COMMUNITY- LED ADAPTATION AND RESILIENCE STRATEGY FOR SHOALHAVEN

Developed by by the Shoalhaven Community Resilience Network Working Group (SCRN)

DECEMBER 2022

Contents

This Strategy document is complemented by three Sub-Strategies for Bay & Basin, Kangaroo Valley, and Sussex Inlet (December 2022).

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Glossary

Adaptation: The term adaptation in this report refers to taking deliberate and considered actions to avoid, manage or reduce the consequences of actual or expected disruptive events and their effects or impacts and to take advantage of the opportunities that such events may generate.

Capacity: A combination of all the strengths and resources available with a community or organisation that can reduce the level of risk, or the effects of a disaster.

Capacity building: Efforts aimed to develop human skills within a community, organisation or institution needed to prepare, withstand, and recover from disruptive events.

Community empowerment: Community empowerment refers to measures designed to increase the degree of autonomy and self-determination in people and in communities in order to enable them to represent their interests in a responsible and self-determined way while acting on their own authority.

Community-led planning: A 'step-by-step process, that enables every citizen to participate in, and contribute to, improving the social, economic, environmental, and cultural well-being of their local area.

Community Resilience: A resilient community has the ability to adapt to changes in the physical, social, or economic environment, and the potential to learn from experience and improve over time.

Disruptive Events: Disruptions to the functioning of a community that exceed its capacity to cope using its own resources. For example, extreme weather events, pandemics, bushfires, floods, landslides, heatwaves, tsunami, and other disasters.

Integrated Science: Includes traditional science, community knowledge and citizen science

Preparedness: Activities and measures taken in advance to ensure effective response to the impact of disasters, including the issuance of timely and effective early warnings and the temporary removal of people and property from a threatened location.

Redundancy: In engineering and planning fields, redundancy is the intentional duplication of critical components or functions of a system with the goal of increasing reliability of the system, usually in the form of a backup or fail-safe, or to improve actual system performance.

Resilience: Resilience is a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances.

Resources: In this report, the term resources include Human resources (e.g. labour, time, skills, and management), and nonhuman resources (e.g. capital, financial resources, and technology).

Acronyms

CLARSS: Community Led Adaptation and Resilience Strategy for Shoalhaven

CLP: Community Led Planning

MERIL: Monitor, Evaluate, Report, Improve and Learn.

RIRP: Recovery Into Resilience Project

SCRN: Shoalhaven Community Resilience Network

SWOT: Strengths, Weaknesses, Opportunities, Threats

Executive Summary

The Community-led Adaptation and Resilience Strategy for Shoalhaven (CLARSS) outlined in this report is the outcome of twelve months of collaborative planning effort by members of a Shoalhaven-wide Working Group[1]. The Strategy was developed through a rigorous planning process that was facilitated by a research team from the Griffith University's School of Environment and Science. The strategy identifies key policies and actions that will support and enhance the area's capacity to better prepare, withstand and recover from future disruptive events and change.

The CLARSS is underpinned by the following long-term Vision for an Adaptive and Resilient Shoalhaven Region that was derived by the Working Group:

> *Our community will be informed, well-connected, engaged, diverse, inclusive and safe, promoting self-sufficiency and care for all people. We will use our local grassroots networks and community skills, partnering with appropriate services to enable our people and environment to better withstand, adapt and recover from disruptive events.*

The principles, policies and actions detailed in the CLARSS will guide the Shoalhaven community towards achieving this Vision as well as providing mechanisms for the community to engage in the various planning processes of local, state, and federal governments and non-government agencies.

The CLARSS identifies seven key policies issues under the following themes:
1. Community Development and Empowerment

2. Land Use Planning for Resilient Communities

3. Climate Change Adaptation

4. Protecting Shoalhaven's Special Attributes (Assets)

5. A Sustainable Local Economy

6. Communications

7. Implementation and Governance.

Each policy issue is supported by several enabling actions which stipulate responsibilities, required resources, timings, and priorities for implementation.

The final component of the CLARSS is an implementation plan for its first twelve months which has been designed as a partnership arrangement between the community-based group taking this strategy forward and the Shoalhaven City Council.

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[1] The Working Group comprises of volunteer members drawn from various communities and groups within the Shoalhaven as well as selected Council staff and agencies.

In addition to this Strategy, several complementary sub-strategies have been developed for three specific communities within the Shoalhaven to address more localised issues.[2] These three sub-strategies can be accessed via {INSERT LINK}.

Whilst this current document is the final output of Stream One of the Shoalhaven City Council's Recovery Into Resilience Project (RIRP), its status is a discussion document which has yet to receive final endorsement by the Shoalhaven City Council – expected early 2023. To this end, it is currently the subject of internal briefings to Council and council staff. A preliminary draft version has been briefed to the Major and the CEO.

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[2] It is anticipated that further complementary sub-strategies will be developed with other Shoalhaven communities in the near future.

1. Introduction

The Shoalhaven region, like many other locations in Australia, is experiencing increased frequency and severity of extreme weather events. Under climate change projections, nature induced disasters are expected to impose a worsening burden on emergency responders and communities, and to further challenge the management capabilities of governments. Recent events including the Black Summer Bushfires (2019-2020) and the catastrophic east coast floods (February–March 2022) overwhelmed official response capabilities and highlighted the value of community involvement before, during and especially after these disasters.

The Recovery into Resilience Project (RIRP) was initiated by Shoalhaven City Council in response to community expectations and needs following many environmental and social challenges including the Currowan Bushfire and COVID-19. The project's primary aim is to grow Community-led Resilience to plan, prepare, respond and recover from emergency and disaster situations.

Community-led resilience building sees communities as active partners in building their capacity and capability to adapt and respond to the impacts of disruptive events.[3]

The term community resilience can mean many things, but broadly speaking it is the capacity of community to cope with change (including crisis) while evolving in positive ways. Resilience is the ability of a community to adapt to pressures and transform itself in a way that makes it more sustainable in the future. Rather than simply 'survive' the stressor or change, a resilient community might respond in creative ways that fundamentally transform the basis of the community in a positive manner.

This Community-led Adaptation and Resilience Strategy for Shoalhaven (CLARSS) is the outcome of twelve months of collaborative planning effort by members of

Image: Shoalhaven Resilience Community Network Working Group (Griffith University)

a Shoalhaven-wide Working Group. Volunteer members were drawn from various communities and groups within the Shoalhaven, selected Council staff and agencies, who working with a research team from the School of Environment and Science, Griffith University. [4]

The strategy identifies key policies and actions that will support and enhance the area's resilience to future disruptive events and change.

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[3] Disruptive events may include: extreme weather events, heatwaves, pandemics, bushfires, floods, landslides, tsunamis and other disasters.
[4] Prior to the 2019/20 series of disruptive events, the Griffith University team had been researching approaches to community-led adaptation and resilience planning using the Shoalhaven community as their case study.

2. Background

2.1 The Recovery Into Resilience Project (RIRP)

Shoalhaven City Council has initiated the Recovery Into Resilience Project (RIRP) following the devastating impacts of the 2019/20 bushfire season, which affected over 80% of the City's land area.

The project aims to benefit the Shoalhaven community by helping residents and visitors become better prepared for emergencies, be more adaptive and resilient to future disruptive events, and have better access to accurate, timely and authoritative information in times of crisis. The RIRP is funded by a $2 million grant from Federal and State Governments and is fully endorsed by Shoalhaven City Council.

The RIRP provides a coordinated approach to improving the resilience of the Shoalhaven Community, via three programs which involve short and long-term approaches, as summarised in Figure 1. It consists of three work streams:

> Council's vision is for Shoalhaven to emerge from the impacts of the recent bushfires and to prepare for future disasters in a better, stronger and more resilient position than it was prior to the bushfire emergency.
>
> **Shoalhaven Community RiRP Action Plan (October 2020)**

- ➢ Community-led Resilience Planning in partnership with Griffith University (Work Stream 1),
- ➢ Community Readiness (Work Stream 2), and
- ➢ Local Information Hubs (Work Stream 3)

Figure 1. Overview of The Recovery Into Resilience Project Streams.
(Source: Shoalhaven City Council)

Stream 1- Community-led Resilience Planning

The primary goal of Work Stream 1 is to enhance the Shoalhaven communities' long-term resilience to future disruptive events (for example: extreme weather events, pandemics, bushfires, floods, landslides, and other disasters). It is directed at the development of a long-term CLARSS that will help improve the community's ability to withstand, respond to and recover from these future disruptive events. The Strategy was developed as a collaborative effort involving a city-wide working group of self-selected volunteer community members, both individuals and group members, together with selected staff from Council and agencies, working with the research team from Griffith University. Section 3 of this report provides a brief overview of the process used to develop the Strategy, and Section 4 describes the final draft Strategy.

Image: Shoalhaven Resilience Community Network Working Group (Griffith University)

Stream 2- Community readiness

The Community Readiness component of the RIRP comprises short-term actions to enhance the availability of emergency planning information. Since the commencement of the RIRP, Council staff have engaged directly with communities to provide education on emergency preparedness and enhance the community's understanding of emergency messaging. To date, Community engagement was sought primarily through CCBs and Hall Management Committee meetings and gatherings to promote and support the operation of local Community Information Hubs across 25 sites in the Shoalhaven.

The Community Readiness program also complements existing efforts to improve tourist and visitor safety and emergency preparedness through the wide distribution of over 30,000 hard copies of the Community Readiness Checklists and All Hazards Information Guide for Tourism Operators.

Stream 3- Local Information Hubs

The primary role of Stream 3 is to ensure that the Shoalhaven community receive authoritative and trusted communication during emergencies to make the right decisions to stay safe. Accordingly, the RIRP is in the process of delivering critical infrastructure so that in future disasters, if power and communications are lost, community members can access important emergency information via their Local Community Information Hubs.

The Community Information Hubs comprise of a "dashboard", similar to a large television monitor, that display authoritative information directly from the Emergency Operation Centre (EOC). The dashboard is linked to the EOC via satellite internet connection and powered via backup power from solar panels and batteries. This ensures the Hubs are not reliant on mobile phone towers or the power grid, which may be cut off or malfunction during disruptive events.

Since the commencement of the RIRP, Council has successfully installed and tested communications and energy technology at 25 Council-owned halls and community centres across the Shoalhaven. In addition, power installation in four Holiday Haven Caravan Site offices and the Wandandian Progress Association Hall is completed, with screen installations due to commence in early October 2022. Council is currently exploring and testing the potential to install this technology in non- Council owned facilities.

Image: Community Information Hub installation in Callala Bay (Shoalhaven City Council)

2.2 Community Led Resilience Planning

Community Led Planning (CLP) has been defined as a 'step-by-step process, that enables every citizen to participate in, and contribute to, improving the social, economic, environmental, and cultural well-being of their local area. It relies on people coming together locally, researching local needs and priorities, and agreeing on a range of different actions which help to improve their neighbourhood' (Eardley and Vincent 2011).

Community-led planning takes an alternative approach to the traditional model of government led action, and it encourages communities to empower themselves to address issues that affect their quality of life. It is well suited to issues that are complex, potentially controversial and require strong community support and involvement, such as responding to the growing threat from severe weather events.

Community Led Planning (CLP) enables local people to create stronger, more vibrant and more resilient communities, better able to respond to local challenges and opportunities. It represents genuine value for money, as communities across the country take on responsibility for making things happen, rather than waiting for others to do it for them.

CLP contrasts more "traditional" forms of government-driven community engagement, whereby authorities 'inform', 'consult' and 'involve' communities in local decision making. Instead, the emphasis of CLP is on community empowerment. The role of the government authorities (Local, State or Federal) under a model of CLP shifts from provider and carer to that of an enabler and partner; responding to and supporting local planning and action.

Image: Shoalhaven Resilience Community Network Working Group (Griffith University)

CLP initiatives have been recognised and praised for their contributions to (a) social coherence; (b) empowerment; (c) cost-efficiency; (d) local problem ownership; and (e) strengthening the autonomy, independence, and self-reliance of citizens. This recognition has led to a growing interest in using CLP to address myriad of issues ranging from depopulation of rural communities to responding to disruptive events such as bushfires, floods, earthquakes, and tsunamis.

2.3 Community Resilience

In the ecological context, resilience is defined by the ability of (natural) systems to recover or bounce back following a disruption. However, in the context of natural hazard, resilience is also defined by the degree of improvement, or betterment, which occur post disasters. In other words, resilience is not only measured by how quickly a system (be it social, economic, political, or natural) is able to return to pre-disaster conditions, but also by the processes and the changes that have been implemented to decrease impacts from similar events in the future.

> "The Royal Commission into Natural Disaster Arrangements and the NSW Independent Inquiry into the 2020 Bushfires both identified, and Council recognises, that Community-led Resilience is the foundation of our residents', ratepayers' and visitors' preparation, readiness, response and recovery from disasters and environmental challenges."
> **Shoalhaven Community RiRP Action Plan (October 2020)**

In the context of community resilience to natural hazards, resilience refers to the community's ability to adapt to those forces/ events, to create innovative ways to survive and thrive through change, and to create trajectories for its future that maximize its resources and make the most of the opportunities hidden in change.

Communities often have intrinsic attributes that can lead to improved resilience and adaptive capacity to natural hazards and other disruptive events. These attributes include social memory, diversity of social networks, diversity of types of knowledge, and opportunities for self-organisation.

Continuous learning, or the process of learning new skills and knowledge on an on-going basis, is also recognised as a critical component of community resilience. Continuous learning should also include a reflective process, whereby communities reflect on past events and activities in order to learn what works, what can be done better and what needs to be changed.

> Developing resilience increases the community's ability to develop in dynamic environments that are characterised by unpredictability and surprises.

Community-led resilience building sees communities as active partners in building their capacity and capability to adapt and respond to the impacts of natural disasters and other disruptive events by incorporating community knowledge, experience and expertise into all stages of emergency management planning.

3. Methodology

The CLARSS presented in this document is the outcome of twelve months Scenario Planning process, undertaken by the previously mentioned Shoalhaven- wide Working Group. For the purposes of this report, this group has tentatively been referred to as the Shoalhaven Community Resilience Network Working Group (SCRN).

Overseeing and facilitating the planning process was a team of researchers from Griffith University who has a long affiliation with Shoalhaven City Council and the community, dating back to 2013. Previously, the research team has worked with the Sussex Inlet and District Community on their Community-led strategic Action Plan, and later with members of Council's NRM Committee and the Sustainable Future Committee (now dissolved).

The development of the CLARSS involved nine workshops with the Working Group, commencing in February 2022 and several complementary activities, including two webinars and two community surveys. Figure 2 provides a diagrammatic representation of the methodology used to develop the CLARSS. A comprehensive description of the methodology is provided in Appendix A of this report.
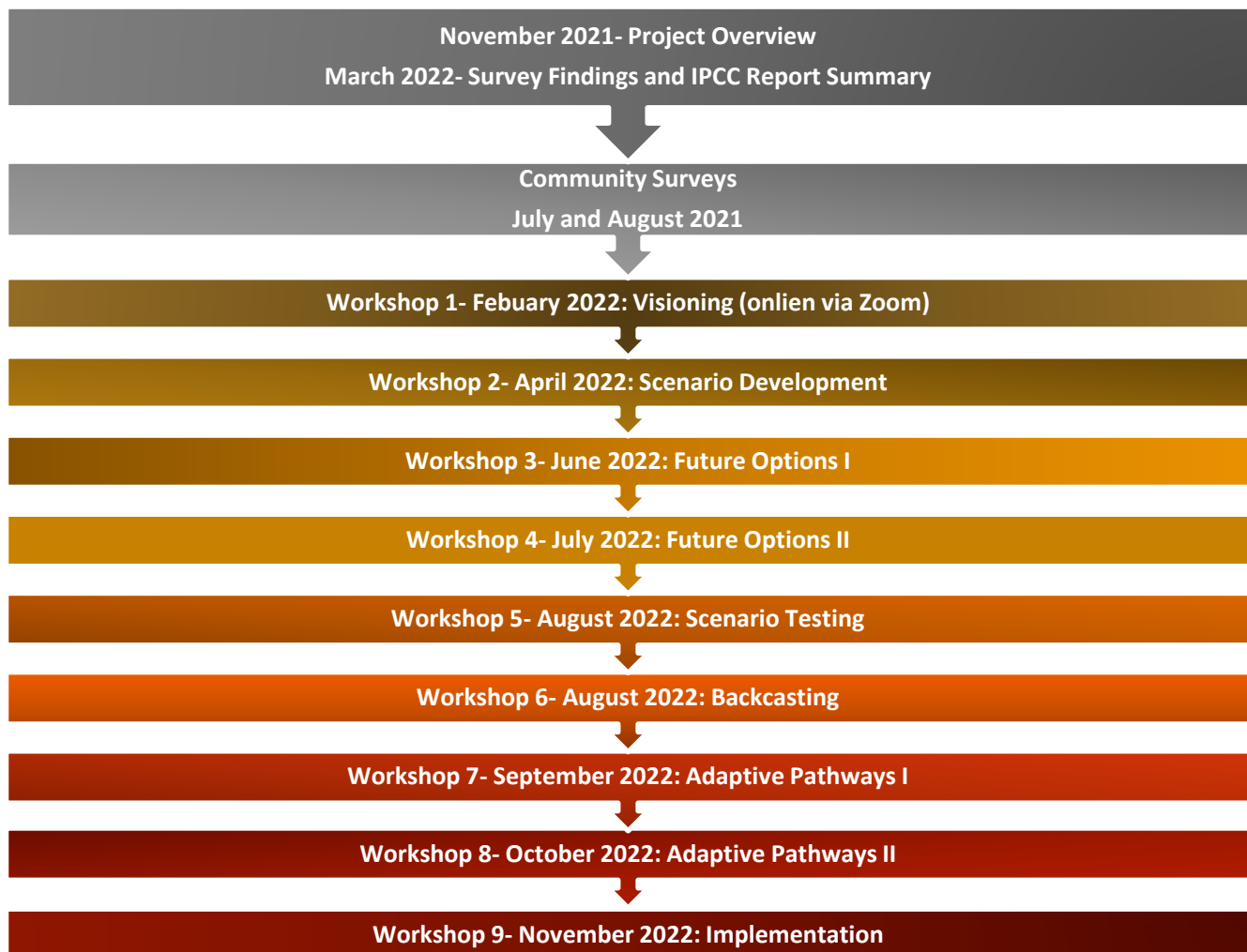
November 2021- Project Overview
March 2022- Survey Findings and IPCC Report Summary

Community Surveys
July and August 2021

Workshop 1- Febuary 2022: Visioning (onlien via Zoom)

Workshop 2- April 2022: Scenario Development

Workshop 3- June 2022: Future Options I

Workshop 4- July 2022: Future Options II

Workshop 5- August 2022: Scenario Testing

Workshop 6- August 2022: Backcasting

Workshop 7- September 2022: Adaptive Pathways I

Workshop 8- October 2022: Adaptive Pathways II

Workshop 9- November 2022: Implementation

Figure 2. Methodology Used to Develop the CLARSS

4. The Strategy

The strategy is comprised of seven policy issues with each policy issue underpinned by a set of unique principles and several discrete policies. Each policy in turn, is comprised of several enabling actions which stipulate responsibilities, required resources, timing, and priorities for implementation. Where appropriate, links between policies and actions have been identified. This section outlines the seven Policy Issues and their associated Principles, along with individual Policies and their respected Actions. Specific implementation details for each Policy and Action are tabulated in Appendix B.
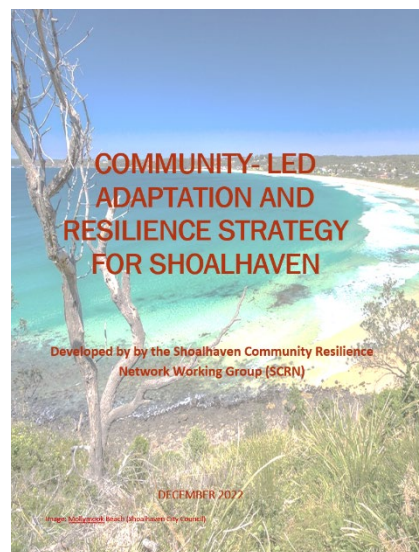
This Strategy provides the guidance for the Shoalhaven community to work towards the achievement of their community derived Vision for an adaptable and resilient future which is set out below:

Overarching Strategic Principles:

- The fundamental underpinnings of this community led initiative, embracing the notion of self-empowered communities, are formally recognised and supported by Council

- Resilient Communities are adapted to climate change as community members are aware of, and understand, their vulnerabilities and have taken measures to counter and recover from future disruptive events and a changing climate

- Resilient communities are motivated and competent through activities of continuous learning about emergent hazards and the techniques to manage and use them to improve a community's resilience

- The Shoalhaven Community Led Adaptation and Resilience Strategy will be developed as an inclusive initiative where no one is intentionally left behind, and one that informs choice, strives to mitigate unacceptable impacts, and addresses obstacles to meeting the community's vision and their needs

Policy Issues

A. Community Development & Empowerment

B. Land Use Planning for Resilient Communities

C. Climate Change Adaptation

D. Protecting Shoalhaven's Special Attributes (Assets)

E. A sustainable Local Economy

F. Communications

G. Implementation and Governance

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Principles, Policies & Actions
Issue A: Community Development & Empowerment
Principles:
1. Community based organisations can contribute to the development of social capital which in turn strengthens communities

2. Social capital contributes to enhancing knowledge exchange and creating new opportunities to strengthen the Region's resilience capacity

3. Maximise the use of community knowledge and skills

Policy A1: Establish a network of local community-based resilience groups (CRGs) capable of focusing on their community's disaster readiness, response, and recovery and adaptation planning.
> Action A1.1: Develop Terms of Reference for these groups through consultation
> Action A1.2: Commence with community groups with a Local Community Complimentary Sub-Strategy
> Action A1.3: Engage other local community groups to form their CRG and develop a Local Community Complimentary Sub-Strategy
> Action A1.4: Appoint and resource "place based" Resilience Officers to work with 'community resilience committees'
> Action A1.5: Develop internal community communication network strategy

Policy A2: Support and resource the network of local community-based resilience groups (CRGs)
> Action A2.1: Develop a resource kit for each group
> Action A2.2: Develop and implement a capacity building program for individual CRGs
> Action A2.3: Conduct regular briefings, seminars and field days for the network

Policy A3: Engage the Shoalhaven community to encourage their active participation in ongoing adaptation and resilience initiatives in their local communities
> Action A3.1: Develop an Awareness program to support this policy
> Action A3.2: Review, and if necessary, amend, Council's Engagement Strategy to ensure it includes adequate mechanisms for enhanced community engagement and participation
> Action A3.3: Provide maximum opportunities for community members to engage in disaster preparedness and recovery programs
> Action A3.4: Promote and facilitate grassroots initiatives that focus on promoting the principles of sustainability and enhancing community self-sufficiency
> Action 3.5: Assist community members to recognise and adapt to the changing climate at their local community level
> Action A3.6: Develop support programs for disadvantaged to overcome barriers to their participation in adaptation and resilience initiatives in local communities

Policy A4: Nurture racially, ethnically, and economically diverse communities and improve local support services
> Action A4.1: Promote and invest in a range of diversity programs that support adaptation and resilience initiatives

Policy A5: Co-facilitate Indigenous engagement and participation in all adaptation and resilience initiatives

Action A5.1: Promote the adoption of a Reconciliation Action Plan for the SCRN organisation that recognises and respects Aboriginal and Torres Strait Islander people and their heritage and improve their engagement in all sectors of the community

Action A5.2: Promote and seek resources to support greater involvement of Aboriginal and Torres Strait Islander people in planning and implementation of the Community Led Adaptation and Resilience Strategy for Shoalhaven.

Issue B: Land Use Planning for Resilient Communities

Principles:

1. Plan with natural systems

2. A principal purpose of land use planning should be to keep people safe from disruptive events including natural hazards (including floods, bushfires and landslides) and extreme weather events

3. The statutory and non-statutory land use planning processes are principal approaches to climate change adaptation

4. Land use planning decisions should be based on considerations of an area's carrying capacity to safely support a population in the face of future disruptive events

Policy B1: Utilise a "worst case" approach with best available science to review local community environments and access their vulnerability to floods, bushfires, landslides, tsunami, adverse coastal processes, extreme weather and heatwaves

Action B1.1: Access the latest available science and modelling with respect to the potential occurrence of floods, bushfires, landslides, tsunami, adverse coastal processes, extreme weather and heatwaves

Action B1.2: Incorporate Citizen Science into the program/s supporting this policy

Action B1.3: Disseminate the potential impacts for specific communities from floods, bushfires, landslides, adverse coastal processes, extreme weather and heatwaves to all community members, visitors and prospective new residents

Policy B2: Base future land use planning and decisions on rigorous science-based assessments of an area's carrying capacity and "at risk land"

Action B2.1: Incorporate carrying capacity assessments of the built and natural environment, based on the best available science, into land use planning and decision making

Action B2.2: Establish a panel of experts (which includes community members) to work collaboratively with Council to establish desired population capacities for the Shoalhaven region that is consistent with the Community Led Adaptation and Resilience Strategy

Action B2.3: Undertake land classification studies based on the best available science to identify areas susceptible to disruptive events, including floods, bushfires, landslides, adverse coastal processes, extreme weather and heatwaves

Action B2.4: Stabilise or quarantine classified "at risk land" from future development that will put people and property in harm's way

Action B2.5: Identify funding mechanisms to encourage and support the voluntary relocation of vulnerable housing

Policy B3: Develop an Action Plan to minimise local community vulnerability to floods, bushfires and landslides

Action B3.1: Access relevant input for the planning process leading to the Action Plan

Action B3.2: Undertake community collaboration in the development of the Action Plan

Action B3.3: Develop and implement a MERIL process with respect to the Action Plan

Action B3.4: Resolve and Develop the statutory policies for designating appropriate official local emergency shelters consistent with the Royal Commission into National Natural Disasters Arrangements.

Action B3.5: Communicate the location of recognised evacuation centres and the responsibilities for maintaining, activating, and operating these facilities.

Policy B4: Develop an Action Plan to minimise local community vulnerability to localised sea level rises, coastal erosion, East Coast Lows and severe storms

Action B4.1: Access relevant input for the planning process leading to the Action Plan

Action B4.2: Undertake community collaboration in the development of the Action Plan

Action B4.3: Develop and implement a MERIL process with respect to the Action Plan

Action B4.4: Resolve and develop the statutory policies for designating appropriate official local emergency shelters consistent with the Royal Commission into National Natural Disasters Arrangements.

Action B4.5: Communicate the location of recognised evacuation centres and the responsibilities for maintaining, activating, and operating these facilities.

Policy B5: Develop an Action Plan to minimise the impacts of extreme weather and heatwaves on local communities

Action B5.1: Access relevant input for the planning process leading to the Action Plan

Action B5.2: Undertake community collaboration in the development of the Action Plan

Action B5.3: Develop and implement a MERIL process with respect to the Action Plan

Action B5.4: Resolve and develop the statutory policies for designating appropriate official local emergency shelters consistent with the Royal Commission into National Natural Disasters Arrangements.

Action B5.5: Communicate the location of recognised evacuation centres and the responsibilities for maintaining, activating, and operating these facilities.

Policy B6: Incorporate natural systems into local planning to assist in flood mitigation, coastal protection, slope stability, bushfire, and heatwave mitigation

Action B6.1: Retain and restore riparian zones and flood retardation basins

Action B6.2: Retain coastal foredunes and buffer zones

Action B6.3: Retain vegetation cover that can assist to mitigate heatwaves whilst cognisance of bushfire threats

Action B6.4: Stabilise and revegetate unstable hillslopes

Policy B7: Promote and facilitate the development of community-based self-sufficiency initiatives

Action B7.1: Work collaboratively with communities to scope out self-sufficiency initiatives (eg micro grids, localised food production, green retrofitting initiatives, ethanol hub, etc.)

Action B7.2: Review relevant planning documents and instruments to ensure that appropriate provisions are made to support the development of locally-based self-sufficiency projects

Action B7.3: Develop local Biosecurity Plans to address potential emerging biosecurity threats to local agricultural, food security and associated community-based self-sufficiency initiatives

Issue C: Climate Change Adaptation

Principles:

1. Minimise the community's vulnerability to the adverse impacts of climate change through timely adaptation of local communities

2. Base future policy development and decisions on the best available integrated science and expertise[5]

Policy C1: Develop community specific climate change adaptation options, based on the best available science and knowledge, benchmarked to 2050 (including outcomes from inquiries)

Action C1.1: Assemble the best available climate science to 2050 in order to provide the latest and most accurate data to inform decision making in relation to climate change adaption options.

Action C1.2: Scope out critical research gaps which constrain the achievement of this policy

Action C1.3: Identify vulnerable physical, social and natural systems to future changes to climate

Action C1.4: Identify vulnerable communities to future changes in climate and address issues affecting these communities through the initiatives of this strategy

Action C1.5: Build systems' resilience and redundancy through addressing unacceptable climate change vulnerabilities

Action C1.6: Incorporate and adapt other relevant policies and actions

Action C1.7: Explore through community collaboration options for eliminating or minimising the unacceptable negative impacts from climate change.

Issue D: Protection, Restoration and Management of Shoalhaven's Special Attributes

Principles:

1. The contributing factors to a place's genius loci and liveability need to be safeguarded

Policy D1: Protect, restore and manage the special attributes of the Shoalhaven which make it a special place for its residents and visitors and contribute to its liveability

Action D1.1: Survey and inventory the special natural, social and cultural attributes of the Shoalhaven including those related to individual communities

Action D1.2: Undertake community collaboration in the development of the Inventory

Action D1.3: Incorporate the inventory into statutory and non-statutory planning strategies and schemes

Action D1.4: Incorporate the inventory into carrying capacity studies

Action D1.5: Utilise the inventory to prioritise the protection, management and restoration of the region's special attributes.

Action D1.6: Utilise inventory to prioritise the restoration of special attributes following a disruptive event.

Action D1.7: Support Council to seek state legislation and regulations to reflect the above actions.

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[5] Integrated science includes traditional science, community knowledge and citizen science.

E. A sustainable Local Economy

Principles:

1. Resilient communities have taken pre-emptive steps to minimise the negative impacts to their local economies from disruptive events and change

2. Engage and encourage the local business community to participate in resilience disaster planning

3. Recognise equity as a pre-requisite to self-sufficiency

Policy E1: Improve and sustain the diversification of local economies

> Action E1.1: Support localised sustainable food system initiatives (including production, transport, processing)
> Action E1.2: Encourage and support local sustainable commerce initiatives
> Action E1.3 Encourage local based skill development and training to support the local labour market
> Action E1.4 Encourage and support emerging industries (eg creative, digital, etc.)
> Action E1.5: Support initiatives that enhance the vibrancy of village centres
> Action E1.6: Identify opportunities and gaps in relation to local community economies
> Action E1.7: Develop redundancy strategies to address logistics and supply chain disruptions
> Action E1.8: Seek the enhancement of the capacity of public services and public utilities to support local economies

Policy E2: Facilitate and support self-sufficiency initiatives

> Action E2.1: Develop incentive programs to support this policy
> Action E2.2: Encourage self-sufficiency commercial initiatives, including the community non-profit sector.
> Action E2.3: Encourage the establishment of mutuals' and cooperatives' organisational structures to facilitate and enable the development of self-sufficiency initiatives in the not-for-profit sector.

F. Communications

Principles:
It is imperative that the community, (permanent, transient and visitors alike), are aware of, and informed, of their vulnerabilities from disruptive events and change and their personal responsibilities and remedial measures

Policy F1: Ensure that information and knowledge gathering and sharing between and within agencies and the community before, during and after disruptive events, is appropriate, clear and timely

> Action F1.1: Establish an agreed set of protocols for information and knowledge sharing
> Action F1.2: Implement an information and knowledge sharing system for the Shoalhaven

Policy F2: Increase transient population's preparedness to disruptive events

> Action F2.1: Implement an ongoing community awareness program to support this policy
> Action F2.2: Engage businesses and community organisations to support the awareness program
> Action F2.3: Seek the support of the local communications media
> Action F2.4: Develop a plan to integrate preparedness messages into tourism messages

Policy F3: Ensure that Shoalhaven's communication system includes sufficient redundancy that comprises of multiple back-up communication modalities that can be deployed during large scale disasters

Action F3.1: Develop communication strategies which include redundant forms of communication that can be deployed when all other systems fail (considering both digital and physical communication systems).

G. Implementation and Governance

Principles:
1. The people who developed the "Plan" should be responsible for implementing the "Plan"
2. Community led initiatives require the community to be empowered to do so
3. Decision making and implementation processes should reflect principles of good governance, which include participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, strategic attributes and follows the rule of law.

Policy G1: A community based standing committee will be assembled from the ranks of the "Shoalhaven Community Resilience Network" (SCRN), supported by a Shoalhaven City Council secretariat to implement and monitor the Community Led Adaptation and Resilience Strategy for Shoalhaven (CLARSS)[6]

Action G1.1: Develop Terms of Reference for the standing committee

Action G1.2: Elect a community member to chair the standing committee

Action G1.3: Develop a succession plan to ensure the long-term implementation of the Community Led Adaptation and Resilience Strategy

Action G1.4: Develop and implement a MERIL[7] process with respect to the CLARSS

Action G1.5: Establish a communication and liaison network to link the local community groups with each other and to the overarching standing committee

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[6] There are various options for the implementation of the Shoalhaven Adaptation and Resilience Strategy? Options range from full Council control to full Community control or hybrids in between these extremes.

[7] MERIL: Monitor, Evaluate, Report, Improve and Learn.

Appendix A

Methodology

1. Recruitment Process

An open invitation to all residents of the Shoalhaven to join the Working Group was posted on the Council's Project website in April 2021 and was also sent via email to a wide network of community and interests groups operating within the Shoalhaven. This was followed by an invitation to join an initial Project briefing from Prof Low Choy on June 7th, 2021. Fifty individuals from diverse locations within the Shoalhaven registered their interest in joining the Working Group, with 20 remaining active members of the Working Group to this date. In addition to community members, Shoalhaven City Council has delegated a few staff, who hold leadership positions related to strategic planning (community, environment, and infrastructure) and emergency services, to participate in the workshops and provide in kind support to the research team.

2. Project Activities

Community engagement with the research team commenced on December 8th, 2020, with a project briefing presentation held live via Microsoft TEAMS. Due to subsequent COVID-19 lock-downs and travel restrictions, face-to face workshops were postponed until April 2022. However, between December 2020 and April 2022, the research team continued to engage with the Shoalhaven community though two online surveys, two webinars, and an interactive two-hour visioning workshop.

2.1 Online Surveys

The two online community surveys were developed and released to the community to collect preliminary data about individuals' experiences with extreme weather events and their initial thoughts about improving their response to and recovery from future disasters. The surveys were advertised on the Project's webpage within the Shoalhaven City Council website, as well as through social media, newsletters, and emails to different community groups and networks.

The first survey, referred to as the "adult survey", was released in July 2021, and targeted individuals aged 18 years old and above. The survey was opened for 2 months. A second complementary survey, referred to as the "youth survey", was designed to be completed by secondary school aged participants, aged 11-18, was released in August 2021 and closed at the end of January 2022.

Shoalhaven City Council | Griffith UNIVERSITY Queensland, Australia

Recovery Into Resilience Project (RRP)

An Appetite for Action - Community Survey Findings
November 2021
Prepared by Professor Darryl Low Choy and Pasit Tayfield (Griffith University)

The "Adult survey" was attempted by 390 people and completed in its entirety by 260 people. The "Youth survey" was completed by 42 participants. Survey respondent came from 57 locations within the Shoalhaven, providing an excellent coverage of both coastal and inland communities.
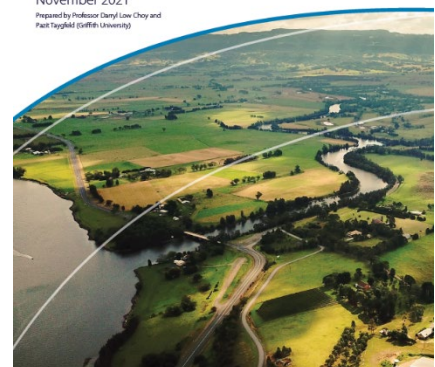
Overall, the survey results were a testimony to a community that is well engaged and enthusiastic about improving their region's capacity to plan, respond and recover from disruptive events. The many detailed responses also revealed an experienced community that has an intrinsic knowledge about the strengths and weaknesses of the Shoalhaven and about how the Shoalhaven can become a more adaptive and resilient region.

The survey findings provided an important context to, and input for, subsequent workshops and were incorporated into the Vision and strategy developed by the Working Group. A full survey findings report can be found HERE.

2.2 Presentations and Webinars

The first Webinar was held by Griffith university the 23rd of November 2021, via Microsoft TEAMS. The purpose of the Webinar was to provide participants with a detailed overview of the findings from the Adult Survey and explain how these findings will help inform the development of the Strategic Plan for Shoalhaven. A Webinar recording is available HERE.

A second, two-hour Webinar, was held on the 18th of March 2022 via Microsoft TEAMS. The aim of the Webinar was threefold: (1) to provide participants with a summary of the findings from the Youth Survey; (2) to finalise the Vision statement that will guide the development of the Adaptation and Resilience Strategy for Shoalhaven; and (3) to present the highlights from the Intergovernmental Panel on Climate Change (IPCC) 6th Assessment Report[8]. Webinar recording and presentation are available HERE.

2.3 Planning Workshops

Between April and November 2022, the project's Working Group, attended one online interactive workshop and eight face-to -face planning workshops. All workshops were facilitated by the research team from Griffith University (Figure A1). The workshops utilised a Scenario Planning methodology to assist the development of the long-term Community-led Adaptation and Resilience Strategy for Shoalhaven. During the workshops participants identified and tested future options for policies, strategies, programs, and plans aimed at achieving the long-term community vision for the Shoalhaven. These future options were designed to firmly focus on achieving the highest degree of resilience across all facets of the Shoalhaven community. A brief overview of each workshop is detailed below.
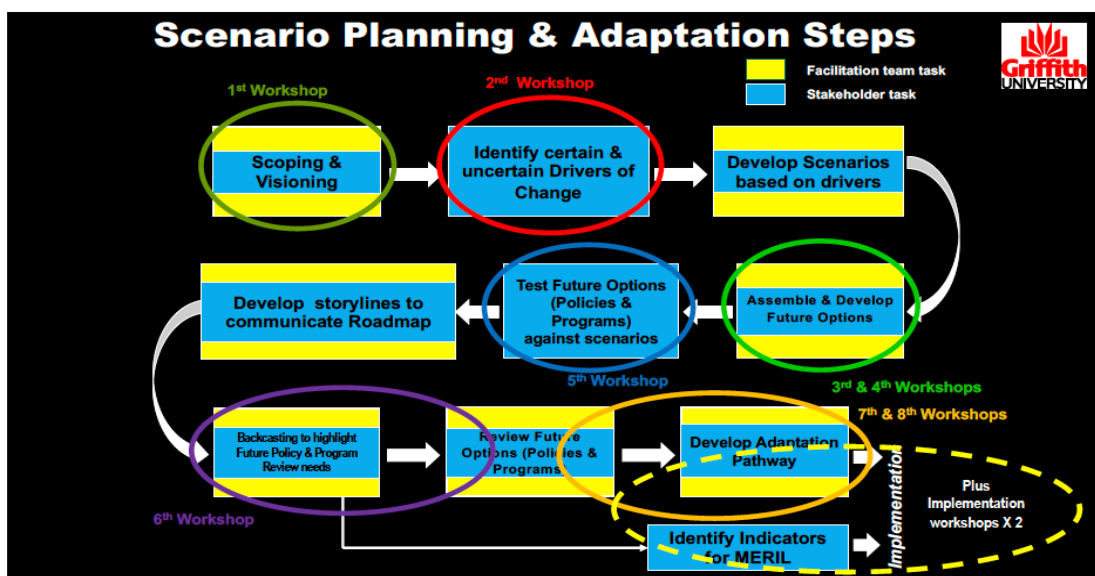

Figure A1: Scenario Planning Methodology Used in the Development of the CLARSS.

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[8] This presentation was given by Prof Brendan Mackey who is the Director of the Climate Action Beacon at Griffith University and the coordinating lead author for IPCC Working Group II - impacts, vulnerability, and adaptation.

The key steps taken towards developing the Strategic Plan for Shoalhaven included:

Workshop 1: Initial Scoping & Visioning Workshop (February 2022)
Due to travel restrictions, the first Project's workshop was held online, via Zoom, On the 24th of February 2022. The aim of the workshop was to initiate the process of developing a long-term Community-led Adaptation and Resilience Strategy for the Shoalhaven. Workshop objectives included:

i. To complete a SWOT[9] analysis for Shoalhaven; and

ii. To identify key community priority issues in relation to Community-led Adaptation & Resilience.

The workshop was attended by 29 participants, of which 20 were community members and 9 Shoalhaven City Council's staff. The workshop was facilitated by 5 research team members affiliated with Griffith University.

A full Workshop report can be found HERE

Image: Initial Scoping & Visioning Online Workshop (Griffith University)

Workshop 2: Scenario Development (April 2022)
The first of two scenario planning workshops took the participants through the first stage on Scenario Planning. The objective of the workshop was to identify two scenarios that would provide the basis for testing the capacity of future policy options to deliver the group's collective vision. Workshop objectives included:

i. To confirm the long-term Vision for the Shoalhaven region;

ii. To identify, classify and rank future drivers of change that may influence the Shoalhaven in the next 20+ years;

iii. To develop a scenario framework to guide the preparation of the Action Plan; and

iv. To define and select two scenarios to test future options for Shoalhaven.

During this workshop, participants confirmed the long-term Vision for the Shoalhaven. This Vision underpins the Adaptation and Resilience Plan and was used to guide the development of the Plan.

Image: Shoalhaven Resilience Community Network Working Group (Griffith University)

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[9] SWOT stands for: Strengths, Weaknesses, Opportunities, and Threats.

> ***Vision for an Adaptive and Resilient Shoalhaven Region***
> ***Our community will be informed, well-connected, engaged, diverse, inclusive and safe,***
> ***promoting self-sufficiency and care for all people. We will use our local grassroots networks***
> ***and community skills, partnering with appropriate services to enable our people and***
> ***environment to better withstand, adapt and recover from disruptive events.***

Workshop participants also identified key drivers of change they thought could affect their communities, considering global, national, regional and local scales. They then classified these drivers of change according to their importance and uncertainty.

The most important and uncertain drivers identified by each group were then listed together and each participant voted on those they felt were most important to the focal question. ***Global Technological Collapse*** *and* ***Occurrence of Natural Hazard Events*** (e.g. tsunami) were identified as the most important and uncertain drivers. These provided the basis for two scenarios: "Catastrophic" and "Critical Incidents" that were used in later workshop to test proposed policies options. A detail description of the scenario development process can be found HERE.

Workshop 3: Future options (June 2022)
In preparation for this workshop, members of the Working Group were invited to submit ideas of Future Options (policies and initiatives) that could enhance the Shoalhaven communities' long-term resilience to future disruptive events in the next 25 plus years. Workshop objectives included:

i.   To review preliminary Future Options from Working Group;

ii. To scope additional Future Options;

iii. To finalise List of Future Options for testing at next workshop;

iv. To review and finalise SCC existing policies for testing at next workshop; and

v.   To revise draft scenarios

Participants identified just over 50 Future Options to be included in the Strategic Plan. Due to the large number and complexity of the proposed future options, it was decided that an additional workshop will be held to enable the Working Group to properly discuss and disseminate a more concise and coherent list of future options.

Workshop 4: second Future Options Workshop (July 2022)
In preparation of this workshop, the research team collated a draft list of principles, policies and actions. The list was derived from the original list of Future Options proposed by the Working Group, and the discussion held in previous workshop. Workshop objective included:

i.   Review and sign off on reformatted and edited policies from previous workshop

ii. Consider additional strategic adaptation and resilience policies

iii. Finalise and sign-off on Future Options to be tested.

During the workshop participants refined the list of policies and actions, identified and addressed gaps and collated the final list of policies to be tests against the future scenarios in the following workshop.

Workshop 5: Scenario Testing (August 2022)

Central to the development of the Strategic Plan was the use of scenario planning - a strategic approach that can be used to assist decision-makers to plan for uncertain futures. The scenario approach allows users to develop and test plans, strategies and policies against a range of plausible futures.

During Workshop 2, participants identified two future scenarios to be used to test proposed Future Options: a "Catastrophic" scenario and a "Critical Incident" scenario. Boxes 1 and 2 provide a brief summary of each scenario. The full scenario narratives can be found HERE.

These scenarios were used in workshop 5 to test a list of selected policies. By subjecting these policies to different plausible scenarios, participants gained a better appreciation of their suitability to improve the community's ability to better plan, withstand and recover from future disruptive events as well as their value for public money. Policy testing also enabled participants to consider how they can help the Shoalhaven community achieve its collective Vision.

The outcomes from testing the policies helped participants to revise and further refine the list of the Policies and Actions to be included in the Strategic Plan.

Scenario Planning

Scenario planning creates possible futures to inform present decision-making. It is used to develop a science based decision-making framework in the face of high uncertainty and low controllability of future events. This involves the employment of a systematic approach for the development and testing of plans, strategies and policies in an uncertain environment through the creation of possible futures to test them in. Scenarios consider likely future trends, uncertainties and possible shocks and surprises. They involve the systematic exploration and description of the range of ways in which uncertainties could be played out and their likely impacts on society and the landscape.

BOX 1.
CATASTROPHIC

The city of Shoalhaven is devastated by a powerful tsunami, coupled with a severe east-coast low and a powerful geomagnetic storm

"Catastrophic" Scenario is characterised by the sudden occurrence of a large tsunami, coupled with a severe East Coast Low pressure system that generates gale force winds and heavy widespread rainfall. The timing of these events coincides with a significant global technological collapse due to a powerful geomagnetic storm, which causes all power grids, computers, and telecommunication systems to shut down. Satellites are impacted and their ability to communicate with earth via radio waves is compromised. Authorities and communities are taken by surprise as the Australian Bureau of Meteorology is unable to broadcast timely warning and updates and the Tsunami Warning System and all backup systems fail to activate. The confluence of these major events results in mass casualties and infrastructure damage as well as an unprecedented social backlash due to panic and confusion and the rise of unauthorised reports and spread of fake news. Efforts to assess and respond to the damage caused by these events are hampered by the breakdown of all regular communication channels, and the sudden nature of these events and their magnitude means that relevant agencies are overwhelmed and have insufficient assets and resources to deal with the scale and impacts of these events.

BOX 2
CRITICAL INCIDENT

The city of Shoalhaven is impacted by a confluence of two disruptive events" a relatively minor tsunami and a short term technological glitch due to a M class solar flare events

The "Critical Incident" Scenario is characterised by a confluence of two unprecedented events: a relatively minor tsunami along the east coast of NSW, and a global technological glitch due to a moderate (M-class) solar flare. Despite its relatively small scale, the tsunami causes serious flooding in coastal areas and significant damage to infrastructure and utilities. Due to the high density of population along the east coast, a large number of people are affected by the tsunami and emergency response teams are swamped with requests for assistance. To make matters worse, the solar flare causes power grids to shut down temporarily, damaging some computers and telecommunication systems. Authorities and communities are attempting to work collaboratively to address the impacts generated by the tsunami, but the response is slowed down by technological challenges, the lack of preparedness to such events, and the scale of the impacts. The confluence of these two events also mean that response agencies lack the necessary resources and experience to address all impacts in a timely and effective manner, triggering criticism from affected communities and raising questions about the efficacy of current response mechanisms.

Workshop 6: Backcasting (August 2022)

The revised and refined list of Policies and Actions was used in Workshop 6 to guide participants through a backcasting exercise.

Backcasting is a process of starting from a desirable future (the Vision), then looking back to today to identify the most strategic steps or actions necessary for achieving that Vision.

By undertaking a backcasting exercise, participants were also able to identify and address any policy deficiencies and gaps. Participants also concluded that a successful implementation of the plan and achievement of the Vision must be underpinned by the following conditions:

- Initiative needs to be supported by financial and human resources;

- Acceptance and implementation of the Strategy relies on changing community and political attitudes (wider acceptance of scientific information);

- The strategy should be recognised, supported, and resourced by the National Strategy for Disaster Resilience and relevant State and local policies and strategies;

- SCC should state its support for community led action and provide adequate resourcing to support community-led initiatives around adaptation and resilience;

- The strategy should be supported by awareness raising to garnish wide community support (critical for successful implementation);

- Legislative and regulatory support for emission reduction schemes need to be enacted across all levels of government- seeking 100% Zero emissions by 2050 to support and facilitate self-sufficiency initiatives;

- Council adopts a climate change adaptation policy and this should underpin all other Council policies;

- Community Strategic Plan (CSP) adopts key principles of adaptive community (as specified in the draft CSP). The CSP should also endorse community led planning for adaptation and resilience;

- Regional economic policy needs to support all aspects of the Strategy; and

- Policies should be adaptive (cyclic in nature) and reflect latest science.

The final revised list of principles, policies and actions is provided in Section 4 of this report. A complementary Table, listing all policies and actions and detailing priority, responsibility and linkages, is provided in Appendix B.

Workshop 7: First Adaptive Pathways workshop (September 2022)

Because long term planning can involve multiple possible futures and uncertainties, it needs to be flexible and adaptive to change as the future unfolds. Adaptation Pathways is a planning tool that can support the decision-making process by allowing flexibility in planning to accommodate uncertainty, as well as allowing for more proactive rather than reactive planning.

Adaptive planning pathways provides multi trajectory implementation pathways that takes into consideration a range of possible shocks or surprises. It involves several steps: (1) identification of possible shocks or surprises (these can be economic, political social, environmental, etc.); (2) identifying the "trigger points" (the

circumstances that caused these events); (3) identification of "turning points" (events that indicate that a change in direction is needed); and (4) identification of "tipping points" (critical thresholds).

During the first of two Adaptive Pathways workshops, participants identified a list of possible "shocks and surprises" and unpacked them to identify their "trigger points", "turning points" and "tipping points". Due to time constraints, participants were unable to examine how these shocks and surprises influence the implementation of the policies included in the Strategic Plan and map an implementation adaptive pathway. This process was undertaken in the second Adaptive Pathways workshop as described below.

Workshop 8- Second Adaptive Pathways workshop (October 2022)
During the second Adaptive Pathways workshop, participants focused on deliberating previously identified adaptation signals in the form of potential turning, tipping & trigger points relevant to plausible shocks and surprises. Using this information, they then identified a range of possible future Key Decision Points that might require the termination or modification of the current action or a transfer to a new action (ie pathway). The outputs from the second Adaptive Pathways workshop revealed that all current policies and actions of the CLARSS remained relevant under different foreseeable shocks and surprises. It was also revealed that under some circumstances, the implementation of certain actions may need to be accelerated or slowed down to reflect the context under which they are being implemented at some future time.

The adaptive pathways process reinforces the need for regular monitoring, evaluating, reporting, improving, and learning processes (MERIL process) in order to identify and respond to internal and external changes and trends (these can be economic, political, environmental, social, or organisational changes). Implementation stakeholders need to be pro-active, strategic, and well informed about existing and projected changes in their operating environment and flexible enough to modify their course of action in light of these changes.

Workshop 9- Implementation
Implementation is a critical phase in the planning process. It refers to the operationalisation of the policies and actions of the strategy, so as to accomplish the long-term goals, objectives and ultimately the vision of the strategy. It is the process of bringing the strategy to life by mobilising the necessary people, skills, and budget in efforts to materialise the promised deliverables.

The key objective of the final workshop was to identify the highest priority actions that need to be implemented during the first 12 months of the "plan implementation phase". By doing so, the Working Group was able to clearly articulate the priority order of the actions and the implementation timing, identify subsequent and concurrent actions, highlight what resources will be required, and describe what success would look like.

Overall, the Working Group identified four Actions to be implemented during the first 12 months, namely:
G1.1: Develop Terms of Reference for the standing committee
G1.5: Establish a communication and liaison network to link the local community groups with each other and to the overarching standing committee
A1.4: Appoint and resource "place based" Resilience Officers to work with 'community resilience committees'
A1.5: Develop internal community communication network strategy
These Actions will be supported by four concurrent actions, namely:

A1.1: Develop Terms of Reference for these groups [local community-based resilience groups] through consultation

A1.2: Commence with community groups with a Local Community Complimentary Sub-Strategy

F3.1: Develop communication strategies which include redundant forms of communication that can be deployed when all other systems fail (considering both digital and physical communication systems)

G1.2: Elect a community member to chair the standing committee

Policies and Actions Tables

ISSUE A: Community Development & Empowerment

POLICY/ACTIONS				
Policy A1: Establish a network of local community-based resilience groups capable of focusing on their community's disaster readiness, response, and recovery and adaptation planning.	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High (Immediate)**	**General Guidelines & Linkages** Supports the establishment of Policy G1
Action A1.1: Develop Terms of Reference for these groups through consultation	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network"* *(SCRN)*	Minimal level	High (Immediate)	Assume a Community-led Implementation organisation is established (for the purposes of testing policy: *"Shoalhaven Community Resilience Network" (SCRN)*
Action A1.2: Commence with community groups with a Local Community Complimentary Sub-Strategy	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network"*	Minimal level	High (Immediate)	Address "low hanging fruit"
Action A1.3: Engage other local community groups to form their local community-based resilience group and develop a Local Community Complimentary Sub-Strategy	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network"*	Minimal level	High	Implement after confirmation of "proof of concept" in relation to Action A1.2

| Action A1.4: Appoint and resource "place based' Resilience Officers to work with 'community resilience committees' | Shoalhaven City Council in association with *"Shoalhaven Community Resilience Network"* | Medium level | High (immediate) | |
| Action A1.5: Develop internal community communication network strategy | Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network"* | Minimal level | High (immediate) | |

ISSUE A: Community Development & Empowerment

POLICY/ACTIONS				
Policy A2: Support and resource the network of local community-based resilience groups (CRGs) [Links with Policy A1]	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High**	**General Guidelines & Linkages**
Action A2.1: Develop a resource kit for each group	Shoalhaven City Council in association with *"Shoalhaven Community Resilience Network"* (SCRN)	Minimal level	High	
Action A2.2: Develop and implement a capacity building program for individual CRGs	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network"* (SCRN)	Medium level	High	Potential for State of Commonwealth grant

Action A2.3: Conduct regular briefings, seminars and field days for the network	Shoalhaven City Council in partnership with "*Shoalhaven Community Resilience Network*" (SCRN)	Medium level	High	Ongoing action to exchange information and experiences and receive updates on Council and state government initiatives Links with Actions A3.2, F1.1

ISSUE A: Community Development & Empowerment

POLICY/ACTIONS				
Policy A3: Engage the Shoalhaven community to encourage their active participation in ongoing adaptation and resilience initiatives in their local communities	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High**	**General Guidelines & Linkages** Links with Policies C1 & B7
Action A3.1: Develop an Awareness program to support this policy	"*Shoalhaven Community Resilience Network*" (SCRN)	Minimum level	High	Designed to improve risk awareness across all communities taking into consideration socio-demographic diversity Links with Action B1.3
Action A3.2: Review, and if necessary, amend Council Engagement Strategy to ensure it includes adequate mechanisms for enhanced community engagement and participation	Shoalhaven City Council in association with "*Shoalhaven Community Resilience Network*" (SCRN)	Minimum level	High	Links with Policy A4, and Actions A3.2, A5.2

Action A3.3: Provide maximum opportunities for community members to engage in disaster preparedness and recovery programs	Shoalhaven City Council in association with *"Shoalhaven Community Resilience Network" (SCRN)*	Minimum level	High	Links with Policy A2 Links with Actions: B1.3, B2.2, B3.2, B4.2
Action A3.4: Promote and facilitate grassroots initiatives that focus on promoting the principles of sustainability and enhancing community self-sufficiency	*"Shoalhaven Community Resilience Network" (SCRN)*	Minimum level	Medium	Links with Policy E2 (all Actions), Actions: B2.2, C1.5
Action A3.5: Assist community members to recognise and adapt to the changing climate at their local community level	*"Shoalhaven Community Resilience Network" (SCRN) with assistance from Shoalhaven City Council*	Minimum level	High	Link with Actions: B1.2, B1.3, B2.2, B3.2, B4.2
Action A3.6: Develop support programs for disadvantaged to overcome barriers to their participation in adaptation and resilience initiatives in local communities	*"Shoalhaven Community Resilience Network" (SCRN) with assistance from Shoalhaven City Council*	Minimum level	High	Links with Action A3.2

ISSUE A: Community Development & Empowerment

POLICIES/ACTIONS				
Policy A4: Nurture racially, ethnically, and economically diverse communities and improve local support services	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing**	**General Guidelines**
			High	Links with Action 3.2 Links with Policy A5

Action A4.1: Promote and invest in a range of diversity programs that support adaptation and resilience initiatives	Shoalhaven City Council in association with *"Shoalhaven Community Resilience Network"* *(SCRN)*	Medium level	High	Links with Actions A3.2, A3.3, A3.4, A3.5, A3.6

ISSUE A: Community Development & Empowerment

POLICIES/ACTIONS				
Policy A5: Co-facilitate Indigenous engagement and participation in all adaptation and resilience initiatives	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High**	**General Guidelines**
Action A5.1: Promote the adoption of a Reconciliation Action Plan for the SCRN organisation that recognises and respects Aboriginal and Torres Strait Islander people and their heritage and improve their engagement in all sectors of the community	*"Shoalhaven Community Resilience Network"* *(SCRN)*	Minimal level	High	Link with Policy A4. This Action will also help support Action D1.1

Action A5.2: Promote and seek resources to support greater involvement of Aboriginal and Torres Strait Islander people in planning and implementation of the Community Led Adaptation and Resilience Strategy for Shoalhaven	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network"* *(SCRN)*	Medium level	High	Links with Policy A3 (all Actions)

ISSUE B: Land Use Planning for Resilient Communities

POLICIES/ACTIONS	

Policy B1: Utilise a "worst case" approach with best available science to review local community environments and access their vulnerability to floods, bushfires, landslides, adverse coastal processes, extreme weather and heatwaves	IMPLEMENTATION DETAILS			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High**	**General Guidelines & Linkages**
Action B1.1: Access the latest available science and modelling with respect to the potential occurrence of floods, bushfires, landslides, tsunami, adverse coastal processes, extreme weather and heatwaves	Shoalhaven City Council and other agencies in partnership with *"Shoalhaven Community Resilience Network" (SCRN)*	Medium level	High	Develop partnerships with relevant research organisations and network of CBOs and NGOs. Links with Action C1.1
Action B1.2: Incorporate Citizen Science into the program/s supporting this policy	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network" (SCRN)*	Medium level	High	Links with Action A3.5

Action B1.3: Disseminate the potential impacts for specific communities from floods, bushfires, landslides, adverse coastal processes, extreme weather and heatwaves to all community members, visitors and prospective new residents	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network" (SCRN)*	Medium level	High	Include local Real Estate operators and builders Links with Actions: A3.1, A3.3, A3.4, A3.5, F2.1, F2.2, F2.3, F2.4

ISSUE B: Land Use Planning for Resilient Communities

POLICIES/ACTIONS				
Policy B2: Base future land use planning and decisions on rigorous - science based assessments of an area's carrying capacity and "at risk land"	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High**	**General Guidelines** Utilises data from Policy B1 Supports Policies C1 and D1
Action B2.1: Incorporate carrying capacity assessments of the built and natural environments, based on the best available science, into land use planning and decision making	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network" (SCRN)*	High level	High	Links with Policy B6

Action B2.2: Establish a panel of expert (which includes community members) to work collaboratively with Council to establish desired population capacities for the Shoalhaven region that is consistent with the Community Led Adaptation and Resilience Strategy	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network"* *(SCRN)*	High level	High	
Action B2.3: Undertake land classification studies based on the best available science to identify areas susceptible to disruptive events, including floods, bushfires, landslides, adverse coastal processes, extreme weather and heatwaves	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network"* *(SCRN)*	Medium level	High	Utilise data from Policy B1
Action B2.4: Quarantine classified "at risk land" from future development that will put people and property in harm's way	Shoalhaven City Council	Medium level	High	Utilise Data from Policy B1
Action B2.5: Identify funding mechanisms to encourage and support the voluntary relocation of vulnerable housing	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network"* *(SCRN)*	Minimum level	High	

ISSUE B: Land Use Planning for Resilient Communities

POLICY/ACTIONS				
Policy B3: Develop an Action Plan to minimise local community vulnerability to floods, bushfires and landslides	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High**	**General Guidelines & Linkages** Links with Policies B1., B2, B3, B4, B5
Action B3.1: Access relevant input for the planning process leading to the Action Plan	*"Shoalhaven Community Resilience Network" (SCRN) in partnership with* Shoalhaven City Council	Medium level	High	Follows implementation of Policy B1
Action B3.2: Undertake community collaboration in the development of the Action Plan	*"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	High	Links with Actions C1.4, A3.3, A3.4, A3.5
Action B3.3: Develop and implement a MERIL process with respect to the Action Plan	*"Shoalhaven Community Resilience Network" (SCRN)* in collaboration with relevant network of CBOs and NGOs.	Medium level	Low	
Action B3.4: Resolve and develop the statutory policies for designating appropriate official local emergency shelters consistent with the Royal Commission into National Natural Disasters Arrangements.	Local Emergency Management Committee of Shoalhaven supported by *"Shoalhaven Community Resilience Network" (SCRN)*	Minimum level	High	

Action 3.5: Communicate the location of recognised evacuation centres and the responsibilities for maintaining, activating, and operating these facilities.	Local Emergency Management Committee of Shoalhaven supported by "*Shoalhaven Community Resilience Network*" (SCRN)	Minimum level	High	

ISSUE B: Land Use Planning for Resilient Communities

POLICY/ACTIONS	

Policy B4: Develop an Action Plan to minimise local community vulnerability to localised sea level rises, coastal erosion, East Coast Lows and severe storms	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High**	**General Guidelines & Linkages** Informed by Action C1.1
Action B4.1: Access relevant input for the planning process leading to the Action Plan	"*Shoalhaven Community Resilience Network*" (SCRN) *with assistance from* Shoalhaven City Council	Medium level	High	Follows implementation of Policy B1
Action B4.2: Undertake community collaboration in the development of the Action Plan	"*Shoalhaven Community Resilience Network*" (SCRN) *with assistance from SCC*	Minimal level	High	Links with Policy A3 and Action C1.4
Action B4.3: Develop and implement a MERIL process with respect to the Action Plan	"*Shoalhaven Community Resilience Network*" (SCRN) in collaboration with relevant network of CBOs and NGOs.	Medium level	Low	

Action B4.4: Resolve and develop the statutory policies for designating appropriate official local emergency shelters consistent with the Royal Commission into National Natural Disasters Arrangements.	Local Emergency Management Committee of Shoalhaven supported by "*Shoalhaven Community Resilience Network*" (SCRN)	Minimum level	High	
Action B4.5: Communicate the location of recognised evacuation centres and the responsibilities for maintaining, activating, and operating these facilities.	Local Emergency Management Committee of Shoalhaven supported by "*Shoalhaven Community Resilience Network*" (SCRN)	Minimum level	High	

ISSUE B: Land Use Planning for Resilient Communities

POLICY/ACTIONS				
Policy B5: Develop an Action Plan to minimise the impacts of extreme weather and heatwaves on local communities	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High**	**General Guidelines & Linkages** Informed by Action C1.1
Action B5.1: Access relevant input for the planning process leading to the Action Plan	"*Shoalhaven Community Resilience Network*" (SCRN) *with assistance from* Shoalhaven City Council	Medium level	High	Follows implementation of Policy B1
Action B52: Undertake community collaboration in the development of the Action Plan	"*Shoalhaven Community Resilience Network*" (SCRN)	Minimal level	High	Links with Policy A3 and Action C1.4

Action B5.3: Develop and implement a MERIL process with respect to the Action Plan	"*Shoalhaven Community Resilience Network" (SCRN)* in collaboration with relevant network of CBOs and NGOs.	Medium level	Low	
Action B5.4: Resolve and develop the statutory policies for designating appropriate official local emergency shelters consistent with the Royal Commission into National Natural Disasters Arrangements.	Local Emergency Management Committee of Shoalhaven supported by "*Shoalhaven Community Resilience Network" (SCRN)*	Minimum level	High	
Action B5.5: Communicate the location of recognised evacuation centres and the responsibilities for maintaining, activating, and operating these facilities.	Local Emergency Management Committee of Shoalhaven supported by "*Shoalhaven Community Resilience Network" (SCRN)*	Minimum level	High	

ISSUE B: Land Use Planning for Resilient Communities

POLICY/ACTIONS	

Policy B6: Incorporate natural systems into local planning to assist in flood mitigation, coastal protection, slope stability, bushfires and heatwave mitigation	IMPLEMENTATION DETAILS			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High**	**General Guidelines & Linkages** Links with Policies B1, B2

Action B6.1: Retain and restore riparian zones and flood retardation basins	Shoalhaven City Council and other land management agencies in association with *"Shoalhaven Community Resilience Network" (SCRN)*	Medium to high level	High	Links with Action C1.1
Action B6.2: Retain coastal foredunes and buffer zones	Shoalhaven City Council supported by State Government in association with *"Shoalhaven Community Resilience Network" (SCRN)*	Medium to high level	High	Links with Action C1.1
Action B6.3: Retain vegetation cover that can assist to mitigate heatwaves whilst cognisance of bushfire threats	Shoalhaven City Council and other land management agencies in association with *"Shoalhaven Community Resilience Network" (SCRN)*	Medium level	High	Links with Action C1.1
Action B6.4: Stabilise and revegetate unstable hillslopes	Shoalhaven City Council and other land management agencies in association with *"Shoalhaven Community Resilience Network" (SCRN)*	Medium level	High	Links with Action C1.1

ISSUE B: Land Use Planning for Resilient Communities

POLICY/ACTIONS				
Policy B7: Promote and facilitate the development of community-based self-sufficiency initiatives	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **Medium**	**General Guidelines & Linkages** Links with Policies A3, C1, E1, E2
Action B7.1: Work collaboratively with communities to scope out self-sufficiency initiatives (e.g. micro grids, localised food production, green retrofitting initiatives, ethanol hub, etc.)	Shoalhaven City Council in association with "*Shoalhaven Community Resilience Network*" *(SCRN)*	Minimal to Medium level	Medium	Links with Actions: A3.3, A3.4, E1.1, E1.2
Action B7.2: Review relevant planning documents and instruments to ensure that appropriate provisions are made to support the development of locally-based self-sufficiency projects.	Shoalhaven City Council in association with "*Shoalhaven Community Resilience Network*" *(SCRN)*	Medium level	Medium	Links with Action: A3.3 and all other land use planning policies; Policy E2
Action B7.3: Develop local Biosecurity Plans to address potential emerging biosecurity threats to local agricultural, food security and associated community-based self-sufficiency initiatives	Shoalhaven City Council and other relevant biosecurity State agencies in association with "*Shoalhaven Community Resilience Network*" *(SCRN)*	Medium level	Medium-High	

ISSUE C: Climate Change Adaptation

POLICY/ACTIONS				
Policy C1: Develop community specific climate change adaptation options, based on the best available science and knowledge, benchmarked to 2050 **(including outcomes from inquiries)**	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High**	**General Guidelines & Linkages** Links with Policy A3
Action C1.1: Assemble the best available climate science to 2100 in order to provide the latest and most accurate data to inform decision making in relation to climate change adaption options.	*"Shoalhaven Community Resilience Network" (SCRN) with assistance from* Shoalhaven City Council and relevant research institutions	Medium level	High	Informs Policy B7 Links with Action B1.1
Action C1.2: Scope out critical research gaps which constrain the achievement of this policy	*"Shoalhaven Community Resilience Network" (SCRN) with assistance from* Shoalhaven City Council and relevant research institutions	Medium level	High	
Action C1.3: Identify vulnerable physical, social and natural systems to future changes to climate	*"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	High	Links with Action D1.1
Action C1.4: Identify vulnerable communities to future changes in climate and address issues affecting these communities through the initiatives of this strategy	*"Shoalhaven Community Resilience Network" (SCRN) with assistance from* Shoalhaven City Council and other relevant agencies	Medium level	High	Links with Policies B3, B4, B5

Action C1.5: Build systems' resilience and redundancy through addressing unacceptable climate change vulnerabilities	*"Shoalhaven Community Resilience Network" (SCRN) with assistance from* Shoalhaven City Council plus other relevant agencies and institutions	Medium level	High	Links with Action B1.1
Action C1.6: Incorporate and adapt other relevant policies and actions from this Strategy with the outputs from C1.1	*"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	High	Links with Policy B6 (all Actions) Links with Action D1.3
Action C1.7: Explore through community collaboration options for eliminating or minimising the unacceptable negative impacts from climate change	*"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	High	Links with Actions B2.2, B2.4, B2.5 Links with Policies B3, B4, B5

ISSUE D: Protection, Restoration and Management of Shoalhaven's Special Attributes

POLICY/ACTIONS				
Policy D1: Protect, restore and manage the special attributes of the Shoalhaven which make it a special place for its residents and visitors and contribute to its liveability	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **Medium-High**	**General Guidelines & Linkages** Links with Policy C1 (all Actions)
Action D1.1: Survey and inventory the special natural, social and cultural attributes of the Shoalhaven including those related to individual communities	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network" (SCRN)*	High level	High	Links with Action A5.1, C1.2

Action D1.2: Undertake community collaboration in the development of the Inventory	*"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	High	
Action D1.3: Incorporate the inventory into statutory and non-statutory planning strategies and schemes	Shoalhaven City Council	Minimal level	High	Links with Action C1.5
Action D1.4: Incorporate the inventory into carrying capacity studies	Shoalhaven City Council	Minimal level	High	Links with Policy B2
Action D1.5: Utilise the inventory to prioritise the protection, management and restoration of the region's special attributes.	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	High	Links with Policy B6
Action D1.6: Utilise inventory to prioritise the restoration of special attributes following a disruptive event.	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	High	Links with Policy B6
Action D1.7: Support Council to seek state legislation and regulations to reflect the above actions.	*"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	High	Links with Policy C1 Links with Action C1.6

ISSUE E: A sustainable Local Economy

POLICY/ACTIONS				
Policy E1: Improve and sustain the diversification of local economies	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing**	**General Guidelines & Linkages**
			Medium	Links with Policy B7

Action E1.1: Support localised sustainable food system initiatives (including: production, transport and processing)	*"Shoalhaven Community Resilience Network" (SCRN)* with support of Shoalhaven City Council	Minimal level	Medium	Links with Policy B7 (all Actions) Links with Actions A3.4,
Action E1.2: Encourage and support local sustainable commercial initiatives	*"Shoalhaven Community Resilience Network" (SCRN)* with support of Shoalhaven City Council	Minimal level	Medium	Links with Policy B7
Action E1.3: Encourage local based skill development and training to support the local labour market	*"Shoalhaven Community Resilience Network" (SCRN)* with support of Shoalhaven City Council	Minimal level	Medium	Links with Actions A3.2, A3.3
Action E1.4: Encourage and support emerging industries (eg creative, digital, etc.)	*"Shoalhaven Community Resilience Network" (SCRN)* with support of Shoalhaven City Council	Minimal level	Medium	Links with Policy B7
Action E1.5: Support initiatives that enhance the vibrancy of village centres	*"Shoalhaven Community Resilience Network" (SCRN)* with support of Shoalhaven City Council	Minimal level	Medium	
Action E1.6: Identify opportunities and gaps in relation to local community economies	*"Shoalhaven Community Resilience Network" (SCRN)* with support of Shoalhaven City Council	Minimal level	Medium	

Action E1.7 Policy: Develop redundancy strategies to address logistics and supply chain disruptions.	*"Shoalhaven Community Resilience Network" (SCRN)* with support of Shoalhaven City Council and other agencies	Minimal level	Medium	
Action E1.8: Seek the enhancement of the capacity of public services and public utilities to support local economies	Shoalhaven City Council and other relevant agencies supported by "Shoalhaven Community Resilience Network" (SCRN)	Minimum	Medium	Links with C1.3; C1.4

ISSUE E: A sustainable Local Economy

POLICY/ACTIONS				
Policy E2: Facilitate and support self-sufficiency initiatives	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **Medium**	**General Guidelines & Linkages** Links with Action E1.1, E1.2
Action E2.1: Develop incentive programs to support this policy	*"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	Medium	Links with Policy B7, Links with Action: A3.4
Action E2.2: Encourage self-sufficiency commercial initiatives, including the community non-profit sector.	*"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	Medium	Links with Policy B7, Links with Action: A3.4

| Action E2.3: Encourage the establishment of mutuals' and cooperatives' organisational structures to facilitate and enable the development of self-sufficiency initiatives in the not-for-profit sector. | *"Shoalhaven Community Resilience Network" (SCRN)* | Minimal level | Medium | Links with Policy B7, Links with Action: A3.4 |

ISSUE F: Communications

POLICY/ACTIONS				
Policy F1: Ensure that information and knowledge gathering and sharing between and within agencies and the community before, during and after disruptive events, is appropriate, clear and timely	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High**	**General Guidelines & Linkages** Links with Policy F2 Links with Action 3.1
Action F1.1: Establish an agreed set of protocols for information and knowledge sharing	Shoalhaven City Council in consultation with relevant lead agencies and in association with *"Shoalhaven Community Resilience Network" (SCRN)*	Minimum level	High	
Action F1.2: Implement an information and knowledge sharing system for the Shoalhaven	Shoalhaven City Council in consultation with relevant lead agencies and in association with *"Shoalhaven Community Resilience Network" (SCRN)*	Minimum level	High	Links with Actions: A2.3, F2.3

ISSUE F: Communications

POLICY/ACTIONS				
Policy F2: Increase transient population's preparedness to disruptive events	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing** **High**	**General Guidelines & Linkages** Links with Actions A3.1, B1.3
Action F2.1: Implement an ongoing community awareness program to support this policy	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network" (SCRN)*	Medium level	High	Links with Action B1.3
Action F2.2: Engage businesses and community organisations to support the awareness program	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	High	Links with Action B1.3
Action F2.3: Seek the support of the local communications media	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	High	Links with Policy F1 Links with Actions: B1.3, F1.2
Action F2.4: Develop a plan to integrate preparedness messages into tourism messages	Shoalhaven City Council in partnership with *"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	High	

ISSUE F: Communications

POLICY/ACTIONS				
Policy F3: Ensure that Shoalhaven's communication system includes sufficient redundancy that comprises of multiple back-up communication modalities that can be deployed during large scale disasters.	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing**	**General Guidelines & Linkages**
			High (Immediate)	Links with Action C1.5
Action F3.1: Develop communication strategies which include redundant forms of communication that can be deployed when all other systems fail (considering both digital and physical communication systems)	Shoalhaven City Council and relevant agencies in association with "*Shoalhaven Community Resilience Network*" (SCRN)	Medium level	High	Links with Action C1.5

ISSUE G: Implementation and Governance

POLICY/ACTIONS				
Policy G1: A community based standing committee will be assembled from the ranks of the "Shoalhaven Community Resilience Network" (SCRN), supported by a Shoalhaven City Council secretariate to implement and monitor the Community Led Adaptation and Resilience Strategy for Shoalhaven (CLARSS)	**IMPLEMENTATION DETAILS**			
	Action Responsibility	**Resource Implications**	**Priority/Timing**	**General Guidelines & Linkages**
			High (Immediate)	Supported by Policy A1
Action G1.1: Develop Terms of Reference for the standing committee	"*Shoalhaven Community Resilience Network*" (SCRN) in consultation with Shoalhaven City Council	Minimal level	High (immediate)	

Action G1.2: Elect a community member to chair the standing committee	*"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	High	
Action G1.3: Develop a succession plan to ensure the long-term implementation of the CLARSS	*"Shoalhaven Community Resilience Network" (SCRN)*	Minimal level	Low	
Action G1.4: Develop and implement a MERIL process with respect to the CLARSS	*"Shoalhaven Community Resilience Network" (SCRN)* in consultation with Shoalhaven City Council	Minimal level	High	
Action G1.5: Establish a communication and liaison network to link the local community groups with each other and to the overarching standing committee	*"Shoalhaven Community Resilience Network" (SCRN)* in consultation with Shoalhaven City Council	Minimal level	High (Immediate)	

Implementation Plan for First Twelve Months

(for Standing Committee of the Shoalhaven Community Resilience Network (SCRN) in partnership / consultation with Shoalhaven City Council)

Actions (in priority order)	Prior Actions (that need to be completed first)	Subsequent Actions (that depend on completion of this Action)	Concurrent Actions (that need to be undertaken together with this Action)	Expected Timing to complete Action (ongoing or specific timing)	What will success look like?	Specific resources required to implement this Action (e.g. financial, human, in kind)	Comments
Action G1.1: Develop Terms of Reference for the standing committee of the SCRN	Shoalhaven Community Resilience Network (SCRN) convened and working partnership established with Shoalhaven City Council	Everything	**Action A1.1:** Develop Terms of Reference for these groups through consultation **Action G1.2:** Elect a community member to chair the standing committee	3 months	SCRN operational and ToR endorsed.	• HR from the community: communication • HR Council- (secretariat) • Meeting places • Expert advice-legal (limit individual liability, etc).	Legal framework and parameters will take time to establish
Action G1.5: Establish a communication and liaison network to link the local community groups with each other and	**Action G1.1:** Develop Terms of Reference for the standing committee	All 'A' Actions (Community Development & Empowerment)	**Action A1.2:** Commence with community groups with a Local Community Complimentary Sub-Strategy	2 months duration	Communication established All groups operational	• Briefings re: context on what you are responsible for • Expert advice (community engagement and media)	No direct person in Council for resilience

Actions (in priority order)	Prior Actions (that need to be completed first)	Subsequent Actions (that depend on completion of this Action)	Concurrent Actions (that need to be undertaken together with this Action)	Expected Timing to complete Action (ongoing or specific timing)	What will success look like?	Specific resources required to implement this Action (e.g. financial, human, in kind)	Comments
to the overarching standing committee of the SCRN						• Use SCC Community Information Hub	
Action A1.4: Appoint and resource "place based' Resilience Officers to work with 'community resilience committees'	**Action G1.1:** Develop Terms of Reference for the standing committee **Action G1.5:** Establish a communication and liaison network to link the local community groups with each other and to the overarching	**Action A1.3:** Engage other local community groups to form their CRG and develop a Local Community Complimentary Sub-Strategy **Action A1.5:** Develop internal community communication network strategy		6 months duration	Appointment of resilience based officers made High quality recruit	• SCC HR Advertising (SCRN involvement in job description and recruitment)	Assume funding sorted

Actions (in priority order)	Prior Actions (that need to be completed first)	Subsequent Actions (that depend on completion of this Action)	Concurrent Actions (that need to be undertaken together with this Action)	Expected Timing to complete Action (ongoing or specific timing)	What will success look like?	Specific resources required to implement this Action (e.g. financial, human, in kind)	Comments
	standing committee **Action A1.1:** Develop Terms of Reference for these groups through consultation **Action A1.2:** Commence with community groups with a Local Community Complimentary Sub-Strategy	**All A2 actions:** Support and resource the network of local community-based resilience groups (CRGs)					
Action A1.5: Develop internal community communication network strategy	**Action A1.4:** Appoint and resource "place based" Resilience Officers to work with 'community		**Action F3.1:** Develop communication strategies which include redundant forms of communication that can be deployed when all other systems fail (considering both digital	1 month	Collaboration evident Conflict resolution processes not used	SCC Communication Team	

Actions (in priority order)	Prior Actions (that need to be completed first)	Subsequent Actions (that depend on completion of this Action)	Concurrent Actions (that need to be undertaken together with this Action)	Expected Timing to complete Action (ongoing or specific timing)	What will success look like?	Specific resources required to implement this Action (e.g. financial, human, in kind)	Comments
	resilience committees' **Action G1.1:** Develop Terms of Reference for the standing committee **Action G1.5:** Establish a communication and liaison network to link the local community groups with each other and to the overarching standing committee		and physical communication systems).				

Appendix D

List of Contributors

The following people contributed their time, experience and ideas to the development of the CLARSS

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