

Disaster Resilient: Future Ready Burnett Inland

Roadmap to Resilience: Kalpowar



FRRR
Foundation for Rural
Regional Renewal



Australian Government

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Roadmap to Resilience: Kalpowar

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Part 1: Summary

Section A: DR:FR Program Outline and Intent

Disaster Resilient: Future Ready (DR:FR) is a national program that helps remote, rural and regional communities to be better prepared for future disasters.

FRRR and local lead partner Red Earth Community Foundation are working in collaboration with Minderoo Foundation, leveraging their networks, expertise and adaptable approach towards community resilience planning to support local partner communities in the Burnett Inland region to strengthen their resilience. This work is also supported by the Australian Government, through the National Emergency Management Agency, under the Preparing Australian Communities Program – Local Stream.

The aim of the program is to develop and lead regional and localised community initiatives that strengthen awareness, increase preparedness and enhance capacity of the local community to thrive and be resilient to the impacts of climate, disasters and other disruptions. This includes building local knowledge of climate risks, catalysing leadership, fostering collaboration and facilitating community-driven innovation processes to develop and activate strategic actions and strategies that:

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

The pace of the program is based on the individual needs of each community and activities may include capacity building workshops, facilitated community conversations, community building and engagement events, co-design workshops, relationship and network building and activation of priority initiatives.

The partner communities identified by Red Earth in the early phase of the program include Cherbourg, Dallarnil, Kalpowar, Kumbia, Proston and Tansey. These communities will have access to flexible funding for activities that enhance their capacity to thrive and be resilient to the impacts of climate, disasters and other disruptions.

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

Section B: Purpose of Document

The **Roadmap to Resilience: Kalpowar** document has multiple purposes. Firstly, it serves to document the journey and outcomes of the **Disaster Resilient: Future Ready** program in Kalpowar, including community engagement processes, community mapping and the identification and development of locally-driven initiatives aimed at enhancing disaster preparedness and resilience now and to support development of future initiatives.

It also acts as a vital resource for the Internal Advisory Group (IAG) whose remit is to provide local advice and insights to the overall DR:FR QLD project to ensure it is delivered in alignment with local needs and

priorities, within the construct of program donor parameters. By consolidating information, insights, actions and outcomes, the document aims to foster alignment with the broader disaster management ecosystem and captures the unique strengths and needs of the Kalpowar community.

Furthermore, the Roadmap is also a critical element in FRRR's granting due diligence and provides the FRRR Board, which ultimately approves DR:FR grant applications, with information about the development of the initiatives and how they align to program principles, evidence of need and considerations of the broader context.

Section C: Resilience Statement

Based on community feedback, Kalpowar's Resilience Statement is:

Kalpowar's community spirit is most evident when things get tough and people come together to talk, to get information and to share resources to help. Kalpowar is well self-organised, inclusive of all, has strong networks and members are part of decisions that impact their community.

Section D: Summary of Community Engagement

In Kalpowar, a small group of seven community members held community engagement sessions in the Kalpowar Hall in April, August, September and December of 2023, and in February, March, August and November of 2024. During these sessions, Kalpowar worked through the program framework (see Appendix B), including the Prepare, People, Place and Possibilities topics under Phase 2 – 'Organise for Impact'. Throughout this process, the community co-created a shared vision for resilience and identified and prioritised community-led initiatives. A detailed overview of community engagement is in Part 2 of the Roadmap to Resilience.

Section E: Community Profile Summary

Desktop Analysis

At the start of the program, desktop analysis was conducted in relation to Kalpowar. The following summary of information was documented. *Please note that further community context is provided below this summary.*

Township: Kalpowar is a small community located in the Monto and District area within the North Burnett Regional Council LGA.

First Nations: Goorang Goorang people

SEIFA: Area is not assessed

Population: 53 (2021)

Remoteness: Outer Regional RA3

Kalpowar is a town in the North Burnett Region and a locality split between the North Burnett Region and the Bundaberg Region, in Queensland.

Kalpowar has been impacted by climatic events including:

- 1895 – 1902: Federation Drought
- May 1914 – March 1915: Drought declared
- January 1965 – June 1966: Drought declared
- April 1982 – February 1983: Drought declared
- 1997 – 2009: Millennium Drought
- February 2003: Ex-Tropical Cyclone Beni
- December 2010 – January 2011: Extreme weather event
- December 2012: Kalpowar Fire
- January / February 2013: Ex-Tropical Cyclone Oswald
- February 2015: Ex-Tropical Cyclone Marcia – this was a Category 1 cyclone when it passed over this community
- March 2017: Ex-Tropical Cyclone Debbie
- April 2017 – September 2019: Drought declared
- December 2019: Kalpowar Fire
- 2021 – May 2022: Drought declared

Kalpowar falls under the **North Burnett Region Disaster Management Plan**, which can be found on Council's website under Disaster Management: <https://northburnett.qld.gov.au/disaster-management/>.

Community Context: Further Information

The following further information was gathered through the DF:DR community mapping process. This information adds further context to the desktop analysis and elicits a deeper understanding of the fabric of the community.

During a rain event, the community is isolated and response units are not able to access until water levels have receded near Monto. In addition, during a fire event the response time to Kalpowar is around 30 minutes due to the location and distance from resources.

There are eight causeways between Monto and Kalpowar that get cut off during longer periods of rain and during floods.

Full Community Mapping, as undertaken through the DR:FR program, is outlined in Part 2 of the Roadmap to Resilience.

Section F: Critical Dimensions in Community Resilience Dimensions

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

In collaboration with FRRR, these dimensions were seen in action in communities impacted by disasters. This framework is commonly referred to as the [Critical Dimensions for Community Resilience](#).

The seven Resilience Dimensions and how program activities have identified them in relation to Kalpowar are outlined in Part 2 of the Roadmap to Resilience.

Section G: Community Initiative

Reflective of the program intent to ‘help remote, rural and regional communities to be better prepared for future disasters’ and to ‘support local people and organisations to develop and fund projects and initiatives that will improve disaster preparedness and community resilience’, each DR:FR community has had an opportunity to design projects meeting the Guidelines for ‘Local Community Initiatives’ that have been developed and agreed through the DR:FR Workshops.

The project ideas range in scale, scope, activity and funding readiness and will move through a multi-stage process to seek funds.

The overall process and the role of the IAG is summarised below:



As per the IAG Terms of Reference, the views and feedback from the IAG will be sought for all projects for a high level ‘concept endorsement’ via regular meetings of the IAG. If endorsed, all project concepts will be minuted. This endorsement acts as evidence of local community support to the FRRR Board. The IAG may choose to decline to endorse the concepts if the majority of members determine that: further development is required; it is not deemed a priority; or it is duplicative of existing local efforts.

Pending endorsement of the project by the IAG, FRRR will undertake full due diligence checks of the project and applicant and provide the IAG with updates where required. Projects may be deferred or declined at any stage of the due diligence process if FRRR is not satisfied the project or applicant meets the program guidelines or charity checks. If the project scope, applicant, budget, or stated outcome significantly changes after endorsement, the project will return to the IAG for re-endorsement prior to it being funded.

The IAG does not ‘approve’ projects; this is undertaken by the FRRR Board.

Once FRRR is satisfied the projects are ‘grant ready’, applicants apply via the FRRR Grants Gateway.

The applications are reviewed by FRRR staff, including the Portfolio Lead and CEO, and then put forward for approval to the FRRR Board.

Pending approval, the applicant is notified, funds are paid and the project commences.

Kalpowar Community Initiative Status:

As of late November 2024, Kalpowar has one project tabled: Resource Kalpowar Hall for Disaster Response and Information. Details are below. The overall concept is ready for endorsement by the IAG, noting that further refinement will take place prior to the initiative being submitted to FRRR once it is 'application ready'. Refinements will not impact the concept or intent of the initiative, and if there is any shift in the scope of the initiative, it will be re-presented to the IAG. Next steps in the project development are noted in Appendix A.

Initiatives Ready for IAG Concept Endorsement

Project Title: Resource Kalpowar Hall for Disaster Response and Information

Lead Organisation: Kalpowar Hall Committee

Project Description: Resourcing for the Kalpowar Hall so that it can be used as a central community hub for information and resource sharing before, during and after an emergency or disaster.

Indicative Cost: \$100,000

Expenditure Items:

- Community Noticeboard on Hall
- Generator, including wiring of Hall
- Storage area, including cement slab, metal cage for generator and enclosed area for resource storage
- Defib and First Aid kit
- Practical clean up resources for storage area
- 2 x large tanks and water pump

Stakeholders: North Burnett Regional Council, DR:FR Working Group (incorporating community members who have been involved in the DR:FR process and who represent a range of local organisations), as well as the broader Kalpowar community.

What has identified the need for this initiative? The Kalpowar community has noted that many rain events / ex-cyclone rainfalls result in Kalpowar being isolated due to the numerous creek crossings along access points.

Kalpowar's tabled Initiative aligns with the **Skills and Knowledge, Networks, Information, Resources and Tools and Support** Resilience Dimensions. Full explanation of how this initiative meets each of these Resilience Dimensions is in Part 2 of the Roadmap to Resilience.

What will the outcome be? i.e. How will this increase disaster preparedness in this community?

Disaster-related information will be accessible in the Kalpowar Hall to ensure preparedness for local community and tourists. Further resourcing will also bolster the Hall's capacity in its appropriate function during the disaster cycles to support preparedness, response and recovery. This effort to increase preparedness will engender empowerment and mitigate feelings of fear and isolation within the Kalpowar community.

How does this initiative fit within the ecosystem of disaster preparedness, response and recovery within the local context? Through strengthening lines of communication and relations between the Hall Committee and the North Burnett Regional Council, the community will be able to ensure that they can leverage existing supports and also identify gaps to support future improvements.

How will this initiative be maintained in the future? Ensuring appropriate systems and instruction manuals are developed as part of this initiative to support ongoing volunteer engagement.

Conflict of Interests:

No noted conflicts of interest to declare in relation to Kalpowar’s initiatives.

Quick DR:FR Program Guideline Alignment Check	
Kalpowar Hall: Resource Kalpowar Hall for Disaster Response and Information	
1. Build the skills, knowledge and capacity of local people or organisations to be better prepared for future disasters through new or strengthened:	
a) Skills, capacity and knowledge;	<input checked="" type="checkbox"/>
b) Networks and self-organising systems;	<input checked="" type="checkbox"/>
c) Information sharing and communication;	<input checked="" type="checkbox"/>
d) Inclusion and decision making;	<input type="checkbox"/>
e) Tools, resources, or minor infrastructure; and	<input checked="" type="checkbox"/>
f) Initiatives that add value to local emergency planning.	<input checked="" type="checkbox"/>
2. Involve other key stakeholders, build partnerships and strengthen collaboration that will benefit local people in future disasters; and	<input checked="" type="checkbox"/>
3. Respond to one or more of the seven critical dimensions for building community resilience, shown below .	<input checked="" type="checkbox"/>
4. Meets FRRR charitability and other granting due diligence.*	<input type="checkbox"/>

*While the project is ready for IAG endorsement, final charitability checks are yet to be 100% completed before the application is lodged with FRRR. See project development and approval pathway diagram for reference.

Part 2: Further Detail

Section H: Detailed Community Engagement Overview

In addition to the summary of community engagement provided in Part 1, please find below a more detailed overview.

An initial community engagement session was held at the Kalpowar Hall in April 2023, where the program framework was discussed and the community's initial Resilience Statement was captured. There was an enthusiastic response to being included in the DR:FR program, with an official letter of commitment to the program being sent to Red Earth. In August, seven community members gathered to discuss the impacts of climatic events and to work through the People section of the program framework. In September, only three community members were able to attend; however rich conversation still took place and the community mapping – including the Place section of the program framework – was completed during this session.

In December 2023, the 'climate impacts' conversation was revisited with a larger group and Possibilities were identified by exploring the Resilience Dimensions and how they could be amplified to increase disaster preparedness. In January 2024, five community members engaged with a High / Low Impact vs High / Low-Cost quadrant activity to assess the value of ideas generated up to that point.

In February 2024, a fun and interactive dotmocracy session was held with eight local residents in attendance, in order to prioritise initiatives. Nic Vogelpoel and Cameron Willis from the evaluation partner Day Four Projects were in attendance and captured valuable information about why people had engaged with the program, what had been valuable and what they hoped success would look like. Also in attendance were Shari and Adam from Disaster Relief Australia (DRA), who gave a presentation about the Big Map events that would be delivered across the region as part of the project.

During the March 2024 community session, the prioritised initiatives from February were further refined and local community members 'took ownership' of ideas that resonated with them, taking responsibility to obtain quotes or further scope an idea. The August community session was a light touch connection point to keep momentum going and facilitate a two-way conversation about progress since March.

Community engagement in November of 2024 was a hybrid approach, with one Red Earth Project Officer attending in person and the other presenting from online. This method was well-received and was an effective tool for scaffolding conversations that finalised the revision and clarity of the community initiatives that Kalpowar would like to put forward, noting that a schedule of community events was added in order to amplify the Resilience Dimensions and re-activate the Kalpowar Hall as a community hub for the purpose of community cohesion.

Section I: Full Community Profile

Desktop Analysis

At the start of the program, desktop analysis was conducted in relation to Kalpowar. The following is a detailed community profile, compiled from the information available. *Please note that further community context is provided in [Part 1](#).*

Kalpowar sits within the State electorate of Callide and the Federal division of Flynn. The Gladstone – Monto Road runs through Kalpowar from north-west to south-west.

Large areas from the north to the south of the locality are within the Kalpowar State Forest, with parts of the north-east of the locality in the Borilla State Forest. Additional state forests and National parks that are around the locality of Kalpowar include: Yarrol State Forest; Dawes National Park; Dawes Resource Reserve; Glassford State Forest; Bulburin National Park; Bulburin Forest Reserve; Bulburin State Forest; Bania National Park; Bania State Forest; Cannindah State Forest; and Splinter Creek State Forest.

Most rain events / ex-cyclone rainfalls result in Kalpowar temporarily becoming an isolated community due to the numerous creeks crossing along any access point. The community is even occasionally divided for a short period of time by Splitters Creek, which flows along the eastern edge of town.

The town's name is derived from the name of the local railway station as assigned by the Queensland Railways Department on 30 January 1928 – Kalpowar – which was an Aboriginal word meaning either 'pine tree' or 'copper'. Kalpowar has a rich history in goldmining and timber, with over 200 people connected to the timber industries in occupations including at the forestry department, plantation, sawmills, and loading trains

Kalpowar is the head of six man-made railway tunnels that commence at the Barimoon siding of the Boyne Burnett Inland Rail Trail. A significant number of tourists and avid cyclists visit and ride the rail corridor that begins here. In terms of accommodation, there is an Air B'n'B known as 'The Barracks', which is continuously occupied by contractors, and a low-cost camping area on the old school grounds and at Kalpowar State Forest campsite.

The school eventually closed in 1997 and the land was later sold. This resulted in the nearest state primary school being Builyan State School in the neighbouring Boyne Valley to the north and Monto State School in Monto to the south-west. The nearest state secondary school is Monto State High School, also in Monto, but this school is sufficiently distant from some parts of Kalpowar that distance education and boarding schools are options often considered for senior education.

The town was a bustling community in the 1970's with a post office, general store, schools and even talk of a police station. Over the years, with the removal of deforestation and closure of the railway this once busy community gradually reduce in size. Businesses started to move on and shops were converted into homes. Kalpowar has a large ageing demographic with numerous ailments. There are two young families that live within the township. The majority of the community does not interact with each other until there is a community-wide impact, then they band together to support each other.

The community's greatest asset is the Kalpowar Hall, which hosts numerous events throughout the year, such as the Christmas concert, community meals and catering for the Packs 'n' Pedals Dinner bike riders.

However, with an aged but active small handful of members, the Committee struggles from time to time to find people to give of their time at events, although people are always willing to cook or donate towards a raffle prize.

The Hall Committee members see an opportunity through engaging with the visitors to the Tunnels as well as the Monto Art Trail mural on the side of the hall. Their vision for the hall is for it to be a place of refuge in times of needs and a place of celebrations in all other times. The hall can be a place that is a resource for disasters, information sharing, connection and the heart of the community.

Kalpowar does have public tennis courts that are situated on the old school grounds. This facility is not utilised by the community as it is not easily accessible and has not been maintained by the State Government. Moreover, access to the courts is via the old school oval, which is now privately owned, further limiting opportunities for use. There is also a designated Sports field that is not used by community or maintained by local government.

Additional community assets are the numerous disused railway bridges that are accessible during wet weather events. These bridges have been used numerous times by local community members to restock individual supplies, or to travel to Monto for school, work and various other needs. This is a self-organising system that the community has created, with family or friends in neighbouring communities helping.

There is a Telstra telecommunication tower that provides a 4G service to those living directly in the township. Those outside of the town rely on satellite connectivity or landlines, as there is not mobile service. In addition, free-to-air television is available via Vast Satellite system and internet is also via satellite. The town has no back up power supply and the only telecommunication tower has a backup power supply for 2 hours maximum. Communication is an issue for residents, especially during extended power outages, with most residents not having a landline. There is one community member who does have a radio phone that can be utilised by the community; however, they are situated on the other side of a creek that has been impacted by flooding during any rain event.

The community has a person who acts as the local Rural Fire warden. However, Kalpowar is an island when it comes to Queensland Rural Fire services. They are surrounded by numerous districts that have dedicated resources that are within townships. Kalpowar falls under the South Burnett fire area but backs on to Bundaberg and Gladstone, with the Kalpowar State Forest situated in North Burnett, the Pine Forest plantation and Borilla State Forest in Bundaberg region and the Dawes National Park in Gladstone region.

In the past the Kalpowar community fire mitigations and response were led by the State Department of Natural Resources and Forestry as there was a localised workforce, until the state government privatised the Pine Forest. With the privatisation of the forest, the Department withdrew their office from the community, resulting in a population decline and no fire mitigation and response personnel or resources. This gap has never been filled by the Queensland Rural Fire Services.

Kalpowar falls under the **North Burnett Region Disaster Management Plan**, which can be found on Council's website under Disaster Management: <https://northburnett.qld.gov.au/disaster-management/>.

The 'Disaster Support Plan – Monto' covers the district of Monto, an area of approximately 4,250 square km.

Disaster Resilience (Australian Disaster Resilience Index Map)

The Kalpowar area is in an area not assessed on the Australian Disaster Resilience Index map. For the benefit of outlining the community profile, the 'Monto – Eidsvold' area information has been used.

Disaster Resilience value of 0.2730.

The Monto-Eidsvold area is assessed as having low capacity for disaster resilience. Communities in areas of low disaster resilience may be limited in their capacity to use available resources to cope with adverse events and are limited in their capacity to adjust to change through learning, adaptation and transformation. Limitations to disaster resilience may be contributed to by entrenched social and economic disadvantage, less access to or provision of resources and services, lower community cohesion and limited opportunities for adaptive learning and problem solving.

Coping Capacity value of 0.3438.

Communities in areas of low Coping Capacity may be constrained in their capacity to use available resources to cope with adverse events and to prepare for, absorb and recover from a natural hazard.

Adaptive Capacity value of 0.2270.

Communities in areas of low Adaptive Capacity may be constrained in their capacity to adjust to change through learning, adaptation and transformation.

Community Mapping

As part of the DR:FR program, community mapping took place at a local level. The following data, gathered from community feedback during DR:FR community sessions, outlines the services and gaps that currently exist in the community, provides insight into the demographics and culture of Kalpowar and identifies some community concerns.

A snapshot of the Kalpowar community's services, businesses, infrastructure etc

Education

- Nil

Businesses

- The Barracks Air B'n'B

Organisations

- Kalpowar Hall Committee

Emergency Services

- None within Kalpowar
 - Nearest Urban Fire response unit is in Monto, some 45 km away. All Rural Fire response units are located on the other side of the state forest and pine plantation.

Other

- Short-stay campsite at the old school oval

Infrastructure

- Kalpowar Hall
- Telstra tower and phone box
- Public toilets
- Tennis court (no longer in use)
- Sports field (no longer in use)

Natural Environment

- Railway Trail – Head of the Kalpowar Tunnels

Community Insights

Kalpowar is surrounded by several state, national and pine forests, noting that fire is the community's greatest risk, with houses and facilities not being fireproof, and given that there is a large fuel load sitting in the creek that flows through the community.

Tourists, trail riders and cyclists often go through Kalpowar and stop by the Hall to use the amenities. It is likely that non-residents could be stranded in Kalpowar if they are visiting the area, or looking for shelter during a weather event.

While bushfire has been perceived by community as its greatest risk, there has never been a fire that has impacted properties or the township, that anyone is aware of. In 2019, there was a fire in the forestry which did affect some properties. Kalpowar provided care packages.

While there has never been a need for disaster relief resources (such as tarps) in the past, Kalpowar feels such resources would increase their ability and local empowerment to begin the recovery phase immediately after a disaster event. Kalpowar acknowledges that climate events are becoming more frequent, and that it is likely they will be impacted more significantly in the future.

Other Impacts

November 2024: Isolation overnight of a tourist due to localised flooding.

Community Concerns

There is no formalised structure to check in and connect with at-risk community members.

There are no resources in the community, such as tarps and shovels, to assist in recovery after a storm, cyclone, or other damaging climatic event.

There is no Kalpowar representation on the Monto Subgroup of the North Burnett Local Disaster Management Group (LDMG), limiting the two-way communication of information.

Part 3: Program Outcomes and the Disaster Management Ecosystem

Section J: DR:FR Burnett Inland Program Outcomes So Far

The DR:FR Program is supported by agreed guidelines that reflect both the program framework and outcomes sought by program donors.

The program aims to:

- 1) Build the **skills, knowledge and capacity** of local people or organisations to be better prepared for future disasters through new or strengthened approaches that include:
 - a) Skills, capacity and knowledge;
 - b) Networks and self-organising systems;
 - c) Information sharing and communication;
 - d) Inclusion and decision making;
 - e) Tools, resources, or minor infrastructure; and
 - f) Initiatives that add value to local emergency planning.
- 2) Involve other **key stakeholders, build partnerships and strengthen collaboration** that will benefit local people in future disasters; and
- 3) Respond to one or more of the seven **critical dimensions** for building community resilience.

As of December 2024, progress includes:

1) Skills, Knowledge and Capacity

AIDR - Australian Disaster Resilience Conference 2024

DR:FR program staff and community volunteers from the Burnett Inland attended AIDR 2024 Disaster Resilience Conference. This offered exposure to disaster mitigation and resilience examples, from government strategies and programs to grassroots approaches. Red Earth and FRRR delivered communications through various channels supporting wider education including a post-conference webinar (<https://www.redearth.org.au/drfr>) with community members profiling insights gained that will inform community initiative development and broader risk reduction.



Key takeaways from participants included:

- Progress "moves at the speed of trust." Without trust – whether it is with farmers, community members, or among colleagues – there is no solid foundation to build on.
- The importance of building homes suited to our environment will mitigate disaster risks.
- Better preparedness – assets, planning, or mental resilience – can help shorten the long recovery journey.

The Red Earth Leadership Forum – Resilience as an Ecosystem

The Red Earth Leadership Forum connected people from across the Burnett Inland region around the theme of ‘Resilience as an Ecosystem’, fostering conversation around personal resilience and disaster preparedness, response and recovery. Proceedings included keynote by Paul Ryan, Australian Resilience Centre and speaker Melanie Bloor, president Resilient Uki.

A panel discussion reiterated the ecosystem approach with local, regional and national perspectives on resilience building. Over 65 attendees thought big in breakout sessions and captured local opportunities and potential next steps in activating local initiatives.

A report on the Regional Leadership Forum entitled ‘Resilience as an Ecosystem’ was published.

Below are survey responses from Forum participants evidencing resilience built through their engagement:

- 82% of attendees agreed or strongly agreed that they increased their knowledge about disaster recovery and resilience;
- 95% learnt new information;
- 95% are more likely to increase involvement in their local community;
- 90% met new people and developed new networks; and
- 96% were inspired to act on new ideas.

2) Stakeholders, Partnerships and Collaboration

Disaster Resilience Australia – Big Map Events

Using a big floor map spread across the local halls in the Burnett Inland, Disaster Relief Australia facilitated conversations to help key disaster management stakeholders and community members see the bigger picture when preparing for disaster.

The map literally offered a bird’s eye view of the whole catchment. People located where they live on the map and built a better understanding of disaster risks that might impact them. The critical part of this process was about getting community members actually walking on the map to share, build knowledge and contribute their voice to disaster planning.



At these sessions multiple hazards were identified through the process, which offered the opportunity for the Burnett Inland community to share their knowledge and identify gaps, so that they can be ready for future disaster events and engage in a catchment approach because as was shared through the sessions “in a major flood, the catchment will force communities to work together”.

3) Resilience Dimensions

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



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

Networks

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

Local Context: *Kalpowar community leaders have strong formal and informal networks, evidenced by their committed involvement in the Kalpowar Hall Committee, and by observing the broader informal connections within the community. There is a desire for more networking opportunities, with exploration as to how to engage and inspire the broader community to attend.*

Information

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

Local Context: *There is a wealth of local knowledge in Kalpowar however, at this point, not a lot of opportunity to share tailored information with the broader community and tourists. The installation of a community noticeboard, with both emergency information and localised content, will help provide an avenue for information.*

Self-Organising Systems

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

Local Context: *Being such a small community, Kalpowar is adept at leveraging self-organising systems and building on networks and relationships to activate events and community-led initiatives.*

Inclusion

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

Local Context: *Kalpovar has amplified its understanding of inclusion since the activation of the DR:FR program, and now considers tourists, trail riders and cyclists to be part of the fabric of the community. Members have noted that they need to consider such non-residents when developing disaster preparedness and resilience initiatives.*

Communication

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

Local Context: *While communication in Kalpovar is often informal, one community member does regularly write a newsletter, which is distributed to all households. There is also a desire to amplify this Resilience Dimension by having a representative on the North Burnett Local Disaster Management Group Monto Subgroup, to support communication and collaboration with Council regarding disaster preparedness, response and recovery.*

Resources, Tools and Support

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

Local Context: *Community members within Kalpovar contribute their skills, knowledge, effort and time for the benefit of community. Now, through the DR:FR program, the community can combine those contributions with external financial and practical support to enhance resilience.*

Decision Making

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

Local Context: *As mentioned under the **Communication** Resilience Dimension, Kalpovar sees benefit in having a local representative on the North Burnett LDMG Monto Subgroup. This representation would help inform local inclusive decision-making and provide an opportunity for Kalpovar's community priorities to be communicated.*

How the Eligible Initiative Meets the Resilience Dimensions

(Full details of this Eligible Initiative are outlined in Part 1 of the Roadmap to Resilience.)

The Eligible Initiative aligns with the **Networks, Resources, Tools and Support**, and **Information** Resilience Dimensions.

By hosting a suite of community events, this initiative strengthens local **Networks** by re-activating the Kalpowar Hall as a central place for community connection and cohesion. These events will provide an avenue for residents (and non-residents) to connect, build relationships and enhance social cohesion.

By developing and installing a community noticeboard and hosting events that include disaster preparedness discussions, the initiative ensures vital **Information** is shared with both locals and tourists / trail riders / cyclists etc.

Resourcing the Hall with a generator, practical clean up supplies, and water tanks meets the **Resources, Tools and Support** Resilience Dimensions by transforming the Hall into a reliable community asset, equipping the community with a facility that serves as both a social hub and a resource centre for disaster preparedness and recovery.

Section K: The Disaster Management Ecosystem

The Australian Institute of Disaster Resilience (AIDR) defines disaster as “a serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses and impacts. Note, there are jurisdictional legislative variations”.

The DR:FR program recognises, respects and aims to build awareness of the importance of formal disaster management systems and is committed to working within, and adding value to, the local disaster management ecosystem.

Part of the program intent is to increase local awareness of current ‘formal’ disaster preparedness efforts, as well as response and recovery roles and responsibilities, particularly by local government. The DR:FR program aims to support, resource and strengthen the ‘informal’ community resilience building and preparedness efforts at the grassroots level, while working in collaboration with the formalised support system.

FRRR recognises that, nationally, disaster management is a busy and complex space and so takes an inclusive approach through focusing efforts on the Critical Dimensions in Community Disaster Resilience as a supportive framework for affected communities, regardless of the type of climate related impact. While ‘drought’ by national definition and by program donors is not considered a disaster, it is listed in the community profile given its wide-ranging local climatic and social impact, particularly given its history in the region and its close connection to both heatwaves and fire.

A key source of information for the Kalpowar community is the North Burnett Regional Council. For information about how to prepare for the next disaster, community members can visit Council’s Disaster Management section on their website: <https://northburnett.qld.gov.au/disaster-management/> and for up-to-date information during a disaster, can go directly to Council’s Emergency Dashboard: <https://emergency.northburnett.qld.gov.au/>.

Appendix A: Status of Community Initiatives

Initiative	Status	Resilience Dimension/s	Further Context	Next Steps
1. Resource Kalpowar Hall for Disaster Response and Information	RICE	Networks, Resources, Tools and Support, Information	In the essence of 'being prepared' the community sees resourcing their hall as a reliable and activation-ready facility to be paramount, particularly noting the high numbers of tourists and travellers through the area and the significance of their isolation. The inclusion of community events to re-activate their once vibrant community has been met with excitement.	<p>FRRR to check charitability and understand the project governance arrangements and if further capacity building would be supportive.</p> <p>FRRR & Red Earth to engage with the North Burnett Regional Council Disaster Management Officer regarding the role of the Hall throughout the Disaster Cycle in the formal disaster management arrangements, and if there are other resourcing opportunities that could meet these needs.</p> <p>Establishment of Kalpowar DR:FR Working Group to refine the project concept with FRRR and Red Earth, including brokering connection between working group and the North Burnett Regional Council. This will include budget clarification in relation to how the hall is recognised in the disaster cycle. Updates will be provided to the broader community and there will be opportunities for community feedback where appropriate.</p>
2.Grassed helipad	DNP	Resources, Tools and Support	Due to the expense and maintenance of a grassed helipad, this community opted out of this initiative, noting that helicopters can land on the road safely as they have in the past.	Nil
3.Localised disaster management fridge magnets	DNP	Information	This initiative was not prioritised by community.	Nil

Initiative	Status	Resilience Dimension/s	Further Context	Next Steps
4. Town bore for use during emergencies	DNP	Resources, Tools and Support	Due to complexities in establishing a successful bore with feed to the Hall, this initiative was iterated to 2 x large water tanks, which are now included in the Eligible Initiative.	Nil
5. Solar panels on Hall	DNP	Resources, Tools and Support	This initiative was not prioritised by community due to preference for generator.	Nil

Project Developments Steps

DNP	Discussed, Not Progressing
PDU	Project Development Underway
RICE	Ready for IAG Concept Endorsement
FAR	FRRR Application Ready
ASF	Application Submitted to FRRR
FBA	FRRR Board Approved
PC	Project Commenced

Appendix B: DR:FR Program Framework

Disaster Resilient : Future Ready

Where do communities start and how does it work? (The Phases)



Phase 2. Organise for Impact and Phase 3. Community Action Community Engagement and Activity

Throughout the project and more intensively through these phases, FRRR works directly or through partners/facilitators with community members and local organisations, supporting them to develop and activate strategic initiatives that enhance community resilience and disaster preparedness by:

- connecting people and organisations, understanding their community and building local capacity to work together.
- building awareness of climate risks, disaster impacts and vulnerabilities.
- Increasing knowledge of resilience principles and how they are applied.
- identifying opportunities and developing ideas for community-led action.
- making decisions and implementing actions prioritized by the community.

