity at the end of a long water trunk main or serviced from a vulnerable supply
Post Event	Inspection and Cleanup capability.	Implement post event inspections and clean-up to restore functionality as soon as practicable to ensure readiness for future events.
	Restore and protect power supply.	Identify power supply risks to major pumps and implement improved resilience measures working with Energy Provider.

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THEME #3: RESILIENT AND SUSTAINABLE INFRASTRUCTURE (continued)

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
Waste Facilities	Assess the resilience of the power supply to the waste facility to mitigate power loss during disasters and other power outages.	Update power supply to waste facility and undertake wiring of the critical facilities and operational components to allow connection of a generator (eg office and weigh bridge operations).
	Maintenance of APZ's to assets.	Upgrade and maintain bushfire protections to main office and weighbridge area.
	Emergency water supply.	Assess the adequacy of the emergency water supply to the waste facility and develop a plan to control/extinguish fires in the landfill and other structures.
	Annually assess the residual landfill capacity and ability to take waste from a natural disaster including: <ul style="list-style-type: none"> ➤ general waste ➤ contaminated waste (including asbestos) ➤ green waste 	Assess the potential waste generation from a larger scale natural disaster, working with neighbouring Councils, to determine potential waste disposal options for post disaster clean-up.
	Waste Management Plan to be updated to include disaster waste.	Revise the waste management policy or plan (or develop one) to address the impacts of disaster waste management on the local region and propose appropriate mitigation measures.
	Review insurance on assets.	Ensure adequate insurance coverage is in place to cover damage to waste facilities and assets.



THEME #1: EMERGENCY MANAGEMENT AND RECOVERY

CSP THEME SUGGESTIONS:	RESOURCING STRATEGY STATEMENT/S:
<ol style="list-style-type: none"> 1. Council actively seeks leverage on existing and future government programs to fund priority risk reduction measures. 2. We proactively concentrate on emergency management and resilience action planning. 3. We will identify highest priority disaster risks and mitigation opportunities 	<ul style="list-style-type: none"> ➤ Dedicated Local Emergency Management Officer (LEMO) funded. ➤ The SERCON and DSERCON may request that agencies provide staff and subject matter experts to support the work of the Recovery Coordinator(s). in the following functional areas: <ul style="list-style-type: none"> – Animal Services – Communications – Utility Services – Engineering Services – Environmental Services – Health Services – Transport Services – Welfare Services

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
<ul style="list-style-type: none"> ➤ Roles in emergency management are clear. ➤ Plans in place which respond to pre and post-disaster needs. ➤ Changes to processes attributed to lessons learned, Commissions and Inquiries. ➤ Legislative and regulatory reform enhances resilience innovation by removing red tape 	Recovery processes are locally-led, state and service supported Create clear governance pathways for pursuing disaster risk reduction projects.	Prepare OR Review AND / OR Implement AND / OR continue to implement a Resilience Strategy AND / OR Resilience Policy AND / OR Resilience Action Plan.
	Ensure Local Emergency Management Plans (EMPLAN) is up to date.	Update Local Emergency Management Plans (EMPLAN). Community resilience and preparedness is essential to disaster response. It requires complex consultation with all stakeholders.
	Perform the role of Local Emergency Management Officer (LEMO), and support the Local Emergency Management Committee.	Perform the role of Local Emergency Management Officer (LEMO), and support the Local Emergency Management Committee.
	Ensure evacuation centres are self-sufficient and fit for use in event of disaster.	Develop a plan with the LEMC to audit and assess methods for evacuation centres to become self-sufficient in terms of power generation, water and communication. These plans should include: handling animals during and post disaster, areas for children's activities, separate areas to accommodate people with restraining orders ect.

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THEME #1: EMERGENCY MANAGEMENT AND RECOVERY (continued)

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
	Resilience needs assessments completed for towns and villages to advise the Resilience Strategy.	<p>Improve public awareness of, and engagement on, disaster risks and impacts as identified in the Needs Assessment.</p> <p>Support emergency response volunteer engagement, training and skill development.</p>
	Work with state government to share GIS data through ESSIL under a data sharing agreement.	Training for Council staff on how to access and use the ESSIL may assist with their understanding and awareness of disaster risk. Allowing access to the ESSIL for staff other than emergency management (e.g. planners, GIS specialists, infrastructure personnel) would help ensure disaster preparedness is considered in their work.
	Improve and update processes from lessons learned and ensure that processes have been put in place to manage future events.	Ensure the implementation of findings and recommendations from Commissions and Enquiries is delivered by following up to ensure outcomes have been achieved and implemented.
	Promote and fully utilise the available and emerging data intelligence to maximum advantage to ensure leading edge decision making.	Update Council's risk framework to incorporate resilience and move from a hazard-by-hazard approach to a systemic risk concept, allow for uncertainty, and longer timeframes. Include systemic vulnerability, disaster risk and resilience as the theme for the audit and risk committee (insert frequency).
	Ensure there are sufficient resources available to implement the processes.	Have processes and plans in place to ensure effective and timely post disaster recovery efforts and operations.
	Review, manage and monitor local and district emergency management plans to ensure they are clear and understandable by the intended user; and embrace First Nations knowledge and western science to fully utilise and to most effectively manage the implementation of the plans.	Ensure community is engaged in review of local and district emergency management plans, knowledge and information is shared and collaborated to prioritise needs effectively and efficiently.

THEME #2: RESILIENCE INVESTMENT

CSP THEME SUGGESTIONS:		RESOURCING STRATEGY STATEMENT/S:
1. Our civic leadership – Local leadership is strong, consultative and responsive to our community's needs 2. Lead, govern and regulate in an ethical, equitable, transparent and accountable way.		↻ We invest time, effort and dollars into training our staff to strengthen personal resilience to cope during emergencies. ↻ Resilience and climate-risk considerations are factored into business-as-usual processes.
LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
↻ Organisational resilience is embraced ↻ Climate change and resilience are factored into governance mechanisms ↻ Betterment is the norm, rather than the exception ↻ Global drivers and trends that may affect transition risk are explored and analysed	Organisational capability and capacity is a continued area of development.	Establish a cross organisational committee to embed resilience considerations in risk management and decision-making frameworks. Develop and update strategic documents: Drought Management Plan, Controlled Bushfire Policy, Bushfire Management Plan, Flood Management Plan, Bushfire Mapping, Business Continuity Plans, Climate Modelling Data and Action Plans..
	Ensure planning controls integrate the most up to date and best practice building standards for high natural hazard risk areas	Review development controls expanding the scope of building standards to facilitate long-term resilience measures which aim to secure infrastructure and housing following a disaster.
	Customise hazard-specific controls to address the unique risks faced by local communities.	Review current development controls including the Local Environmental Plan (LEP) have appropriate zoning and critical infrastructure are not permitted in high- risk flood or fire zones. Revise or develop (if not already in place) the housing strategy to include consideration of the latest climate change predictions (extreme weather) and flood modelling data (including the Annual Exceedance Probability for each locality). Inclusion of this data would help inform development of mitigation measures and understand potential impacts moving forward. Example retrofitting strategies that can be documented in the plan includes use of ceiling fans, block-out blinds, light-coloured roofs, green walls, etc, that can be communicated to the community.
	Resilience funding is oriented to need, which includes growing social and environmental needs.	Support and promote investment in collaboration between local government and communities by implementing policies and ideas to ensure maximum advantage is gained.
	Deliver a targeted advocacy approach outlining community need to relevant State Government Departments and Ministers.	LEMC focused on priority actions for government funding opportunities.

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THEME #2: RESILIENCE INVESTMENT (continued)

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
	Investment in data, monitoring and intelligence to inform decision making is enhanced.	<p>Investigate smart technology and early warning systems. Includes use of flood cameras, social media messaging, manually activated sirens and modelling software.</p> <p>NSW currently has strong capabilities and systems in remote sensor research, and new technologies are emerging on the market. Councils should facilitate arrangements with the Bureau of Meteorology and stakeholders to test, verify and integrate a region wide (and specific) warning system arrangements.</p> <p>Advanced warning systems training for staff.</p>
	Undertake research and analysis for cost effectiveness (control vs intervention)	Develop or revise a Resilience Strategy to include cost effectiveness of actions.

THEME #3: PARTNERSHIP AND COLLABORATION

CSP THEME SUGGESTIONS:	RESOURCING STRATEGY STATEMENT/S:
<ol style="list-style-type: none"> 1. A resilient and prosperous economy that supports employment and learning opportunities. 2. Our community advocates for larger investment in community infrastructure, affordable housing and local economic development projects. 	<ul style="list-style-type: none"> ➔ Recruit, select and retain the right workforce to support Council's delivery program and ensure the long- term supply of skills and resources. ➔ Council is committed to creating a diverse and skilled workforce that will have the capabilities to deliver quality services to our community. We also strive to have a workforce that reflects the diversity of our community.

LONG-TERM OBJECTIVE	DELIVERY PROGRAM ACTIVITY	OPERATIONAL PLAN ACTION
<ul style="list-style-type: none"> ➔ Conduct day to day management of council and support Councillors to undertake their role as advocates for our community. ➔ Actively participate in networks and partnerships for innovation, research and development to keep abreast of scientific and regulatory developments in the field of resilience. 	Undertake a targeted advocacy approach to improve telecommunications services.	Advocate for better telecommunications services in our area and partner with local providers to understand local challenges.
	Provide representation and membership of Council on peak regional bodies and advocacy groups.	Actively participate in insert specific resilience partnerships and collaborations such as the Get Ready program, or Resilient Cities to promote system thinking, the systematic risk concept, and best practice approaches. Continue to lead representation on the LEMC.
	Involve and encompass local community groups, etc when implementing recovery efforts	Form partnerships and memberships with local community groups and leaders to engage when disaster arises. Facilitate inclusive policies and programs based on community engagement, awareness and local or individual needs to ensure broad understanding of disaster risks and risk management across all hazards.
	Renew and maintain effective committees and other collaborative networks across sectors and levels of government to facilitate continual improvement.	Facilitate and support collaborative cross-sector networks and governance structures
	Enable continuous improvement mechanisms and reporting on disaster resilience actions and outcomes	Resilience Needs assessments completed for towns and villages to advise the Resilience Strategy.
	Leverage Canberra Region Joint Organisation and LGNSW to advocate for improved digital connectivity and initiatives to support local government.	Support the development and implementation of a Statewide framework for better digital connectivity and social infrastructure and cohesion with a focus on natural hazard risk resilience.

14. MEASURING SUCCESS

Council should actively monitor its progress in achieving the objectives stated under five Key Directions within the Community Strategic Plan through the implementation of the Delivery Program against nominated performance indicators.

OBJECTIVE	DELIVERY PROGRAM INDICATOR
PEOPLE, COMMUNITY & CULTURE	
Our community is supportive and inclusive, people feel connected and involved.	Number of initiatives delivered against planned programs that support community inclusiveness and foster community cohesion.
Our community has safe and functional Evacuation Centres and facilities.	Number of actions completed that support access to public spaces to improve community wellbeing.
Our community has opportunities to learn and make informed decisions.	Number of actions and/or initiatives delivered through Training and Communication Services.
THE ECONOMY	
Our business community is strong, thriving and connected at local, regional, national and international levels.	Number of initiatives delivered to promote and facilitate investment and industry growth in the LGA.
Our LGA provides diverse local job opportunities, supported by skills and training pathways to employment.	Number of initiatives conducted to promote and support expansion of education and training in the LGA
Our LGA is a desirable location for new and emerging technologies, industries, businesses and entrepreneurs to support the local community.	Number of initiatives conducted to support development of a local business and industry group.

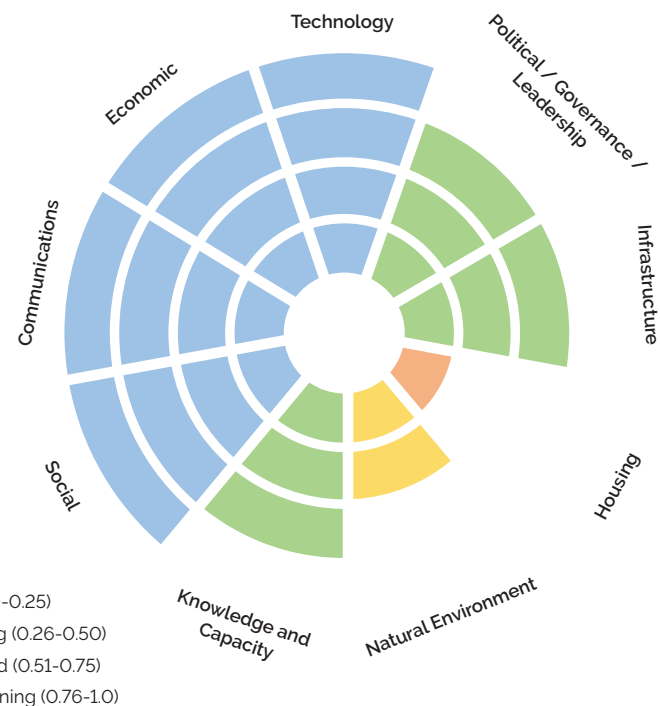
OBJECTIVE	DELIVERY PROGRAM INDICATOR
THE NATURAL ENVIRONMENT	
Our natural environment and waterways are protected, well maintained and enhanced for community enjoyment.	Number of natural environments/ bushlands actively managed. Volunteer bush regeneration (hours).
Climate impacts and risks in our LGA are well managed.	Percentage of Climate actions completed.
Manage, maintain and improve the stormwater network.	Stormwater network renewed/ upgraded in line with the Asset Management Plan.
THE 'BUILT' ENVIRONMENT & INFRASTRUCTURE	
Our public spaces and places are resourced and accessible.	Percentage of programmed upgrades for community facilities to be equipped for Evacuation Centre use.
Our transport network is efficient, safe and integrated - locally and regionally.	Percentage of local roads, walkways, cycleways and bridges are maintained against the planned Resilience Strategy and Works Program.
Ensure assets, services and infrastructure are adaptive and multifunctional to meet the varied and changing needs of our community.	Number of required asset upgrade and renewal activities completed for assets, services and infrastructure.
LEADERSHIP & STRATEGY	
Our Council is a leading Council, influencing resilience planning and decision-making.	Number of resilience advocacy activities and partnerships initiated as a lead Council in the Region.
Our Council is innovative and forward thinking and builds better for long-term value for the community.	Percentage of programmed asset inspections completed.
Our partnerships and community engagement facilitate continual improvement in resilience planning.	Number of activation programs and networking events delivered to support community inclusion, preparedness and cohesion.

15. MATURITY METRICS

These are various ways to measure success. A maturity matrix may provide a visual representation of the resilience maturity indexing for Councils. The intent of a maturity matrix for embedding disaster risk reduction in IP&R is to measure progress, ensures transparency, and facilitates efficient decision-making by providing clear, objective criteria for comparison across Councils. Once it is in the IP&R documents, maturity frameworks can be used to assess maturity in implementing the activities and actions.

The Australian Disaster Resilience Index can ultimately be used to assess improvement in resilience overall across the region once activities and actions have reached an outcome.

In order to measure the success of embedding disaster risk reduction into IP&R, it is suggested that a simple approach be used, allowing the assessment to be undertaken externally (by CRJO for example) to not impact on council resourcing. As such, a traffic light system can be used to indicate the presence (green), absence (red) or partial presence (orange, for example, if a related topic such as resilience or sustainability is included) of disaster risk reduction in the key documents. The assessment can be undertaken for the current documents and following the adoption of the updated documents in future to assess improvements in maturity.



CRJO disaster resilience pinwheel maturity matrix.

Council	Resilience Embedded in CSP	Resilience Embedded in DP	Resilience Embedded in OP	Resilience included in Surveys / engagement	EMPLAN Updated	Flood Management Plan	Bushfire Management Plan	Updated Asset Management Plan	Critical Infrastructure Resilience Plan	Comment
Name										DAP prepared
Name										No updated EMPLAN or CIRPs
Name										Notable gap in
Name										

Example: Template maturity assessment for disaster risk reduction in IP&R.

16. DEFINITIONS

ACT	Australian Capital Territory
BVSC	Bega Valley Shire Council
CIRP	Critical Infrastructure Resilience Plan
CRJO	Canberra Region Joint Organisation
DAPS	Disaster Adaptation Plans
Disaster	A serious disruption of the functioning of a community involving widespread human, material, economic or environmental losses or impacts, exceeding the ability of the community to cope using its own resources and requiring urgent action.
Disaster resilience	The ability to survive, adapt and grow, no matter what happens.
DRRF	NSW's Disaster Risk Reduction Program (DRRP) which established the \$51.8 million DRRF. The DRRF provides grant funding to disaster risk reduction projects across 3 streams: 1) State Risk Reduction 2) Local and Regional Risk Reduction and 3) Building Disaster Risk Knowledge.
Emergency	An event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response.
EMPLAN	Local Emergency Management Plans are developed by Local Emergency Management Committees (LEMC) to clearly define roles and responsibilities of responders and community partners during an emergency.
ESC	Eurobodalla Shire Council
GMC	Goulburn-Mulwaree Council
HSC	Hilltops Shire Council
IP&R	The planning and reporting described in the NSW Local Government Act that enables local councils to sustainably plan, resource, deliver and report on activities that support the achievement of agreed community outcomes.

JO	Joint Organisation NSW has a network of 13 joint organisations to strengthen the collaboration and engagement between state government and local government and improve infrastructure and service delivery to regional communities.
LEMC	AN all-agencies comprehensive emergency planning committee, to prepare the EMPLAN for community disaster response planning. Committee members include emergency services and agencies with functional responsibilities.
LEMO	The principal executive officer of the LEMC is known as the Local Emergency Management Officer (LEMO).
NSW RA	NSW Reconstruction Authority
QPRC	Queanbeyan-Palerang Regional Council
Recovery	The coordinated process of supporting affected communities in the reconstruction of the built environment and the restoration of emotional, social, economic, built and natural environment wellbeing
RCP's	Representative Concentration Pathways (RCPs). RCP4.5 reflects the 'medium' emissions scenario.
RRP	Regional Resilience Program
SERCON	NSW State Emergency Recovery Controller
SDMP	State Disaster Mitigation Plan
SMRC	Snowy Monaro Regional Council
SVC	Snowy Valley Council
ULSC	Upper Lachlan Shire Council
WWCC	Wagga Wagga City Council
WSC	Wingecarribee Shire Council
YVC	Yass Valley Council

17. REFERENCE DOCUMENTS

All documents providing input to this project are included in the Table below.

The key documents reviewed to create this framework are:

International:

United Nations. (2015). *Sendai Framework for Disaster Risk Reduction*

National:

National Recovery and Resilience Agency. (2019). *National Disaster Risk Reduction Framework*.

Department of Home Affairs. (2020). *The first National Action Plan to implement the National Disaster Risk Reduction Framework*

National Emergency Management Agency in August. (2023). *The Second National Action Plan to implement the National Disaster Risk Reduction Framework*

Council of Australian Governments. (2011) *National Strategy for Disaster Resilience*

State:

Reconstruction Authority. (2024). *State Disaster Mitigation Plan 2024 – 2026*

Regional:

CRJO (2024) Statement of Strategic Priorities 2024-2028

IP&R:

Office of Local Government. (2021). *Integrated Planning and Reporting Guidelines for Local Government in NSW*

Office of Local Government. (2021). *Integrated Planning and Reporting Handbook for Local Councils in NSW*

Specific Projects:

Canberra Region Joint Organisation. (2023). *South East NSW Resilience Blueprint Adapting to a changing world*

GHD. (DRAFT 2023). *Literature Review Report - Review of Resilience Plans - the Joint Organisation of Councils*. Dated 05 December 2023

GHD. (DRAFT 2024). *DRRF – Needs & Opportunities Analyses – Milestone 3.1 Gap Analysis and 3.3 Opportunities Summary Report*

Individual reports for councils in the CRJO Region

Hunter JO. (2023). *Resilience Integrated Planning & Reporting (IP&R) Support Package*

Warren Sharpe Strategic Services - Critical Infrastructure Resilience Plan Template.

The Joint Organisations across NSW collaborate and share information around disaster risk reduction and resilience, and this tool has been created to build on the existing ones rather than reinventing the process. As such, concepts were adopted and built on from Hunter JO (2023), Central NSW JO and best practice actions were identified with input from GHD (2023 and 2024), and Warren Sharpe Strategic Services (2023).

GENERAL REFERENCES	DOCUMENT LEVEL	FOCUS AREA
United Nations Office for Disaster Risk Reduction (UNDRR), 2015, "Sendai Framework for Disaster Risk Reduction 2015–2030"	International	Natural disasters
National Recovery and Resilience Agency, 2019, "National Disaster Risk Reduction Framework" dated 19 April 2019	National	Natural hazards
Department of Home Affairs, 2020, "The first National Action Plan to implement the National Disaster Risk Reduction Framework"	National	Natural hazards
Council of Australian Governments, 2011. "National Strategy for Disaster Resilience", dated Feb 2011	National	Disaster Resilience
Australian Institute for Disaster Resilience (AIDR), 2021, "Systemic Disaster Risk", first edition, included in the Australian Disaster Resilience Handbook Collection	National	Natural hazards
Australian Institute for Disaster Resilience (AIDR), 2021, "Systemic Disaster Risk: case study profiles", first edition, included in the Australian Disaster Resilience Handbook Collection as a companion to "Systemic Disaster Risk" (AIDR 2021)	National	Systematic disaster risk
Website: "Australian Disaster Resilience Index: building safer, adaptable communities" https://adri.bnhcrc.com.au/#!/	National	Disaster resilience
Australian Government, Department of Home Affairs (National Resilience Taskforce), 2018, "Profiling Australia's Vulnerability: The interconnected causes and cascading effects of systemic disaster risk."	National	Systematic disaster risk
State Emergency and Rescue Management Act 1989 (SERM Act)	NSW	Emergency Management
NSW Government, 2018, "New South Wales State Emergency Management Plan", (EMPLAN) dated December 2018	NSW	Emergency management
Resilience NSW, 2021, "NSW Recovery Plan", dated December 2021	NSW	Disaster recovery
NSW Disaster Recovery Handbook DRAFT	NSW – with specific guidance for Councils	Disaster recovery
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Australian Emergency Management Institute, 2013, "Communicating with People with Disability: National Guidelines for Emergency Managers", Included in the Australian Emergency Management Handbook Series	National	Emergency management communication
CSIRO, 2019, "Resilience Adaptation Pathways and Transformation Approach interventions for sustainable futures A guide to designing, implementing and assessing interventions for sustainable futures", Version 2	Tool	Adaptive pathway scenario planning
Cool Suburbs Tool Program: Resilient Sydney: https://www.cityofsydney.nsw.gov.au/governance-decision-making/resilient-sydney	Tool (under resilient Sydney strategy)	Heat
Department of Planning, Industry and Environment, 2020 "Climate Risk Ready NSW Guide Practical guidance for the NSW Government sector to assess and manage climate change risks"	NSW	Climate change
Website: Task Force on Climate-related Financial Disclosures (TCFD) https://www.fsb-tcfd.org/	National	Climate related finance
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NSW Government, 2021, "Resilience outcomes for the planning system"	NSW	Resilience Planning
Website: Get Ready Program for Councils: https://www.nsw.gov.au/resilience-nsw/get-ready-program-for-local-councils	Councils	Disaster resilience
Get Ready NSW Household Preparedness Survey	NSW	Disaster preparedness
Website: Australian Business Roundtable for Disaster Resilience and Safer Communities http://australianbusinessroundtable.com.au/	National	Disaster resilience



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