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Application Summary

Application ID

PACLS000107

Application Title

Program Name

Preparing Australian Communities - Local Stream

Applicant

FOUNDATION FOR RURAL AND REGIONAL RENEWAL

Submitted Date

23/12/2021

Program selection

FOUNDATION FOR RURAL AND REGIONAL RENEWAL

Are you a trustee on behalf of a trust?

No

Do you have an ABN?

Yes

Entity details

ABN

27091810589

Legal name

FOUNDATION FOR RURAL AND REGIONAL RENEWAL

Business name

FOUNDATION FOR RURAL AND REGIONAL RENEWAL

Date of registration

1/03/2000

GST Registered

Yes

Are you a charity registered with the Australian Charities and Not-for-profits Commission (ACNC)?

Yes

Are you a not-for-profit?

Yes

Program Selection

Program

Preparing Australian Communities - Local Stream

Program Element

Preparing Australian Communities - Local Stream

Eligibility

Select which entity type you are.

a company limited by guarantee

Do you agree that you will deliver your project in accordance with relevant legislation, policies and industry standards?

Yes

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Is your project aimed at reducing the risk to and/or improving the resilience of your community against bushfire, flood and/or tropical cyclones?

Yes

Will your proposed project increase the community's ability to mitigate, avoid, withstand and/or recover from the increasing effects of tropical cyclone, bushfire or flood as a result of climate change, in a timely and efficient manner, through activities targeting or delivering resilience in the social, economic, natural and/or built environments?

Yes

Does your project have at least \$20,000 in eligible project expenditure?

Yes

Are you able to provide all mandatory attachments as outlined in section 8.2 of the grant opportunity guidelines?

Yes

Can you declare that you and any project partner/s are not included on the National Redress Scheme's list of 'Institutions that have not joined or signified their intent to join the Scheme'?

(see website: <https://www.nationalredress.gov.au/>)

Yes

Can you declare that you and any project partner/s have not been named by the Workplace Gender Equality Agency as an organisation that has not complied with the Workplace Gender Equality Act (2012)?

(see website: <https://www.wgea.gov.au/what-we-do/compliance-reporting/non-compliant-list>)

Yes

Are you able to meet your share of project costs and provide evidence of your cash or in kind contribution?

See section 3.1 of the guidelines to determine if you are required to provide a co-contribution to your project.

Not applicable

Are any required approvals planned for or already in place in order to commence your project around May 2022?

Not applicable

Can you declare that you have not previously submitted an application under the Preparing Australian Communities Program - Local?

Yes

Applicant address

Applicant street address

Is the address located in Australia?

Yes

Address Details

66-68 Garsed St

BENDIGO VIC 3550

Australia

Applicant postal address

Is the address located in Australia?

Yes

Address Details

PO Box 41

BENDIGO VIC 3552

Australia

About your organisation

We collect the following data from all applicants. We use this data to better understand your organisation and to help us develop better policies and programs.

Latest financial year figures

Has your organisation existed for a complete financial year?

Yes

What was the latest complete financial year?

2020/21

Provide the following figures for the financial year you have entered above.

Values must be that of the entity applying (the 'applicant'), regardless of whether the entity belongs to a consolidated group for tax purposes.

These fields are mandatory and entering \$0 is acceptable if applicable for your organisation.

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Sales revenue (turnover)

Total revenue from the sale of goods and services, as reported in your organisation's Business Activity Statement (BAS).
\$ 22,892,485

Export revenue

Total revenue from export sales, as reported in your organisation's Business Activity Statement (BAS).
\$ 0

R&D expenditure

Expenditure on research and development, i.e. creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications.
\$ 0

Taxable income

Taxable income or loss as per your organisation's income tax return form.
\$ -2,477,244

Number of employees (headcount)

Number of individuals who are entitled to paid leave (sick and holiday), or generate income from managing your organisation. This should include working proprietors and salaried directors.
32

Number of independent contractors (headcount)

Number of individuals engaged by your organisation under a commercial contract (rather than an employment contract) to provide employee-like services on site.
6

ANZSIC code

Provide the Australian and New Zealand Standard Industrial Classification (ANZSIC) details for your organisation.

ANZSIC division

S - Other Services

ANZSIC class

9559 - Other Interest Group Services n.e.c.

Indigenous organisations

Is your organisation Indigenous owned?

An organisation is considered Indigenous owned where at least 51% of the organisation's members or proprietors are Indigenous.
No

Is your organisation Indigenous controlled?

An organisation is considered Indigenous controlled where at least 51% of the organisation's board or management committee is Indigenous.
No

Project information

Natural Hazard

Select the natural hazard/s your project is aimed at reducing the risk to and/or improving the resilience of your community against.

You may choose one or more natural hazard/s.

Bushfire

No

Tropical Cyclones

Yes

Flood

No

Project domains

See section 6.1 of the grant opportunity guidelines for further details on each domain.

Select the domain/s your project will fall under.

You may select one or more domains relevant to your project.

Social environment

Yes

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Economic environment

No

Natural environment

No

Built environment

No

Project Category

See section 6.2 of the grant opportunity guidelines for further details on each eligible activity category.

If your project contains infrastructure of \$100,000 or more, you should select 'infrastructure' as your eligible project category. Infrastructure projects that are \$100,000 and over require a 50 per cent cash or in kind contribution.

Select the eligible activity category your project will fall under.

Your project may have elements of more than one category. However, you must select which of these categories is the most relevant.

Awareness and capacity

Priority Local Government Area (LGAs)

Your project may be addressing more than one of the hazard risks across more than one LGA. However, you must nominate the most relevant for your project.

Projects that address the hazard risks in the priority LGAs identified in Appendix A will receive an additional 20 points. You can only receive a maximum of 20 additional points per application.

Is your project addressing tropical cyclone risk in one of the Priority LGAs listed in Appendix A of the guidelines?

Yes

Select the most relevant LGA.

QLD - North Burnett

Is your project addressing tropical cyclone risk in more than one LGA?

Yes

Provide details of where and how project activities will be delivered across the locations.

The project is working in partnership with Red Earth as a local implementation partner via their established and trusted, networks and relationships to deliver the project across the Burnett Inland region (South Burnett and North Burnett Local Government Areas).

The DR:FR model will develop and implement community led resilience initiatives at both a regional and hyper-local level through several approaches:

- 1) Community mapping and sector consultation across North and South Burnett LGA's
- 2) Hyper-local and community defined resilience initiatives – working with Red Earth alumni, other local community members , and the communities of Kingaroy, Monto, Murgon, Gayndah, Cherbourg and surrounding townships to develop priority initiatives and actions to strengthen resilience capacity.
- 3) Convening a region - wide network of community organisations who support community-led resilience across South and North Burnett to be interlinked and prepared for future climate impacts.

Project title and description

If your application is successful, we will publish some grant details on GrantConnect and other government publications. Published details include:

- name of the grant recipient
- a project title
- a brief project description and its intended outcome
- amount of grant funding awarded.

Provide a project title.

Disaster Resilient and Future Ready - Burnett Inland Communities

Provide a brief project description for publication.

Ensure your project description focuses on your project's key activities and outcomes. Outline what it is you are going to do and how it will benefit the community.

The Disaster Resilient and Future Ready Burnett Inland Communities project is a partnership between FRRR, and Red Earth Community Foundation aimed at strengthening the awareness and capacity of Burnett Inland Region (Qld) communities be resilient to the impacts of climate, natural disasters, and other disruptions. Leveraging FRRR's proven model to build community resilience in regional communities; local people from grass-roots community organisations will co-design, develop and implement disaster risk reduction initiatives that increase the community's social resilience to natural hazards, facilitate collaboration and build sustainable skills and networks to reduce the cost, impact, and burden of future natural disasters

Detailed project description and key activities

This information will be included in your grant agreement if your application is successful.

Provide a detailed description of your project including the project scope and key activities.

For applications seeking a grant amount over \$100,000 you must also provide a project plan later in your application.

The Disaster Resilient and Future Ready (DR:FR) Burnett Inland Communities project leverages FRRR's place-based, and evidence driven Disaster Resilient: Future Ready model, to activate community-led resilience activities led by local people, for local people across the North and South Burnett region of Queensland.

In partnership with the locally based Red Earth Community Foundation (Red Earth), the project will undertake a range of facilitated resilience focussed workshops, initiatives, projects, and events to strengthen the skills, knowledge, networks and existing capacities of individuals and communities to better mitigate, avoid, withstand and/or recover more effectively from the increasing effects of natural hazards such as tropical cyclones (as well as bushfires and floods) in a timely and efficient manner.

Ultimately the project aims to reduce the long-term impact and burden of future natural hazards and build the local community's social resilience.

The Foundation for Rural and Regional Renewal's Disaster Resilient: Future Ready program, (DR:FR) started in 2017 and has evolved to become a national initiative that is focused on strengthening the capacity and capability of remote, rural & regional communities to thrive and evolve in positive ways when faced with the impacts of climate, natural disasters and other disruptions. The DR:FR model is adapted and localised to a region or place through partnering with local place-based organisations such as Red Earth and investing in local people and resources to deliver and implement the model with their local communities.

The project will be delivered over a three-year period (May 22 to 31 March 25) and four distinct stages 1) Space to Explore 2) Organise for impact 3) Community Action 4) Sustain and Adapt.

Key activities include mapping of community assets, planning and delivery of small initiatives to build resilience in the local region, events and learning opportunities to build knowledge and share understanding of resilience and natural hazards, collaboration opportunities with formalized EM systems and processes and network development of skilled community members. All activities will be supported by a Resilience Mentor, a local Community Coach, and a Community Initiative Officer to build knowledge, support community collaboration and encourage leadership, engage diverse participation, maintain momentum, and support collective resilience actions that have a lasting legacy in the region. See Project Management Plan for specific activities and outputs.

By taking a grass-roots or 'bottom-up' approach, the project will provide an opportunity for local community members to function as equal partners in township and regional emergency management processes and structures that will enable diverse community participation, recognition, and use of critical community resourcing in times of need.

FRRR will function as a relationship broker (of funding and expertise), connection point and trusted guide to ensure the local community is enabled and supported to activate a wide range of locally co-designed resilience initiatives that relate to, build the knowledge base, and add practical value to local, regional, state, and national resilience priorities and plans from the ground up.

As the local delivery partner; Red Earth will work at the local and regional level to inform the project design, engage local partners, facilitate local relationships, harness local knowledge and networks, and ensure that all aspects of the project bring value and add capacity to existing systems, processes, and local work to date. Members of the Red Earth alumni will be engaged in facilitation delivery of the project to maximise the use of existing local knowledge and networks, in addition to building capacity, and providing an important legacy within the region. The project investment will also provide an important economic stimulus to a region, that until very recently, has been significantly impacted by ongoing drought.

Using the learnings from the Get Ready DR:FR NSW Pilots Project and the recently published research 'Supporting community led approaches to disaster preparedness Summary Research Report by the University of Sydney,' the project methodology will be aligned with the Critical Dimensions of Community-led Resilience to provide a structured way to build awareness and capacity to strengthen the community's social resilience.

Project outcomes

This information will be included in your grant agreement if your application is successful.

Provide a summary of the expected project outcomes.

Ultimately the DR:FR Burnett Inland Communities project works to increase the skills, knowledge and capacity of individual community members and grass roots community organisations to build their social capital, have a voice and actively participate in emergency management and risk reduction strategies so they are better prepared for, and have increased resilience to future climate events and the impact of natural hazards such as cyclones.

The project contributes to outcomes which can be understood and specifically measured both at an individual, community, and broader regional level. These individual, community and regional level outcomes also contribute towards the state and national population level outcomes sought to reduce harm, cost and recovery time from natural disasters, and improve the long-term resilience of Australian households and communities.

Individual and Community level outcomes include:

- ~ The natural hazards impact on individual people and communities is reduced in the North and South Burnett region of Qld,
- ~ Locally identified and locally led projects improve the resilience of communities against natural hazards through:

Strong Networks and self-organising systems:

- An enduring network of skilled and connected community members, including the significant alumni of the Red Earth Alumni are leading with knowledge of local natural hazards, resilience building activities and emergency management processes in their region and are

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applying this knowledge in future disaster responses and recovery events.

- Burnett Inland community members, and place-based enabling organisations in the region have stronger bridging social capital (ties between diverse groups and networks across the communities) and linking social capital (ties and positive relationships between these networks and the institutions, agencies and organisations that sit at a local, region, state, or national level), and, increased skills, capacity, networks, and self-organising systems that can be activated in times of significant climate impacts,

Effective Information and Communication:

- Community members and program stakeholders have:

increased knowledge of climate hazards and understand how to mitigate or reduce the potential impact of them, increased awareness, ability to understand and actively participate in formal and informal community decision making during crisis, response, and recovery, stronger communication networks that will provide guidance and assistance during cyclones, floods, bushfires, and other natural disasters.

Active Inclusion and Decision making:

- Increased engagement, knowledge sharing, and capacity for Aboriginal people to actively participate in resilience building activities so that First Nations perspective and priorities are heard, valued, and adopted into the broader community conversations and strategies, - Community members and stakeholders have increased understanding of and active engagement with vulnerable community members to ensure their unique needs are met throughout the disaster cycle in a timely and effective way, reducing trauma and social disconnection,

Useful Resources, Tools and Support:

- Community members and regional place-based organisations are resourced and have developed and delivered a range of resilience building initiatives that create positive change in line with their priorities and focus areas, - The Burnett Inland communities have an appropriate governance structure, capabilities, and capacities to facilitate and drive collective action that supports the resilience aspirations of the community, - The Communities and organisational partners that participate in the project can leverage the activities, initiatives and supports provided through the project to seek ongoing resources and support to maintain momentum, and, maintain engagement and interest in the activities and strategies implemented to achieve the overall aspiration and overarching outcome

At a broader regional level, contribution towards outcomes include:

~ The natural hazards impact to the region is reduced in the North and South Burnett region of Qld,
~ Disaster Preparedness and resilience is increased
~ The cost and time to recover from future disasters is reduced
~ There is encouragement to reduce insurance premiums through a reduction in disaster risk.
~ Greater local and regional capacity and willingness to act in a coordinated and respectful way when required, minimising harm to individuals, (particularly those who are vulnerable) and the impact on community resources and infrastructure.

For further information, please refer to the Project Management Plan

Project duration

Your project must be completed in line with the dates provided in the grant opportunity guidelines.

We expect you will be able to commence your project around May 2022 and your project must be completed by 31 March 2025.

Estimated project start date

02/05/2022

Estimated project end date

28/03/2025

Estimated project length (in months)

35

Project milestones

Provide details on the project milestones including the key activities occurring at each milestone.

The milestones start and end dates must be between the project start and end dates. You may add up to 10 milestones.

Milestone title

Project Commencement & resource mobilisation

Description

FRRR executes Grant Agreement with the Australian Government and formalises an MOU with local delivery partner Red Earth Community Foundation. Key program design work underway. First payment received from the Australian Government.

Estimated start date

02/05/2022

Estimated end date

31/05/2022

Milestone title
Getting Started phase

Description

FRRR and local delivery partner Red Earth facilitate a range of community discussions to build trust and relationships with community members, understand their interest, 'readiness' and 'capacity' to participate in the initiative over 3 years. They work together to adapt the DR:FR model and Community Coach roles so that it is suitable for the local context, resources, and existing activities.

The local program coordinator is appointed, and community coach roles engaged and trained in co-production phase delivery.

Estimated start date

02/05/2022

Estimated end date

30/08/2022

Milestone title
Community co-production phase

Description

Community members are supported through a range of workshops and activities to vision, explore and co-design strategies and activities that will build resilience. They will prioritise initiatives, develop working groups and activate the resources to support implementation.

Local events will be held to raise awareness of climate risks and engage the broader community in resilience visioning and design exercises.

A forum on community identified resilience priorities will be convened and workshop facilitated to support regional place-based organisations co-design a regional resilience building initiative.

FRRR submits a Progress Report (2022-2023) to the Australian Government

Estimated start date

01/09/2022

Estimated end date

28/04/2023

Milestone title
DR:FR Community Initiative – Networks and Self-organising systems

Description

The community and surrounding townships complete 3-4 activities that catalyse and engage community members as a network - aligning with other celebrations or industry events throughout the year.

FRRR will broker resources, other program support and connections into initiatives and strategies to encourage collaboration with formalized systems and processes,

FRRR will support action learning to build resilience in community and ground decisions and actions in evidence,

FRRR will support the community develop strategic partnerships and funding relationships for maintaining activity into the future.

The network will develop a web presence and communication platform.

Estimated start date

01/05/2023

Estimated end date

16/12/2024

Milestone title
DR:FR Community Initiative – Information & Communication

Description

The community and surrounding townships complete 1-2 activities that promotes communication across the community (there may be a particular focus on young people and marginalised groups).

FRRR will Broker resources, other program support and connections into initiatives and strategies to encourage collaboration with formalized systems and processes,

FRRR will support action learning to build resilience in community and ground decisions and actions in evidence,

FRRR will support the community develop strategic partnerships and funding relationships for maintaining activity into the future.

Estimated start date

01/09/2023

Estimated end date

16/12/2024

Milestone title

DR:FR Community Initiative – Inclusion and Decision making

Description

The program coordinator and community working group will engage and support members of the local indigenous community to engage in a dialogue and exploration around climate and disaster risk through a cultural lens and support (as appropriate) opportunities, activities and capacity for two-way knowledge sharing and learning with First Nations people in the region. FRRR will broker resources and processes that will support skill and organisational development, and capacity to develop a more reciprocal and self-determined processes led by indigenous people in the Burnett Inland as a way of strengthening social capital and reducing disaster risk.

Estimated start date

30/03/2023

Estimated end date

16/12/2024

Milestone title

DR:FR Community Initiative – Emergency Planning

Description

Complete up to 8 community workshops or activities that build capacity of grass roots community organisations in areas such as collaboration skill development, Governance training, Partnership brokering Management, recruitment, and volunteer care mentoring, Digital skills and tech literacy skills development, Communications and storytelling skills development, Risk informed decision making and insurance considerations for community groups, Cultural competency and cultural safety. A regional community capacity/asset map will result.

FRRR will broker resources, and partners into these initiatives to connect local priorities for capacity building and local shared resources with relevant expertise and support opportunities

Estimated start date

01/09/2023

Estimated end date

24/12/2024

Milestone title

Project Reporting, Documentation and Evaluation

Description

FRRR submits final report to the Australian Government, reporting on the project achievements, outcomes, benefits, and confirming final project expenditure. Upon acceptance of final report, the final payment is made by the Australian Government. Note also, audited financial report to be submitted before 30 August 2025.

Estimated start date

16/12/2024

Estimated end date

28/03/2025

Project location

Project Site 1

28 Glendon St
KINGAROY QLD 4610
Australia

Estimated % of project value expected to be undertaken at site
40

Project Site 2

80 Gore St
BIEDO -The Platform
Murgon QLD 4605
Australia

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Estimated % of project value expected to be undertaken at site
20

Project Site 3

7 Huxley Street
Monto Neighbourhood Centre
Monto QLD 4630
Australia

Estimated % of project value expected to be undertaken at site
20

Project Site 4

66 Garsed Street
FRRR Head Office
Bendigo VIC 3550
Australia

Estimated % of project value expected to be undertaken at site
20

Project geolocation

A [mapping tool](#) is available to assist you in determining the location of your project. The latitude and longitude must be in numeric format. You must provide a geolocation for each project location entered above.

Project site number

Enter the project site number from the section above

1

Project site address latitude

The latitude must be expressed in numeric format (including the negative symbol). For example, the latitude of Alice Springs is -23.6980.

-21.35809

Project site address longitude

The longitude must be expressed in numeric format. For example, the longitude of Alice Springs is 133.8807.

151.3573

Project site number

Enter the project site number from the section above

2

Project site address latitude

The latitude must be expressed in numeric format (including the negative symbol). For example, the latitude of Alice Springs is -23.6980.

-26.23972

Project site address longitude

The longitude must be expressed in numeric format. For example, the longitude of Alice Springs is 133.8807.

151.94348

Project site number

Enter the project site number from the section above

3

Project site address latitude

The latitude must be expressed in numeric format (including the negative symbol). For example, the latitude of Alice Springs is -23.6980.

-26.86375

Project site address longitude

The longitude must be expressed in numeric format. For example, the longitude of Alice Springs is 133.8807.

151.12876

Project site number

Enter the project site number from the section above

4

Project site address latitude

The latitude must be expressed in numeric format (including the negative symbol). For example, the latitude of Alice Springs is -23.6980.

-36.76509

Project site address longitude

The longitude must be expressed in numeric format. For example, the longitude of Alice Springs is 133.8807.

144.27891

Disclosure of financial penalties

Have any of your board members, management or persons of authority been subject to any pecuniary penalty, whether civil, criminal or administrative, imposed by a Commonwealth, state, or territory court or a Commonwealth, state, or territory entity?
No

Project budget

Provide a summary of your eligible project expenditure over the life of the project.

If you are registered for GST, enter the GST exclusive amount. If you are not registered for GST, enter the GST inclusive amount. We only provide grant funding based on eligible expenditure. Refer to the grant opportunity guidelines for guidance on eligible expenditure.

The minimum project expenditure for this grant opportunity is \$20,000.

If your application is successful, we may ask you to verify the project budget that you provided in your application when we negotiate your grant agreement. You may need to provide evidence such as quotes for major costs.

Project budget summary

Type of expenditure	Head of expenditure	Financial Year	Costs
Project expenditure			\$1,091,642
	Equipment/ Materials (purchase or hire)		\$97,120
		2021/22	\$0
		2022/23	\$24,040
		2023/24	\$19,040
		2024/25	\$54,040
		2025/26	\$0
	Labour		\$155,894
		2021/22	\$15,106
		2022/23	\$66,138
		2023/24	\$43,591
		2024/25	\$31,059
		2025/26	\$0

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Type of expenditure	Head of expenditure	Financial Year	Costs
	Labour on-costs		\$9,103
		2021/22	\$600
		2022/23	\$5,450
		2023/24	\$1,695
		2024/25	\$1,358
		2025/26	\$0
	Contract (including expert advice)		\$428,669
		2021/22	\$10,000
		2022/23	\$161,033
		2023/24	\$150,440
		2024/25	\$107,196
		2025/26	\$0
	Workshops, conferences and events		\$290,950
		2021/22	\$3,750
		2022/23	\$103,200
		2023/24	\$101,000
		2024/25	\$83,000
		2025/26	\$0
	Domestic travel		\$51,488
		2021/22	\$2,503
		2022/23	\$27,500
		2023/24	\$11,180
		2024/25	\$10,305
		2025/26	\$0
	Approvals – Planning, environment or regulatory		\$0
		2021/22	\$0
		2022/23	\$0
		2023/24	\$0
		2024/25	\$0
		2025/26	\$0

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Type of expenditure	Head of expenditure	Financial Year	Costs
	Staff training		\$7,500
		2021/22	\$0
		2022/23	\$2,500
		2023/24	\$2,500
		2024/25	\$2,500
		2025/26	\$0
	Contingency costs (up to 10% of total eligible project costs)		\$46,751
		2021/22	\$1,151
		2022/23	\$17,711
		2023/24	\$14,690
		2024/25	\$13,199
		2025/26	\$0
	Audit costs		\$0
		2021/22	\$0
		2022/23	\$0
		2023/24	\$0
		2024/25	\$0
		2025/26	\$0
	Other eligible expenditure		\$4,167
		2021/22	\$167
		2022/23	\$1,000
		2023/24	\$1,000
		2024/25	\$2,000
		2025/26	\$0
Total project expenditure			\$1,091,642

Financial Year	Costs
2021/22	\$33,277
2022/23	\$408,572
2023/24	\$345,136
2024/25	\$304,657

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Financial Year	Costs
Total project expenditure	\$1,091,642

Provide details of Other eligible expenditure.
Finance Auditing

Source of funding

In this section you must provide details of how you will fund the project.

The total of all sources of funding should be equal to your total project expenditure in the section above. Sources of funding include:

- grant amount sought
- your contribution
- other contributions as allowed in the grant opportunity guidelines.

If your project will receive cash contributions from other sources, you must provide formal documentation confirming the cash contributions from those sources (e.g. state government) such as a commercial finance agreement or letter of offer later in this application.

Grant amount sought

Enter the grant amount sought. We will add GST to this where applicable.

The minimum grant amount under this grant opportunity is \$20,000. The maximum grant amount under this grant opportunity is \$10 million.

\$ 981,782

Your contribution

Enter your organisation name. In the description field, provide additional details. Indicate whether your contribution is sourced from cash flow, loans, equity etc.

You must enter '0' in the field where no contribution is being provided as both amount fields are mandatory. The visible zero is a display only.

Name of contributor

FRRR

Details of contribution

Contribution Type	Amount	Due Date	Description
Cash	\$0		
In-Kind	\$109,860	23/12/2021	\$33,060 Labour Costs: Partnership Management (Time of CEO, Lead DR&R, CFO, and Partnerships Manager \$33,060) \$76,800 Labour Costs: Red Earth Volunteer time (10 people x 1 day x \$40hr x 24 months) Total \$109,860
Total	\$109,860		

Other non-government contribution

Enter the organisation name. In the description field, provide additional details.

If you have project partners we will ask you for their details later in the application. You must provide their name and their contribution here.

You must enter '0' in the field where no contribution is being provided as both amount fields are mandatory. The visible zero is a display only.

Other non-Commonwealth government grants

Enter the government organisation name. In the description field, provide additional details. Provide the name of the grant.

You must enter '0' in the field where no contribution is being provided as both amount fields are mandatory. The visible zero is a display only.

Other Commonwealth Government grants

Enter the government organisation name. In the description field, provide additional details. Provide the name of the grant.

You must enter '0' in the field where no contribution is being provided as both amount fields are mandatory. The visible zero is a display only.

Assessment criteria

We will assess your application based on the weighting given to each criterion and against the indicators listed beneath each criterion. We will only consider funding applications that score at least 60 per cent against each criterion, as these represent best value for money.

The amount of detail and supporting evidence you provide should be commensurate with the project size, complexity and grant amount requested. You should define, quantify and provide evidence to support your answers.

To support your responses you must include mandatory attachments later in the application.

Assessment criterion 1

Project alignment with policy intent (program objectives/outcomes) **(Score out of 50)**

You must demonstrate how your project:

- will support a community that is at increased risk of bushfire, tropical cyclone and/or flood due to climate change
- reduces the risk or increases the long term resilience of the community against disruption/disaster arising from bushfire, tropical cyclone and/or flood
- aligns with the objectives of the National Disaster Risk Reduction Framework.

Supporting the Community: The DRFR model is founded on the belief and understanding that communities that are supported, engaged, connected, empowered, and have high social capital can respond and recover better from disasters and disruptions than those with lesser capacity in these areas. It also operates from the premise that local people and communities are best placed to determine the most effective approaches to building their capacity and capabilities for their situation and context so they can prepare for, respond to, and recover from natural disasters such as cyclones, flooding, fire, and other disruptions to adapt to an increasingly changing climate. Underpinned by a participatory design and strengths based methodology, the project will create the opportunity for the communities of the Inland Burnett region to collaborate, collectively explore themes of resilience; share experiences and learn from one another; build and share informal knowledge about specific local climate risks such as cyclone/flood and fire, map strengths, assets and existing relationships that could be strengthened; better understand the formal EM systems and how they can more fully participate, and co-create a series of initiatives, strategies and actions to strengthen their capacity, capability and enhance community resilience.

Reducing Risk and Increasing Resilience: The FRRR DR:FR Red Earth partnership will collaborate with community representatives and other stakeholders to develop and implement prioritised initiatives across a variety of dimensions proven to build community resilience such as:

- Networks and Self Organizing Systems
- Information and Communication
- Inclusion and Decision making
- Resources, Tools and Support
- Emergency Preparedness, Planning and Shared Responsibility
- Organisational capacity building and local facilitation

The approach respectfully recognises the role, and existing efforts of government, the Emergency Management Sector, and other local volunteer organisations in community resilience building and undertakes to actively add value to existing local community efforts; often where local government resourcing or broader regional delivery plans are unable to reach.

Our experience shows communities are very willing to be equal partners in their resilience building efforts when supported with the space, resources, and knowledge they need to develop their capacity and opportunity to participate and lead. The FRRR DRFR Red Earth partnership will demonstrate to other communities the way in which community-led resilience can be activated, further bolstering the evidence base for community-level resilience building.

The project will reduce the risk and impact of natural hazards to the local community because of the processes, relationships and initiatives that are undertaken that result in:

- Increased disaster preparedness and resilience
- Reduced cost and time of recovery following future disasters
- Increased awareness, ability to understand and actively participate in formal and informal community decision making during crisis, response, and recovery so that local people can act in a coordinated way when required, reducing harm to individuals and communities, and
- Potential reduction in insurance premiums through a reduction in disaster risk.

Alignment: Importantly, the project methodology works in close reflection of the National Disaster Risk Reduction Framework Priority 4 : Governance, ownership, and responsibility (Relating to Sendai Framework Priority 2: strengthening disaster risk governance to manage

disaster risk). The DR:FR Approach specifically delivers upon Strategy C - Support and enable locally led and owned place-based disaster risk reduction efforts. It strongly contributes to the outcomes sought in Priority 3-Strategy C as well.

It also works in alignment with the earlier Australian Disaster Preparedness Framework's National Capability Requirements that reference 'Community Planning, Capacity and Resilience Building. The DR:FR Project also works in conjunction with the other important plans such as the state-based Queensland Strategy for Disaster Resilience and its implementation plan Resilient Queensland, its regionally focussed Burnett Regional Resilience Strategy, its sub-plan for each intra-region, and its initial pilot of the Burnett Catchment Flood Resilience Strategy Plan region led by Wide Bay Burnett Regional Organisation of Councils and Queensland Reconstruction Authority. Local government also play a key role through the South Burnett Local Disaster Management Plan (LDMP), the North Burnett Region Disaster Management Plan; of which BIEDO (see Letter of Support) has recently assumed responsibility for the social recovery mechanism on behalf of council.

The work of DR:FR is more than just a plan. It is grassroots, practical approach led by local people to make meaningful change through resilience building efforts.

Assessment criterion 2

Capacity, capability and resources to deliver the project **(Score out of 30)**

You must demonstrate this by:

- proving your track record, and your project partner/s track record (if you have project partners), to successfully manage and deliver similar projects (including project budget and scale)
- outlining your plan for managing the project, including implementation methodology, timeframes, risk management (including mitigation of risks associated with the current COVID-19 pandemic), and maintaining the benefits of your project beyond the program funding.

A project plan must be attached later in the form for projects with a grant amount over \$100,000 (refer to section 8.1 in guidelines for guidance).

FRRR is a trusted partner of government, philanthropy, and business. Formed in 2000 by the Australian Government and Sidney Myer Fund, with the support of prominent Australian philanthropic institutions; since its establishment FRRR has granted out over \$135M to more than 13,000 projects across Australia.

FRRR has collaborated with communities recovering from diverse natural disasters over the past 21 years including Queensland cyclones, the 2009 and 2019-20 fires, floods across Queensland and New South Wales, and drought on a national scale. Our knowledge and understanding are also informed by the significant requests FRRR receives for emergency and disaster related financial support from community organisations; totalling over \$36 million in the last 12 months alone. During the last year, FRRR has supported over two hundred projects that support the recovery from the 2019/20 fires. This level of granting across FRRR's operations is made possible by the support of key Federal and State Government Departments, collaborative philanthropic institutions, businesses, and individuals. For instance, FRRR has delivered \$15M of Australian Government funding through its Tackling Tough Times Together drought support program across 2017-2021, and is currently delivering \$4.5M of grants through a stream of the Future Drought Fund, Networks to Build Drought Resilience.

This breadth of granting experience is bolstered by place-based work in many communities across NSW and Victoria to build capacity in not-for-profit organisations, as well as disaster resilience skills and knowledge in both recent and historically climate and disaster impacted regions.

The FRRR DRFR Red Earth partnership will build on and progress the work that Red Earth Community Foundation (Red Earth) has done to date with the Burnett Inland community and provides resources to enable specific initiatives and actions that have not been able to be progressed due to the limited capacity of the volunteer group. Red Earth have extraordinarily strong relationships with representatives from both North and South Burnett Councils, BIEDO, Wide Bay Burnett Regional Organisation of Councils Project Steering Committee and other local stakeholders that will provide a solid foundation for successful project delivery and outcomes. This project will directly complement the recently funded Building Better Region Fund's Burnett Inland Futures Strategy that collaborates with local communities to plan for the long-term economic sustainability of the region. As predicted by the Report, Climate Q; towards a Greener Queensland, a key risk to the Burnett regional agricultural and tourism economy is climate change, indicating a co-investment into both the economy and community will be complementary and financially sound.

The DRFR FRRR project delivery model has a strong history and proven ability to deliver through both the NSW Pilot, and now Victoria with a cohort of five diverse communities currently mid-flight in implementation. It is supported by a Program coordinator that oversees delivery of the model with these communities who will act in a coordinating role for the FRRR/Red Earth partnership project. FRRR's CEO, CFO, Partnerships General Manager, Disaster Recovery and Resilience Lead and State Program Manager will also support the project through in-kind contributions of time and relationship brokering, in addition to the organisational support of robust finance management, human resource support, governance and risk management, including oversight from the DR:FR Program Advisory Committee and FRRR Board and strategic relationship brokering through FRRR's extensive networks of donors and project partners.

As an organisation FRRR has a demonstrated capacity to appropriately plan, assess risk, and successfully deliver in-person programs in a covid-safe way through adaptation of workshop formats, frequency, and size. FRRR have assigned resources to engage local place-based facilitators and coordinators to minimise disruptions caused by travel limitations and visitors from other regions. The DRFR Vic program is currently being facilitated and coordinated in a hybrid format with online and in-person facilitation and community building activities delivered as appropriate to the covid restrictions at any point in time, and in line with FRRR covid-safe policies.

The staged program will be delivered over four distinct phases A) Space to explore – 6 months from May to August 2022, B) Co-Production – 6 months from Sept 2022 to February 2023, C) Community Action – 24 Months March 2023 to 31 March 2025. The final 6 months of the Community Action phase will focus on Sustainability and Adaption into local systems, networks, and access to other different funding sources to maintain the benefits of the project beyond the program funding.

A full program plan is included in the project supporting documentation.

Assessment criterion 3

Community support and broader public benefit **(Score out of 20)**

You must demonstrate this by identifying:

- evidence of community support for your project, including any contributions to the project

- the broader public benefits that your project will deliver for the region and community, including how the project supports the needs of group(s) within communities who are at greater risk.

FRRR have collaborated with the communities of the Burnett Inland region since our inception 21 years ago to provide financial support in response to natural disaster response, recovery, and long-term capacity and community building initiatives. FRRR have directed investment of \$1.247 million to the local region through fifty-two grants over 2018-21 alone. One example includes the 'Don't Burn the Butt' Project from Taromeo Rural Fire Brigade that sought to increase community and organisational capacity for fire preparedness and response in Blackbutt and Benarkin via community engagement and volunteer/resources devt.

Over time, FRRR have also supported the formation and development of the Red Earth Community Foundation since its inception shortly before the devastating floods in 2013, allowing it to assist in distributing over \$90,000 on behalf of the Mayors Red Earth Flood Appeal. From there it has expanded its footprint through identifying and harnessing human, financial and other resources to strengthen the capacity of individuals and the Burnett Inland.

At the heart of everything Red Earth does is the concept of paying it forward, whether that is coordinating and hosting their annual Community Leadership Program, "taking a lead role in facilitating long term planning on behalf of the Burnett Inland communities to develop a long term (10,20,50 year) plan for the region – Burnett Inland Futures funded by Stanwell. Evidence provided by community leaders to Red Earth in a recent study indicates that it is well known and accepted that planning is parochial and siloed. Red Earth's non-political approach enables bottom-up planning approach that focusses on place-based planning rather than being at the mercy of politically focussed funding and very little planning.

Red Earth is closely guided by its mission to invest in people to thrive into the future, with previous examples of work including resilience building workshops or bringing together donors to raise funds to support Burnett Inland initiatives.

Through the delivery of the annual Red Earth Community Leadership Program; they have now amassed considerable alumnus of local graduates that function as a significant resource of community goodwill, local intellect, and a strong interlinked network of organisations and local government representatives who are deeply committed to the future of the region.

Examples of the support FRRR has provided to Red Earth Community Foundation includes the FRRR CEO's participation in Red Earth's Community Leadership programme and assisting with the strategic planning of Red Earth Community Foundation in 2017 and providing scholarships.

It is this history of disaster focussed recovery and resilience building, and significant grounding of local relationships that provides the impetus to develop a formal project partnership to enable the successful localised delivery of the project.

While FRRR will undertake a convenor, relationship/resource brokerage, and project facilitation role at a national level, The Red Earth Community Foundation will garner local and existing relationships, knowledge, skills, and support of local people to enable the successful delivery of the project.

With confirmed letters of support and verbal endorsement to date, the links into the local region are many and intertwined including Burnett Inland Economic Development Organisation (who have recently taken carriage of the Social Recovery Function of North Burnett Council Disaster Recovery function), Wide Bay Burnett Regional Organization of Council's Resilience Manager (Burnett Catchment Flood Resilience Study), South Burnett Regional Council, Monto Neighbourhood Centre (a key resource during natural disaster impacts, and connection point to vulnerable community members), AgForce (focused on the economic and environmental resilience), The Regional Economy Centre of Excellence (ReCOE), Monto Community Services, Burnett Catchment Care Association (recently delivering environment/economic resilience work, notably not focussed on social resilience), and Federal MPs.

Of specific, and very respectful consideration, is engagement with the first nations communities throughout the region to ensure their voices are heard, valued, and included in the delivery of the project. During phase 1-Space to explore, FRRR and RECF undertake to carefully build conversations through existing connections held with the Cherbourg Aboriginal community, and the Cherbourg Local Disaster Management Group (CLDMG) to ensure they can participate, self-determine their role and work towards dedicated outcomes that are relevant and useful. At the time of writing, the CLDMG was in 'lean-in phase' in preparedness for an increase in COVID risk and as such inappropriate to ask for a letter of support. The Red Earth executive have existing relationships that will be appropriately leveraged at a suitable time following potential grant approval.

Assessment criterion 4

Priority locations

Score out of 20

Applications for projects that address the hazard risks in the selected LGAs identified in Appendix A of the guidelines will be awarded an additional 20 points. You can only receive a maximum of 20 additional points per application.

Project partners

Provide details about all project partners.

You must have a formal arrangement in place with all parties prior to execution of the grant agreement.

See section 8.3 in the guidelines for further details about joint applications.

If you do not have project partners, press Save and continue to move to the next page.

Project partners

RED EARTH COMMUNITY FOUNDATION SOUTH BURNETT LIMITED

11/01/2022, 11:49

portal.business.gov.au

Is the project partner a trustee on behalf of a trust?

No

Does the project partner have an ABN?

Yes

Project partner details

ABN

95161888919

Legal name

RED EARTH COMMUNITY FOUNDATION SOUTH BURNETT LIMITED

Business name

RED EARTH COMMUNITY FOUNDATION SOUTH BURNETT LIMITED

Date of registration

10/01/2013

GST Registered

Yes

Is the project partner charity registered with the Australian Charities and Not-for-profits Commission (ACNC)?

Yes

Is the project partner a not-for-profit?

Yes

Project partner street address

Is the address located in Australia?

Yes

Address Details

1569 Shellytop Rd

Durong QLD 4610

Australia

Project partner postal address

Is the address located in Australia?

Yes

Address Details

PO Box 397

KINGAROY QLD 4610

Australia

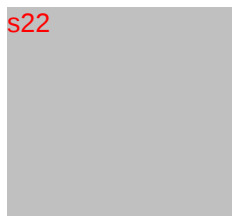
Bank account details

If your application is successful we will need to set up a payment process to pay your grant. We need your bank account details to do this. If your application is not successful we will not process these details.

We can only pay grant funding to the applicant organisation, who if successful will be party to a grant agreement with the Commonwealth. You must provide bank account details for this organisation.

Account details

s22



Payment contact

We will send the payment remittance advice to this person. All other notifications are sent to the primary contact whose details you provide on the last page of this application.

Given name

s22

Family name

s22

Email address

finance@frrr.org.au

Phone number

s22

Application finalisation

Conflict of interest

Do you have any perceived or existing conflicts of interest to declare?

Refer to the grant opportunity guidelines for further information on your conflict of interest responsibilities.

Yes

Describe the perceived or existing conflicts of interest.

FRRR was established as a Company Limited by Guarantee. The Commonwealth of Australia is one of FRRR's two members. Under FRRR's Constitution, The Commonwealth of Australia has the right to appoint an individual as a director. The current appointment is Dr Rachel Bacon, Deputy Secretary, Department of Infrastructure, Transport, Regional Development and Communications.

The Hon Simon Crean is a current FRRR Director, whilst also being on the Advisory Board of the National Recovery and Resilience Agency.

Describe how you anticipate managing this conflict.

FRRR manages any conflicts with an established conflict of interest Declarations Policy and procedures. FRRR currently has a Board of thirteen members, allowing for Directors who have conflicts to abstain from voting and decision making when required.

FRRR maintains clear independence from the Australian Government, its Departments and agencies.

Program feedback

How did you hear about this grant opportunity?

Attendance at public forum

Additional information

You should attach any additional supporting documentation here. You should only attach documents that we have requested or you have referred to in your application.

Project plan (if applicable)

You must attach a project plan outlining all the project activities including a timetable in support of assessment criterion 2 (for projects with a grant amount over \$100,000).

Evidence of how you will provide your share of the project costs (if applicable)

For infrastructure projects with eligible project expenditure over \$100,000 only. For your own cash/in-kind contribution to the project use the Accountant Declaration form available on business.gov.au and GrantConnect. For contributions from other sources, you must provide formal documentation confirming the contributions. Refer to the guidelines for more information.

Evidence of incorporated association or not for profit organisation (if applicable)

Where you have indicated you are applying as an incorporated association or not for profit organisation, you must demonstrate your entity status through one of the documents provided in section 5.1 of the guidelines.

FRRR_SpptDoc01_ACNC_Charity_Cert.pdf

FRRR_SpptDoc02_ACNC_FullDetails.pdf

Trust documents (if applicable)

Where you have indicated your entity type is a trustee applying on behalf of a trust, you must attach trust documents showing the relationship of the incorporated trustee to the trust.

Supporting documents

If we have asked you to provide additional documents you should attach them here.

DRFR_Burnett_Inland_ProjectManPlan_23.12.21.pdf

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portal.business.gov.au

FRRR_LoSx14.pdf

FRRR_SpptDoc03_Accountant_Dec.pdf

Primary contact

Title

Ms

Given Name

s22

Family Name

s22

Position Title

Lead: Disaster Recovery and Resilience

Email Address

s22

Phone Number

03 5430 2399

Mobile Number

s22

Business postal address of the primary contact

Is the address located in Australia?

Yes

Address Details

66-68 Garsed St

BENDIGO VIC 3550

Australia

Declaration

Applicant declaration – WWC

Privacy and confidentiality provisions

I acknowledge that this is an Australian Government program and that the Department of Industry, Science, Energy and Resources (the department) will use the information I provide in accordance with the following:

- Australian Government Public Data Policy Statement
- Commonwealth Grants Rules and Guidelines
- grant opportunity guidelines
- applicable Australian laws.

Accordingly, I understand that the department may share my personal information provided in this application within this department and other government agencies:

- a. for purposes directly related to administering the program, including governance, research and the distribution of funds to successful applicants
- b. to facilitate research, assessment, monitoring and analysis of other programs and activities

unless otherwise prohibited by law.

I understand that where I am successful in obtaining a grant, the financial information that I provide for the purposes of payment will be accessible to departmental staff to enable payments to be made through the department's accounts payable software system.

I understand that information that is deemed 'confidential' in accordance with the grant opportunity guidelines may also be shared for a relevant Commonwealth purpose.

The department will publish information on individual grants in the public domain, including on the department's website, unless otherwise prohibited by law.

Applicant declaration

I declare that I have read and understood the grant opportunity guidelines, including the privacy, confidentiality and disclosure provisions.

I declare that the proposed project outlined in this application and any associated expenditure has been endorsed by the applicant's board/management committee or person with authority to commit the applicant to this project.

I declare that the applicant will comply with, and require that its subcontractors and independent contractors comply with, all applicable laws.

I declare that the information contained in this application together with any statement provided is, to the best of my knowledge, accurate, complete and not misleading and that I understand that giving of false or misleading information is a serious offence under the **Criminal Code Act 1995** (Cth).

I acknowledge that I may be requested to provide further clarification or documentation to verify the information supplied in this form and that the department may, during the application process, consult with other government agencies, including state and territory government agencies, about the applicant's claims and may also engage external technical or financial advisors to advise on information provided in the application.

I agree to participate in the periodic evaluation of the services undertaken by the department.

I approve the information in this application being communicated to the department in electronic form.

I understand that the applicant is responsible for ensuring that it has met relevant state or territory legislation obligations related to working with children, and that any person that has direct, unsupervised contact with children as part of a project under this grant opportunity, has undertaken and passed, a working with children check, if required under relevant state or territory legislation. The applicant is also responsible for assessing the suitability of people engaged on this project to ensure children are kept safe.

I acknowledge that if the department is satisfied that any statement made in an application is incorrect, incomplete, false or misleading the department may, at its absolute discretion, take appropriate action. I note such action may include excluding an application from further consideration; withdrawing an offer of funding; using the information contained in the application for a fraud investigation that would be consistent with the Australian Government's Investigations Standards and Commonwealth Fraud Control Framework and/or for a grant under management, terminating a grant agreement between the Commonwealth and the grantee including recovering funds already paid.

I declare that I am authorised to submit this form on behalf of the applicant and acknowledge that this is the equivalent of signing this application.

By checking this box I agree to all of the above declarations and confirm all of the above statements to be true
Yes



FRRR

Foundation for Rural
Regional Renewal

Connecting good will, with good purpose, for
the vitality of rural and remote Australia.

Disaster Resilient and Future Ready Burnett Inland Communities Community-led Resilience project

DATE 23.12.2021

CONFIDENTIAL



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This document

The purpose of this document is to provide an overview of the Disaster Resilient and Future Ready (DR:FR) Burnett Inland Communities project (the project), the approach, activities and management considerations. It has been prepared by the Foundation for Rural and Regional Renewal (FRRR) with representatives from Red Earth Community Foundation (Red Earth) and will act as a guide for the partnership and project during its implementation.

Overview

The DRFR Burnett Inland Communities project is a partnership between The Foundation for Rural and Regional Renewal and Red Earth Community Foundation that supports local community members and grass roots community organisations across the Inland Burnett Region, develop strategies and initiatives that strengthen their awareness and capacity to thrive and be resilient to the impacts of climate, natural disasters and other disruptions in partnership and collaboration with other agencies and region-based networks.

Leveraging FRRR's proven model to build community resilience in regional communities; local people from grass-roots community organisations will co-design, develop and implement disaster risk reduction initiatives that increase the community's resilience to natural hazards, facilitate collaboration and build sustainable skills and networks to reduce the cost, impact and burden of future natural disasters.

Specific activities include mapping of community assets, co-creation, planning and delivery of small initiatives to build resilience in the local region, events and learning opportunities to build knowledge and share understanding of resilience and natural hazards, collaboration opportunities with formalized EM systems and processes and network development of skilled community members.

All activities will be supported by a Resilience Mentor, a local Community Coach, and a Community Initiatives Officer to build knowledge, support community collaboration and encourage leadership, engage diverse participation, maintain momentum, and support collective resilience actions that have a lasting legacy in the region.

The Foundation for Rural and Regional Renewal

The Foundation for Rural & Regional Renewal (FRRR) is focused on increasing equity of opportunity in remote, rural, and regional Australia. We focus on improving outcomes in the areas of **people, place,** and **disaster resilience and climate solutions**, in the belief that targeted philanthropic investment and collaboration will build more vibrant, sustainable, and adaptive remote, rural, and regional communities - and a more equitable and prosperous Australia as a whole. **FRRR believes:**

- in the power of people to drive prosperity;
- that local solutions are central to achieving equality of access to opportunities across remote, rural and regional Australia; and
- that remote, rural and regional communities have the knowledge to best respond to the impacts of climate change and natural disasters.

Refer to www.frrr.org.au for further information.



Red Earth Community Foundation

Formed just prior to the 2013 Queensland floods, Red Earth Community Foundation (Red Earth) stepped up to enable the distribution of \$95,000 from the Mayor's Flood Appeal to local people, enabling them to recover from the impacts of flood damage on their lives, whilst ensuring the funds were spent with local businesses through a local voucher scheme.

The Foundation was formed by community-minded leaders with a passion to see the region flourish, the Foundation belongs to everyone who lives there, or who leaves and wishes to continue giving back.

Red Earth was established in the South Burnett to help the community help itself. In 2019 it was recognised that the work of the community foundation and the needs from within the community were not isolated, so the decision was made to expand Red Earth Community Foundation South Burnett footprint to include the North Burnett Region as well.

As a philanthropic organisation Red Earth provides a vehicle for all to secure the Burnett's future potential. Red Earth enables our Region to:

- Support young people
- Respond to challenges we face
- Encourage creativity, entrepreneurship, and leadership
- Celebrate and showcase our successes
- And much more

With a strong history of innovation and resilience, the Burnett Inland has endured its fair share of drought, floods, natural disasters and industry changes and the community has demonstrated resilience, innovation, and tenacity during these times. Climate change, further disruption from technology advances and the potential exit of some of the Burnett's dominant industries will prove challenging for the Burnett Inland region into the future, but it will also provide significant opportunities. Red Earth know that if people are given an opportunity to co-design their preferred future as a region they will be stronger and more resilient in 30 or 50 years' time, and therefore seek to establish partnerships and initiatives that support community led futures.

Key initiatives of Red Earth Foundation include:

- The Red Earth Community Leadership Program - invests in local people in the region, guiding their leadership journey and instilling the core value – "we are all leaders". For the past eight years, Red Earth has coordinated the Community Leadership Program with an average 24 participants taking all available spots each year.
- The Burnett Inland Futures Strategy (BIFS) – brings together diverse group of stakeholders, some who wouldn't traditionally sit together, to consider how the region could urgently develop a plan that informs elected representatives, agencies, developers, and others what local people's priorities and values are for today and the long term.

Red Earth has a diverse network with partners across the region and is excited to work closely with communities across the Burnett Inland region – the people and organisations - to grow the region's strengths, adapt to change and seize new opportunities.



Disaster Resilient: Future Ready (DR:FR)

FRRR's Disaster Resilient: Future Ready (DR:FR) is a national initiative that facilitates community-led disaster and climate resilience by supporting and strengthening the capacity and capability of remote, rural & regional communities to thrive and evolve in positive ways when faced with the impacts of climate, natural disasters and other disruptions.

The multi-year initiative is underpinned by a place-based approach, working over several years, at a hyper-local level with grass roots organisations and community representatives to catalyse collaboration, facilitate co-creation and broker the funding and resources required to seed community-led approaches and processes that raise awareness, increase preparedness, and enhance resilience capacity.

FRRR plays a facilitator and brokerage role alongside communities, bringing a range of different inputs into the partnership over time. The initiative is activated in communities through a co-creation process which generates conversations and explorations between community representatives, grass roots organisations and other agencies working at a local and regional level on preparedness and resilience. Capacity building supports, tools and funding are brokered as required to seed initiatives and strategies, and the action research component support embeds a valuable learning culture into the process.

The DR:FR initiative is delivered over 2-3 years in four distinct stages, with the activities, model and approach adapted and localised to a region or place through partnering with local place-based organisations and investing in local people and resources to deliver and implement the model with their local communities.

The DR:FR initiative aims to broker positive relationships with all people and sectors who have a role to play in supporting local communities to self-determine and lead their own disaster risk reduction, recovery and resilience efforts. Our approach respectfully recognises the role, and existing efforts of government, the Emergency Management Sector, enabling organisations and other local volunteer organisations in community resilience and undertakes to actively add value to existing local community efforts; often where government are unable to reach.

As part of the initial project implementation process, FRRR work alongside the community and local implementation partner to map existing resources, and complementary initiatives to identify relevant opportunities for collaboration with other stakeholders to avoid duplication.

In working toward our vision of a vibrant, resilient, and revitalised remote, rural, and regional Australia, FRRR believe targeted, well-informed investment in people and organisations that are in and of their place will stimulate ideas that lead to actions, both big and small. Investing in local people and organisations that are connected, who know and understand the local context, and who can mobilise and activate resources can transform a community's view of itself and drive its future.

For further information visit www.frrr.org.au/drfr



The DR:FR Burnett Inland Communities project

In partnership with the Red Earth Community Foundation, the project will work with local community members (residents and landholders), grass roots community groups, community services, regional organisations, local government, state government, local and state emergency management agencies and other stakeholders to undertake a range of facilitated resilience focussed discussions, co-design workshops, initiatives, projects and events to strengthen the skills, knowledge, networks and existing capacities of individuals and communities so that they can better mitigate, avoid, withstand and/or recover more effectively from the increasing effects of natural hazards such as tropical cyclones (as well as bushfires and floods) in a timely and efficient manner.

The project will develop and implement community led resilience initiatives at a regional and hyper-local level:

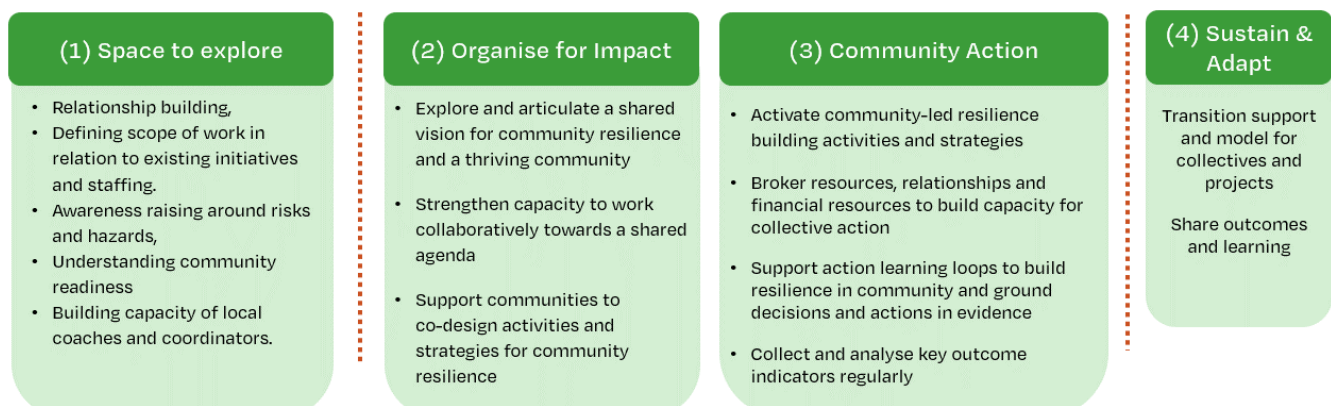
a. DR:FR Burnett Inland Region initiative – working with a network of community organisations who support community and regional development across the Burnett Inland region, the project will strengthen capacity of the network to support communities and community-led resilience across South and North Burnett. This initiative will be informed and designed in response to community identified priorities from hyper-local co-design activities.

b. Hyper-local community action and resilience initiatives – working with local champions, the community of Kingaroy, Monto, and surrounding townships to co-design, *seed and deliver* priority initiatives and actions to strengthen community/social capital and resilience capacity. There will be a particular focus on strengthening the capacity and inclusion of First Nations people in community-led resilience development, with a dedicated initiative to this effect.

The project will be delivered over the four DR:FR program stages, with a series of project milestones, summarised in the following diagram and table. Specific project activities are outlined in Appendix A – Project Schedule, and Appendix B – Communications Plan. Refer Appendix C also, for further information on community demographics across the Burnett Inland region.

The DR:FR Burnett Inland Communities project is seeking funding through the Preparing Australia Communities – Local Stream to support the partnership, activate the project and establish the foundations for a sustainable and ongoing model of community resilience building into the future.

DR:FR Burnett Inland Communities - Stages





DR:FR Burnett Inland Communities - Initiative Milestones

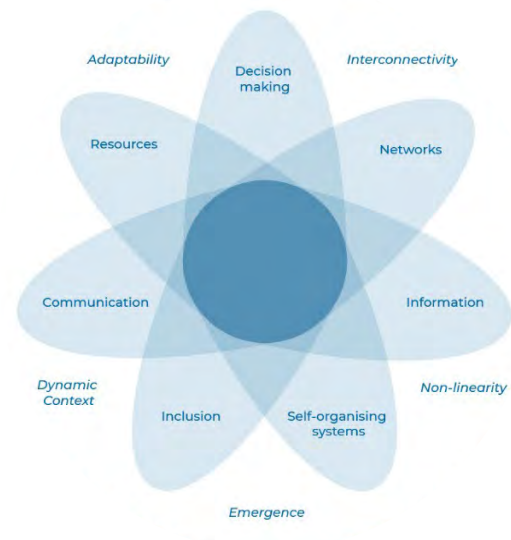
DR:FR Phase	Project Milestones		FY 22/23				FY 23/24				FY 24/25			
Stage 1: Space to Explore	M1	Project Commencement & resource mobilisation												
	M2	Getting Started phase												
Stage 2: Organise for Impact	M3	Community co-production												
Stage 3 & 4: Community Action / Sustain and Adapt	M4	DR:FR Community Initiative – Networks and Self-organising systems												
	M5	DR:FR Community Initiative – Information & Communication												
	M6	DR:FR Community Initiative – Inclusion and Decision making												
	M7	DR:FR Community Initiative - Resources, Tools and Support for Collective Action												
	M8	DR:FR Community Initiative – Emergency Planning												
	M9	DR:FR Burnett Inland Region initiative												
	M10	End of Project Report												



Dimensions of Community-led resilience

Over the past 3 years FRRR and researchers from the University of Sydney have been walking along with 3 communities in NSW as they developed local community led resilience building activities, documenting, and analysing what happened, what worked well and what was challenging. Through this process we have built a body of evidence about some key areas or dimensions which are helpful to keep in mind and explore as part of a community-led approach to resilience.

Communities may not prioritise or work on all of these in their resilience building activities, but they can be used to catalyse discussions and explorations around resilience, as a wayfinding/check-in tool as communities progress initiatives and strategies and as a framework for understanding change.



Each of these can be acted on in relation to the social, economic, cultural, and environmental context of a community and can be applied to whatever focus area a community decides to work on.

Refer Appendix D and E for further information, including the Summary Research Report for the Get Ready DR:FR Pilots project in NSW.

Project Outcomes

To reduce the impact of natural hazards on Australian communities the DR:FR Burnett Inland Communities project contributes to the following outcomes which can be understood and measured at a program/partnership and community/region initiative level. These intermediate outcomes are evidenced to contribute to broader impacts and outcomes including:

- Increased capacity for risk-informed community and household level decision making,
- Increased preparedness for the impacts of natural hazards and other disruptions,
- Greater capacity for implementation of a shared responsibility framework before, during and after disasters,
- Greater local and region capacity to act in a coordinated and respectful way when required, minimising harm to individuals and the impact on community resources.
- Reduce the long-term nature and cost of recovery by drawing on stronger and more resilient volunteer reserves and community resources in times of crisis,

The table on the following pages, provides an overview of project outcomes

<i>Dimension of community resilience / Mechanism of change</i>	<i>Program/Partnership level outcomes</i>	<i>Community/Region initiative level outcomes</i>
Networks and self-organising systems Networks underpin local reciprocal relationships, or social capital which is always drawn upon in times of crisis. Self-organised activities are often invisible but do a lot of heavy lifting both in supporting everyday resilience and when a crisis comes.	➤ All stakeholders feel included and provided the opportunity to participate in project engagement activities and resilience building efforts, ➤ Local, State and Federal Governments, agencies such as the Emergency Services, Parks and Wildlife Services, Forestry Corporations, Roads and Maritime Services, Department of Transport and Main Roads, Local Land Services, Department of Agriculture & Primary Industries and key industry organisations from the Agriculture, Energy, Water and Climate sectors are engaged in community-led efforts and strategies for mitigation, management, recovery and resilience building,	➤ An enduring network of skilled and connected community members, including the significant alumni of the Red Earth Community Foundation Alumni are leading with knowledge of local natural hazards, resilience building activities and emergency management processes in their region and are applying this knowledge in future disaster responses and recovery events. ➤ Kingaroy community members, and place-based enabling organisations in the region have ○ stronger bridging social capital (ties between different groups and networks across the communities) and linking social capital (ties and positive relationships between these networks and the institutions, agencies and organisations that sit at a local, region, state or national level). ○ increased skills, capacity, networks, and self-organising systems that can be activated in times of significant climate impacts,
Information and Communication Collaborative dialogue between all stakeholders which emphasises people as equal, active, decision-making agents working in collaboration is an ongoing feature of successful community led resilience building. Drawing on local knowledge to design information and how it is communicated promote community engagement, ownership and	➤ Residents and place-based organisations feel that initiatives and activities identified have been fairly and transparently prioritised and resourced, ➤ The Red Earth Community Foundation and key organisational stakeholders believe that appropriate and experienced professionals have worked with and mentored the project for its duration, and an appropriate level of resources have been brokered into the project and its activities.	➤ Community members and program stakeholders have: ○ increased knowledge of climate hazards and understand how to mitigate or reduce the potential impact of them, ○ increased awareness, ability to understand and actively participate in formal and informal community decision making during crisis, response, and recovery, ○ stronger communication networks that will provide guidance and assistance during cyclones, floods, bushfires, and other natural disasters.



action in ways that simple, reductive crisis-oriented information cannot.		
<i>Inclusion and Decision making</i> Local inclusive decision making is the foundation of community led resilience building and can be challenging. It means the voices of community members are heard and action reflects community priorities. Being mindful of groups that are missing from key community conversations is important as these groups can often be significantly impacted by a crisis as their perspective and needs have been excluded from local decisions.	➤ A diverse group of community members are involved in the program activities. ➤ Community members have a sense of ownership and pride of their future vision of resilience and the strategies designed to work towards it, ➤ Traditional owners and other Aboriginal and Torres Strait Islander people in the Burnett Inland region (particularly those who have a connection to the localities of Kingaroy) feel respected and supported to participate in/lead resilience building efforts,	➤ Increased engagement, knowledge sharing, and capacity for Aboriginal people to actively participate in resilience building activities so that First Nations perspective and priorities are heard, valued, and adopted into the broader community conversations and strategies, ➤ Community members and stakeholders have increased understanding of and active engagement with vulnerable community members to ensure their unique needs are met throughout the disaster cycle in a timely and effective way, reducing trauma and social disconnection,
<i>Resources, Tools and Support</i> When community volunteer resources (time, skills, thinking, networks, relationships) are combined with extra paid human resources working alongside the community to support and complement volunteer effort, they have greater capacity to maintain momentum for community-led resilience building initiatives and a greater base to start from in times of disaster.	➤ Community members and regional place-based organisations are resourced and have developed and delivered a range of resilience building initiatives that create positive change in line with their priorities and focus areas, ➤ The Kingaroy and surrounds community have an appropriate governance structure, capabilities and capacities to facilitate and drive collective action that supports the resilience aspirations of the community, ➤ The Communities and organisational partners that participate in the project are able to: ○ leverage the activities, initiatives and supports provided through the project to seek ongoing resources and support to maintain momentum, and, ○ maintain engagement and interest in the activities and strategies implemented to achieve the overall aspiration and overarching outcome.	



Project Team - Key Personnel

The project will be led by an experienced and capable team at FRRR and Red Earth Community Foundation. Key Personnel are:

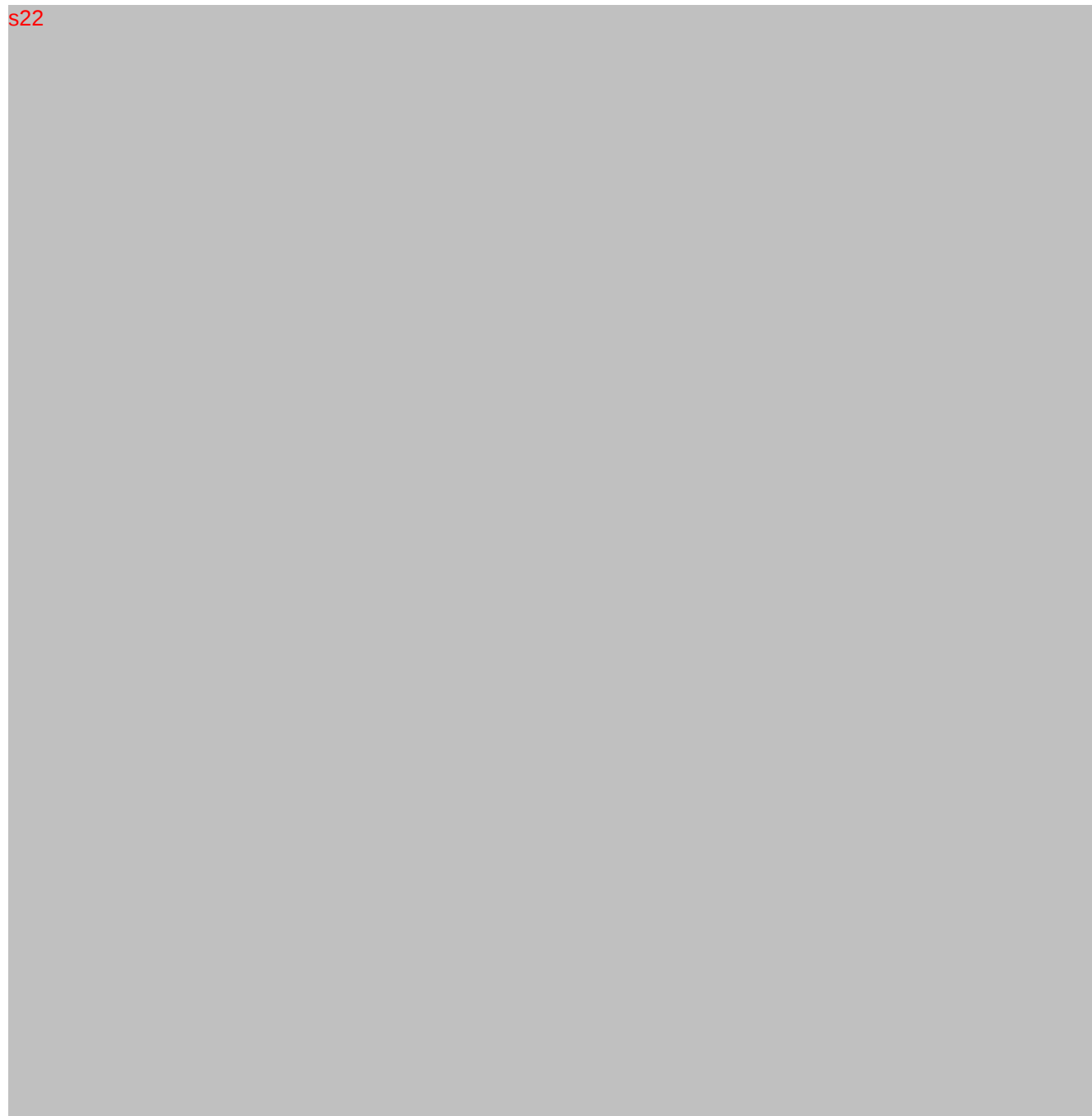
Foundation for Rural & Regional Renewal

s22



Red Earth Community Foundation

s22





Roles & Responsibilities

The Project Team will consist of representatives from FRRR, Red Earth Community Foundation and others to lead the delivery of the initiatives and outcomes. The below outlines the different key roles and their responsibilities.

Role / Host organisation	Responsibilities
Program Manager, FRRR	➤ Manages partnerships with local partner organisation, donor and other key stakeholders ➤ Leads 'Getting Started phase including scoping, early engagement and EOI process with community stakeholders (individuals and groups) ➤ Works with the Local Partner Organisation to develop the DR:FR initiative in the local context ➤ Recruits, onboards and builds capacity of program coordinator to deliver DR:FR model with partnering communities and community resources ➤ Manages reporting, learning and program development
Local Partner Organisation, Red Earth	➤ Local organisation who works and is based in the region ➤ Aligned aspiration to support community-led development in the region ➤ Supports the localisation and development of the DR:FR initiative in the local context ➤ Brokers and connects relationships and networks into the DR:FR initiative (development and implementation) ➤ Provides insights and understanding of matters that interest local communities ➤ Can act as the employer for some program roles and/or delivery partner of some initiatives (as identified by the community/s)
Program Coordinator, FRRR or Red Earth	➤ Coordinate the design, delivery and implementation of the program ➤ Manages program resources (funding, finances, HR, communications etc) and key stakeholder relationships ➤ Supports program reporting ➤ Broker resources and relationships into the program
Community Coaches (x 2) <i>local community members</i>	➤ Individuals with community development and/or facilitation experience ➤ Community members (potentially from the Community Leadership program) ➤ Facilitates co-production phase & workshops, supports community engagement activities ➤ Documents outputs and supports resource development with DR:FR Program coord.



Resilience Mentor	➤ Experienced Resilience Practitioner and partner to the DR:FR initiative ➤ Supports design of DR:FR framework and co-production process. ➤ Supports Coach appointment, training and onboarding. ➤ Mentors Coaches and communities throughout the co-production phase ➤ Provides subject matter content where required
Community Initiatives Officer, <i>local community member</i>	➤ Officers help drive and coordinate the implementation of community strategies and initiatives. They are a local resource who can support the volunteer groups to ensure progress of delivery. ➤ The community will identify when they need the resource and in what capacity, with what skills depending on the support that is required. ➤ They work with FRRR to recruit the role. ➤ Officers can be engaged by FRRR initially (with transition to local partner or community organisation throughout the process)
Initiative working groups	➤ Community volunteers and organisational representatives responsible for the delivery of a particular initiative or activity.

Project Steering Group & DR:FR Program Advisory Committee

In the first 2 months of the project FRRR and Red Earth will also seek to appoint and formalise a Project Steering Group who will provide strategic insight, advice, connections, and referrals to the project team during implementation. The membership of the Steering group is subject to change once community and stakeholder mapping has commenced.

Name	Group/organisation
s22	FRRR – Resilience and Recovery Lead
	FRRR – QLD Grant Program Manager
	Red Earth – Chair
	Red Earth - Director
	Regional Resilience Coordinator
	Wide Bay Burnett Regional Organisation of Councils Inc
	South Burnett Shire Council
	North Burnett Shire Council

In addition to the grant program reporting requirements, the project will also report to FRRR's DR:FR National Program Advisory Committee (PAC), which is delegated by the FRRR Board to carry out its duties in considering grant distributions and in the strategic oversight of programs that strengthen the social and economic resilience and vitality of remote, rural, and regional communities. Program Advisory Committees perform an important function in assisting the FRRR Board to enhance its confidence in programmatic reach, engagement, and impact, and in its deliberations on grant distributions. These Committees contribute independent perspective and critique along with strategic and practical insight.



Project Budget

The total budget cost is \$1,091, 642 for this project, of which \$981,782 cash (exclusive of GST) is sought from NRRRA, and has been developed based on experience from the Get Ready DR:FR NSW Pilots project and the DR:FR Vic Program.

In-kind contributions will also be made to support the project delivery by FRRR (\$33,060 – Partnership Management contribution and administrative functions) and the community representatives from across South and North Burnett regions. (\$76,800)

FRRR's DR:FR Program Manager will manage the project budget on behalf of FRRR and the local implementation partner in cooperation with the Program Coordinator.

Expenditure will be managed and monitored monthly in line with FRRR processes.

Variations to original budget estimate will be made in consultation with the Steering Group and Project Team at each milestone to ensure the project is delivered on budget and in alignment with the partnership purpose and outcomes. Status reports will be provided quarterly to the FRRR PAC and Red Earth Board, and to the Steering Group as required.

A breakdown of the project budget is provided in the Project Grant Application.

Over 80% of the project eligible expenditure will be invested locally in the Burnett Inland region. This investment is made possible through DR:FR approach of building capacity of local organisations and individuals to adapt, localise and deliver the DR:FR model with FRRR's support, and, FRRR aspiration to invest in local communities across all aspects of program implementation, with a 'local first' procurement strategy, where the capacity exists.

Risk and Issues Management

Risk and issues will be managed in accordance with FRRR's risk management policies and procedures and the project specific Risk and issues Management register which is outlined in Appendix F.

Risks and issues have been identified by FRRR and Red Earth and will be reviewed on a regular basis by the Project Coordinator and Project team to ensure they adequately capture risk, are relevant and actioned appropriately.



Appendix A - Project Schedule

	Title	Description	Start	End
M1	Project Commencement & resource mobilisation	The project will be activated through the following activities: • Review and activate project plan, resources, agreements and systems to support the project • In-person meeting to formalise the initial project team (FRRR DR:FR team and implementation partner representatives) and Steering group, • Develop a communication and stakeholder management plan with local partner organisation and steering group, • Host a community activation event to communicate the project and build energy around it,	01 May 2022	01 June 2022
M2	Getting Started phase	• Community visit and partner introductions across South and North Burnett • Facilitate a range of community discussions to build trust and relationships with community members, understand their interest, 'readiness' and 'capacity' to participate in the initiative over 3 years, • Local media to support project understanding and awareness of natural risk profile in region, • Map community assets, initiatives and efforts related to resilience building in the local region, • Appoint and build the capacity of the local Program Coordinator to implement the program in the region, • Work with the local implementation partner to adapt the DR:FR model and Community Coach roles so that it is suitable for the local context, resources and existing activities. • Engage Resilience Mentor • Team meetings to identify the appropriate resilience mentor and community coaches • Engage, and train the community coaches to support the facilitation of the co-production activities, • Formalise community agreements, form initiative teams and promote upcoming activities	02 May 2022	30 August 2022
M3	Community co-production phase	• Explore and articulate a shared vision for community resilience and a thriving community through a series of community activities (2 workshops, 2 community activities). • Map natural hazards with local community members and convene a forum to share scientific knowledge and local knowledge regarding hazards and risks in the community,	01 September 2022	30 April 2023



		• Co-design and prioritise initiatives and strategies that support the local community vision of resilience and thriving livelihoods (2 workshops, 1-2 community activities), • Prioritise and develop 4-6 community-led resilience building activities and strategies as part of the Community Collective (Kingaroy and surrounding townships) • Appoint a locally identified Community Initiatives Officer to support community collaboration and leadership, engage diverse participation, maintain momentum and support resilience strategies. • Host local event to build knowledge and a shared understanding of resilience, natural hazards and risks, • Fortnightly meetings Project Team meetings with Resilience Mentor over 6 months • 1 x Steering group meeting • Host 2 community-led activities with a preparedness and network focus • Establish community working groups for initiatives and activities as required • Convene forum on community identified priorities for regional place-based organisations to co-design a resilience building initiative (1-2 workshops/events)			
M4	DR:FR Community Initiative – Networks and Self-organising systems	• Create a live map of the local community network, including assets, roles and responsibilities that can be drawn upon in a disaster, • Complete 3-4 activities that catalyse and engage community members as a network - align with other celebrations or industry events throughout the year. Eg. agricultural show booth, hosting a local volunteer expo	• Broker resources and other program support into initiatives and strategies. • Broker connections to encourage collaboration with formalized systems and processes,	30 March 2023	15 December 2024
M5	DR:FR Community Initiative – Information & Communication	• Complete 1-2 activities that promotes communication across the community (may be a particular focus on young people and marginalised groups) eg. storytelling sessions, student program	• Support action learning to build resilience in community and ground decisions and actions in evidence,	01 September 2023	15 December 2024
M6	DR:FR Community Initiative –	• Program coordinator and working group will deliver 1-2 initiatives to promote inclusion and leadership in community-led processes eg. a business case and	• Collect and analyse key outcome indicators regularly	30 March 2023	15December 2024



	Inclusion and Decision making	plan to develop capacity for indigenous arts/culture in the region, or a project focused on engagement with police and the vulnerable people’s register.	• Fortnightly meetings between Resilience Mentor, program coordinator and Community Initiatives Officer • Quarterly community gatherings (may be aligned/embedded in other initiatives) – sharing information, progress and learning. • Monthly Steering Group meetings • Share outcomes and learning through storytelling and outcomes measurement dashboard. • Develop strategic partnerships and funding relationships to transition support and model for collectives and initiatives.			
M7	DR:FR Community Initiative - Resources, Tools and Support for Collective Action	• Complete up to 6 cross community workshops or activities to build capacity of grass roots community organisations in areas such as: - o Collaboration skill development, - o Governance training, - o Partnership brokering - o Management, recruitment and volunteer care mentoring, - o Digital skills and tech literacy skills development, - o Communications and storytelling skills development, - o Risk informed decision making for community groups, • Develop a community resources directory that identifies community assets that can be shared or leveraged across the community.			30 March 2023	15December 2024
M8	DR:FR Community Initiative – Emergency Planning	• Complete 1 activity that focus on preparedness to a particular natural hazard such as cyclones and flooding at a community and household level. • Complete an agricultural communities hazard reduction and emergency preparedness activity. • 3 x community representatives attend AIDR conference			01 September 2023	15 December 2024
M9	DR:FR Burnett Inland Region initiative	• Activate a DR:FR Burnett Inland Region initiative based on insights and partner discussions with regional place-based organisations relating to capacity, leadership and networks for community resilience and social recovery.			01 April 2023	1 September 2024
M10	Project Reporting	• Evaluation outcomes published • Media release and case study stories made publicly available • Meetings with other partners to support ongoing sustainability and next phase of resilience building. • Final reporting and acquittal for grant		15 December 2024	31 March 2024	



Appendix B – Communications Plan – Overview

For effective community engagement, several program communications assets and more broadly media support are required to support the program coordinator in delivery.

The following Communications Plan Overview will be developed further with FRRR's Communications Team, Red Earth and the Steering Group if the project is successful.

Communication Goals

- To engage representation across the North and South Burnett LGAs in the project, ensuring maximum awareness of the program and its intended impact;
- To have consistent and clear communications with identified communities to enable efficient and effective delivery of program outcomes;
- To disseminate learnings from the project to support other communities in their disaster resilience journey; and
- To acknowledge the Australian Government's funding support throughout the project term.

The expected outcomes from developing effective DR:FR communications assets and implementing DR:FR communications activities are:

Community partners

- Community representatives have been supported with effective communication resources so that they can engage other community members effectively
- The program coordinator has the tools and resources needed to support the facilitation and coordination of the program activities.
- All community members and local partners feel that they understand and have been given opportunities to participate, collaborate and learn about the program.
- Communities are able to share and celebrate the outcomes their resilience building efforts and what they've learnt.

National Promotion

- Donors and external stakeholders are familiar with the program, including current focus and aspirations.
- External stakeholders are seeking opportunities to support or collaborate on the resilience agenda.
- FRRR and DR:FR are contributing insights and perspectives to the national discourse around disaster resilience, and community-led resilience.



Key Stakeholders

Category	Audience	What they need to know
Project Partners	Australian Government Red Earth FRRR Local Council (South/North Burnett)	- Progress against project key milestones - Insights from communities - Main outcomes from community-based activities - Funding and financial status
Interested parties / DR:FR National Friends	Those involved in the initial DR:FR roundtable in June 2015 including Red Cross Australia, Phoenix Australia, Regional Australia Institute; Princes Australia Trust	- Insights from communities - Progress against project key milestones - Main outcomes from community-based activity
	Those involved in subsequent refinement such as Attorney General's Department, ANZ, Victorian State Government, RMIT University, IAG, Woodside Petroleum, Rockefeller Foundation (USA) and the Australian Business Roundtable National Resilience & Recovery Agency	
	Local and regional organisations (including organisations in Red Earth network)	- What the program is, - where there are opportunities to collaborate/be involved
	Potential/actual local partners	How to receive updates
Governance	Program Advisory Committee / Steering Group	- Key messages / positioning of project - Changes / development of model - Outcomes of community-based activity - Insights from communities
Community Partners	Participating/active community representatives, local community organisations, small businesses, service agencies, and institutions etc.	As appropriate to the stage of the program <i>* An Aboriginal and Torres Strait Islander communications plan will be developed which will include cultural awareness and safety in community and cross community engagement.</i>

Tactics

- **Key messages:** Develop key messages for each channel to ensure consistent positioning and clarity of message. It will be important to keep the language and messages simple, avoiding use of philanthropic and sector jargon. In their collaboration work with communities to date, FRRR has already identified a lack of understanding around the word 'resilience' and what it means in practical terms.
- **Glossary of terms:** Develop a glossary of sector terms for communities and stakeholders to refer to – include words such as: Social Capital, Resilience, Disaster (types of disaster the program supports) etc.
- **FAQs:** Develop and maintain frequently asked questions, segmented by general and community specific.



- **Community forum / online support materials:** These will include an overview of the program presentation / suite of slides which can then be added to with community specific information.
 - A support pack which includes process overview, sample evaluation questions, Literature Review, FAQs and key contact(s).
 - Specifically online promotion such as Humanitix banner(s), email banner(s)
 - After community forum(s) a follow-up update email on outcomes of session with links to resources.
- **Infographics:** Where possible develop infographics to simply explain the program and process.
- **Templates:** If required, develop templates that communities can use to support them in engagement / collaboration activity, to help them share their thoughts and ideas.
- **Website:** Keep the DR:FR program webpage up to date as the program progresses. Share information of where communities are at with their journey.
- **Social media:** Leverage current social media channels to promote the key findings / milestones, including a thought piece on LinkedIn from Nina O'Brian / Natalie Eggleton and Red Earth on the importance in investing in building disaster resilience, as opposed to recovery after the fact.
 - Social media and in particular Facebook will have to align with FRRR's social media protocols.
- **Video:** as video assets are created they can be use (with permissions) on FRRR/Red Earths website, across social media channels and as part of a repository of information that can be shared for future reference by other community groups as the program expands.
 - **Local videographer / photographer:** a local videographer / photographer will be engaged to record the community journey through the program.
- **Case studies / storytelling:** Share how the communities are tracking through the DR:FR program, the projects they are working on to build resilience and reinforce the community-led approach.
- **NRRA channels:** Work closely with the NRRA communications team to align messaging, share opportunities, and distribute case study / storytelling insights through NRRA channels.
- **FRRR eNews:** Promote the successful community groups and projects / collaborative activities / key milestones.
- **Donor eNews:** Share insights and collaborative work taking place.
- **Feedback from place-based community groups:** Seek feedback from community groups of the support material provided and whether there are any gaps / room for improvement. This will be used to enhance the communications for future community groups and embedding of the national framework.
- **Media relations:** At key junctures, we will promote the DR:FR initiative seeking both national, philanthropic and targeted media in high-risk natural disaster zones. This includes promotion of launch webinar and successful communities who commit to the long-term program. We will also target local media, where appropriate, including community radio.
- **Conferences / Forums:** Identify forums / conferences where approach and insights will be of interest and could potentially attract donor support, and support preparation of presentations, as required.



Timeline

A detailed communications plan will be prepared in the first phase (milestone 1) of the project with the Steering Group and key stakeholders. The communication timeline will take into account the project schedule and DR:FR methodology (as adapted for the Burnett Inland Communities project). The plan will also take into consideration the capacity of communities with the ongoing impacts of the pandemic, and natural disaster events.

Measurement

We will track the following:

- Media clips
- Website hits
- Video watches
- Social media engagement
- Event registrations (in collaboration with FRRR)
- eDM open and click rates, as applicable
- Anecdotal comments re donor and community satisfaction
- Number of stories shared about the program
- Speaking opportunities
- Other measures, as agreed.



Appendix C – Burnett Inland Community Demographics Summary

The North Burnett Regional Council (NBRC), the South Burnett Regional Council (SBRC) and Cherbourg Aboriginal Shire Council together make up the entire Inland Burnett Region. With a total land area of 28,107km², this area encompasses the head waters of the Burnett River catchment ending at the mouth near Bundaberg

The **North Burnett Regional Council** area comprises of six districts. Monto, Eidsvold, Mundubbera, Gayndah, Biggenden, and Mt Perry districts combine to form the North Burnett Regional Council Area.

The **South Burnett Regional Council** area is located about 200 kilometres north-west of Brisbane and surrounds the Cherbourg Aboriginal Shire.

The **Cherbourg Aboriginal Shire Council** is located 170 km north-west of Brisbane, is on the Barambah Creek. It is the most southern of the Aboriginal Local Government Areas.*

The Traditional owners of the Burnett Inland region are the Wakka Wakka Aboriginal people.

Key Statistics	South Burnett	Cherbourg	North Burnett
Land Area	8,397	31.66	19,710
Estimated resident population	32,632	1,269	10,656
Aboriginal and Torres Strait Islander population (Regional QLD 5.4%)	1,759 (5.5%)	1,249 (98.9%)	683 (6.5%)
Population over 15 (Regional QLD 80.7%)	26,055 (81%)	805 (63.7%)	8,622 (82.3%)
Employed Population over 15 yrs (Regional QLD 92.2%)	11,651 (92%)	126	4,338 (94.7%)
Unemployment rate (Regional QLD 7.8 %)	7.7%	50.6%	5.3%
Population Density (persons/square km)	3.89	42.17	0.54
SEIFA - Region	908 (944 Kingaroy)		916
Volunteer work	5,888 (22.6%)	66 (8.3%)	2,328 (27%)
Dwellings	15,266	311	5,667
Average Household Size	2.35	4.37	2.24
Main industries of employment	Agriculture, Forestry and Fishing (13.3%); Manufacturing (10.9%); and Health Care and Social Assistance (10.8%).	Public Administration and Safety (32.1%); Health Care and Social Assistance (23.9%); Education and Training (21.6%); Other Services (17.2%)	Agriculture, Forestry and Fishing (31.7%); Health care and social assistance (9.8%); Education and Training (7.5%); and Retail Trade (7.4%)
Headline Gross Regional Product	1,940 \$M	34 \$M	684 \$M

* For the purposes of this project, the Cherbourg Aboriginal Shire Council has been considered as a stakeholder and partner of the South Burnett LGA footprint.



Appendix D – Critical elements for community-led resilience

Communities are vital to finding local solutions to local issues. When communities lead and drive resilience building efforts (whether it is focused on natural disasters such as cyclones, bushfires, floods, or storms or community shocks including major services or industry leaving town, accidents, or conflict) these efforts are sustained for longer, have ongoing positive impacts across the community and build local strengths which can adapt to a range of challenges.

There is an increasing focus across communities in Australia and the world on building disaster resilience which will become more urgent as climate change impacts become more widespread. A strong body of research evidence as well as extensive community knowledge on the ground demonstrates that local community led disaster resilience building enhances more general resilience building and vice versa. It is also known from research that resilience-building is a dynamic process, not a static state. In other words, resilience is not a goal for communities to achieve, but rather a community's resilience might develop in a bumpy, messy way, with setbacks and challenges as well as times of thriving.

Community resilience can be referred to as the capacity of a community (either geographic or cultural or interest based) to withstand a crisis or shock, to mobilise effectively in response to the crisis and over time to recover or heal. Community resilience is not about communities having to stand on their own, but it is about supporting local strengths, decision-making, planning and action over time to build local capacity if or when a crisis takes place. Importantly, nurturing community resilience is the responsibility of all, including governments, emergency services, charities and non-government organisations. It requires long term support to be sustainable.

Working in a community led way to build local resilience means that local community members act as equal decision makers with a range of other stakeholders (local government, emergency services, service providers, business) to address issues which are priorities for that particular community. Rather than a top-down approach where decisions are made outside a community or are made by government or other formal authorities, community led resilience building starts and continues with listening and collaborating on the priorities of community members. Genuine ownership by the local community requires their active involvement in all aspects of resilience building, not merely consultation.

Over the past 3 years FRRR and researchers from the University of Sydney have been walking along 3 communities in NSW as they developed local community led resilience building activities, documenting, and analysing what happened, what worked well and what was challenging.

Through this process a body of evidence was developed about some key areas or dimensions which are helpful to keep in mind as communities embark on community led work. Communities may not work on all of these during an initiative or activity, but they are worth checking in on over time.

Each of these can be acted on in relation to the social, economic, cultural, and environmental context of your community and can be applied to whatever focus area you decide to work on.



Research suggests it is important to pay attention to the following dimensions in community-resilience.

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

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

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

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

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

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



Appendix E – Get Ready DR:FR Summary Report & Community-led Resilience Examples



Supporting community led approaches to disaster preparedness

Summary Research Report

(Evaluation of the Get Ready
Disaster Resilient: Future Ready pilots)



FRRR

Foundation for Rural
Regional Renewal

This research was commissioned by FRRR and Resilience NSW to capture the learnings from a place-based approach to community-led resilience and is part of the FRRR's broader strategy of supporting communities to build their adaptive capacity and resilience to natural disasters and general disruptions.

Written by Dr Amanda Howard (University of Sydney), Dr Margot Rawsthorne (University of Sydney), Dara Sampson (University of Newcastle), Dr Meaghan Katrak (University of Sydney).

Suggested citation:

Howard, A., Rawsthorne, M., Sampson, D. & Katrak, M. (2020) *Supporting community led approaches to disaster preparedness: learnings from three pilot locations*. Evaluation of the Get Ready Disaster Resilient: Future Ready pilots for the Foundation for Rural & Regional Renewal and Resilience NSW; University of Sydney and University of Newcastle.

The Get Ready Disaster Resilient: Future Ready pilot project in NSW was delivered by the Foundation for Rural & Regional Renewal, in partnership with Resilience NSW and the University of Sydney.

Funding for the action research component of the pilot project was provided through the Joint State and Commonwealth Natural Disaster Resilience Program.



We acknowledge the Traditional Custodians of the lands where this project took place, and their connections to land, sea and community. We pay our respects to their Elders past and present.

Foreword

The increasing frequency and severity of natural disasters, including drought, is placing enormous pressure on Australia's social, economic, environmental, and policy systems. This affects every Australian and calls for approaches that strengthen social capital and create room for innovation and ground-up solutions, especially in remote, rural and regional communities.

In 2012, the Foundation for Rural & Regional Renewal (FRRR) committed to increased investment in community-led approaches to disaster preparedness and resilience. This followed almost a decade of assisting rural communities in their recovery from natural disasters. FRRR observed that communities with strong social capital, high levels of inclusion and diversity of leadership, and positive engagement with the emergency management system, were better placed in their recovery.

The Disaster Resilient: Future Ready (DR:FR) initiative was subsequently developed as FRRR wanted to build an evidence base for increasing the level of funding investment in community led preparedness and, ultimately, to improve disaster resilience of communities across Australia from the ground up.

Building an evidence base for this work required a high degree of collaboration and coordination, and a willingness to work differently. FRRR is especially grateful to the Prince's Trust Australia for being the first partner, and to the other philanthropic foundations who joined the project with faith in its intention and potential.

An alignment between FRRR's DR:FR program and the Resilience NSW's Get Ready program enabled the project to be piloted and

researched in three NSW communities. The project was developed and delivered through this partnership between FRRR and Resilience NSW. A core element of this partnership was establishing the action research process alongside the community engagement and development work undertaken by FRRR. The University of Sydney conducted this research, and the summary research report presented here is the result.

The research has helped to identify community engagement approaches that enable community-led process to rise to the top, alongside important insights into how stakeholders involved in emergency management and disaster resilience work can adjust their own approaches to enable greater community agency, capability, and importantly, inform policy and investment priorities. There is still much to learn, and this report highlights an opportunity for continued exploration and co-design to build disaster resilience.

In closing, our appreciation goes to the project research partners, the project's funding partners, and most importantly, the community members, traditional owners, local agencies, and organisations in the pilot communities for their commitment to the project and their own journey to build their disaster resilience. Their innate wisdom, patience, progressiveness, and tenacity have been inspiring and deeply humbling.

Natalie Egleton

CEO, Foundation for Rural & Regional Renewal

On Dja Dja Wurrung country

This summary report outlines the research findings and recommendations for the Get Ready-Disaster Resilient: Future Ready pilots project, which aimed to better understand community-led approaches to resilience building.

Community-led approaches to disaster preparedness move the focus for planning, decision-making and action from a top-down to a more collaborative approach. 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.

The project

The project was designed to work with three pilot communities to investigate, understand and measure activities, processes and structures that enable or hinder individuals and communities in disaster resilience building. Particular attention was focused on measuring how community energy and momentum was sustained or blocked.

Researchers drew on existing disaster resilience and community development research to develop a framework founded on seven key areas shown to be critically important in community-led disaster resilience. These are:



The communities

Three very different communities in NSW took part in the project. Each community was potentially (and actually) impacted by multiple disaster risks, chose to be part of the project through an expression of interest process, and had its own specific context, history and character bringing diverse perspectives and experiences.

Community 1

Coastal, suburban, neighbouring major tourist & regional centres.

Long-term older residents alongside increasing numbers of young families.

Disaster risks: storm, flood, bushfire.



Community 2

Small, rural, agricultural, closest regional centre is half an hour drive away.

Strong and active arts & culture connecting Aboriginal (16.9%) and non Aboriginal residents.

Disaster risks: flood, drought, heatwave.

In each pilot location, three workshops were held with communities to develop resilience building initiatives or projects based on local priorities and needs. Each community had access to grant funding through FRRR to support community led initiatives which emerged from the project.

Community 3

Peri-urban and close to major city, rapid change from farming to suburban population.

Long term residents and increasing new population in new housing.

Disaster risks: flood, bushfire, storm, heatwave.

The project was implemented between 2017 and 2020, with research taking place in communities over a two-year period, starting in 2018.

Engagement with each community included community workshops, conversations with key stakeholders and support in community project development and resourcing.

The findings of the research will inform the ongoing work of all stakeholders in developing and sustaining disaster preparedness.

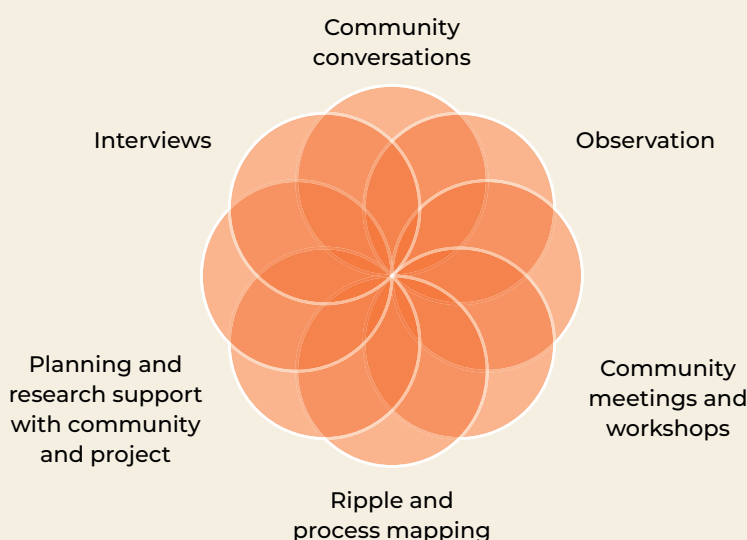
The research

The research was informed by the overarching question: **how and to what extent do community-led approaches enable local communities to be better prepared for disasters?** An action research design was developed to capture real time action and outcomes. In addition, this approach allowed data to be fed back into the project in a direct and timely way to further refine project activities and improve outcomes.

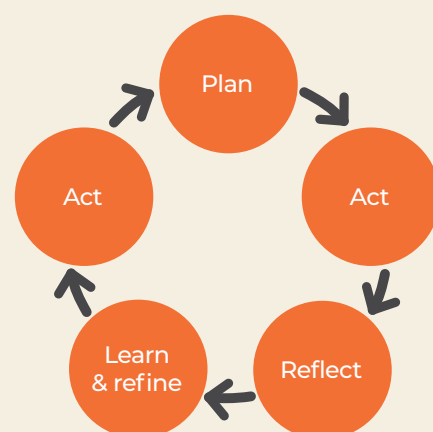
It was important that researchers worked **alongside communities** to support co-design with relevant data as the project unfolded. New learning was fed into the project and it was able to adapt and improve over the two years. Action research was an ideal approach in tracking community resilience building as it generates a rich data set of everyday processes needed to understand the nuances of community-led approaches.

The researchers followed communities through ongoing learning cycles as they developed and implemented ideas to support community led resilience building. Each community focused their initiatives in different areas – from working to connect neighbours and engage with children as leaders, to celebrating and valuing local culture and knowledge through the development of arts communities and cultural trails, through to local mapping and leadership development with young people. Across these activities, **the research was focused on key elements in resilience building and how they work together.** These were communication, networks, self-organising systems, decision-making, information, resources, tools and support and inclusion. Research activities are shown below alongside the action research framework.

Action research was an ideal approach in tracking community resilience building as it generates a rich data set of everyday processes needed to understand the nuances of community-led approaches.



Research Activities



Research Framework

Research Findings

1. Resilience is not something that individuals or communities can achieve on their own.

It is achieved through the combined and intersecting structures, processes, formal and informal networks and supports in communities working together. What we see as individual or community resilience is part of and supported by a collective effort by agencies, organisations, community groups, business and community members. It is evident that communities are not engaged with formal decision-making, planning and leading disaster resilience building. This means, in the context of increasing extreme weather events and disasters, there is a vital resource not being utilised when every available resource is needed.

2. Communities were very willing and able to participate as equal collaborators in resilience building efforts.

This requires new opportunities to be supported by state and local government and emergency service organisations ensuring communities are included in formal networks and decision-making, resourcing and informal community initiatives to build resilience, along with developing processes for shared planning, dialogue and collaboration with community organisations, groups and members.

3. Emergency management agencies have an opportunity to engage with communities to build trust and collaboration, which is essential in resilience building efforts.

This requires shifting from a crisis orientation and reframing disaster resilience work to recognise communities as active, decision-making partners rather than passive recipients of direction. Emergency Services organisations stand to gain considerably in terms of human and social capital, good will and capacity at a local level by making this shift, but it will require a different approach to community engagement which needs to be supported by training. We found that where shared responsibility also included shared dialogue and shared decision-making, communities were significantly more engaged and prepared for disasters.

This research further highlights the need for community organisations to be resourced and included as key local players at all phases of the emergency management cycle. Inclusion of community organisations on formal committees and networks is urgent and will provide a valuable conduit between communities and emergency management processes.

4. Local government is ideally placed to support ongoing resilience building work, alongside local communities.

Already fulfilling a key role in emergency management at a local level and engaged in community development work, Councils have an opportunity to shift their approach to one of collaboration with communities. Community led resilience building has the potential to deliver a range of disaster preparedness and community development outcomes where local government works in support of and alongside community led initiatives.

5. Community sector organisations (particularly local and locally based organisations including neighbourhood and community centres) already have a strong track record in activating and mobilising through their local relationships in disaster response and recovery.

They are also critically important in resilience building because of their ongoing knowledge of and work in communities, particularly with those most impacted by disasters and

least able to recover. To date, community organisations have not been included in formal disaster management networks. This research further highlights the need for community organisations to be resourced and included as key local players at all phases of the emergency management cycle. Inclusion of community organisations on formal committees and networks is urgent and will provide a valuable conduit between communities and emergency management processes.

6. State government has a central strategic role to play in supporting community led disaster resilience initiatives through work with emergency management agencies and other government departments involved in emergency management.

This role includes support for staff and volunteer training, policy and practice initiatives which facilitate community led approaches, research and development of resources and communication to increase knowledge and adoption of these approaches in resilience work.



Recommendations

1. **Community led approaches** to resilience building must be moved from the periphery of emergency management to the centre. Recognition of the diversity of ways in which community members contribute to resilience building is critical. Communities already make significant contributions, some of which are recognised and linked effectively, many of which still need to be.
2. **New structures and processes for collaboration and decision-making** that locate community members, emergency management agencies, local government, community services organisations, local groups and businesses as equal contributors should be established. This is an exciting opportunity to mobilise the full range of available resources in disaster resilience building that will be needed with increasing significant disaster events. Building trust is at the centre: within communities, between communities and emergency management stakeholders (agencies, local government), and between funders and communities.
3. **Shared responsibility** must translate into **increased and shared support** for sustained community led resilience building. Irregular support and one-off funding do not support this work. **Communities need ongoing support to build and maintain momentum and continue to expand inclusion of those at the margins. Place-based, long term work on the ground in communities is required for change and impact.**
4. **Disaster resilience building needs to reflect the experience of communities** where preparedness, response and recovery are fluid and sometimes simultaneous. Crisis thinking, and command and control structures and processes are ineffective in ongoing community led resilience building. Communities already prepare for, respond to, and recover from disaster in adaptive, agile and flexible ways. Emergency management agencies, government and organisations will benefit from engaging with community knowledge and practices to contain crises and mobilise local resources more effectively.
5. **The time between disasters is an ideal opportunity to engage communities** in complex discussions and hear their ideas. **Dialogue with communities about disaster communication and information increases community ownership, engagement, dissemination and action.** One-way information and communication provision is less effective than multi-way approaches. This approach to engagement requires a skill set which includes community development, listening, facilitation, collaboration and making space for community ideas.
6. **To support resilience building**, meaningful locally generated information and communication (beyond alerts and warnings) provides more robust protections against misinformation than generic and reductive messages framing communities as passive recipients. This work must be community led rather than agency led. This means communities need to contextualise the information to local needs building trust and ownership of information and communication. Communities contribute to, rather than only receive information. Information and communication strategies must be developed in collaboration with communities to respond affectively to local community context.

7. Cross-sector and cross-community

agreement that community led approaches are valuable must be matched with **cross-sector and cross-community investment**. Under-investment, piecemeal investment and an over-reliance on community social and human capital, without commensurate ongoing investment, poses a significant risk to emergency management into the future. This needs to be addressed in a way which links government, philanthropic organisations and communities in practical local contexts. One example might be philanthropic organisations partnering with communities to seed, test and support new initiatives.

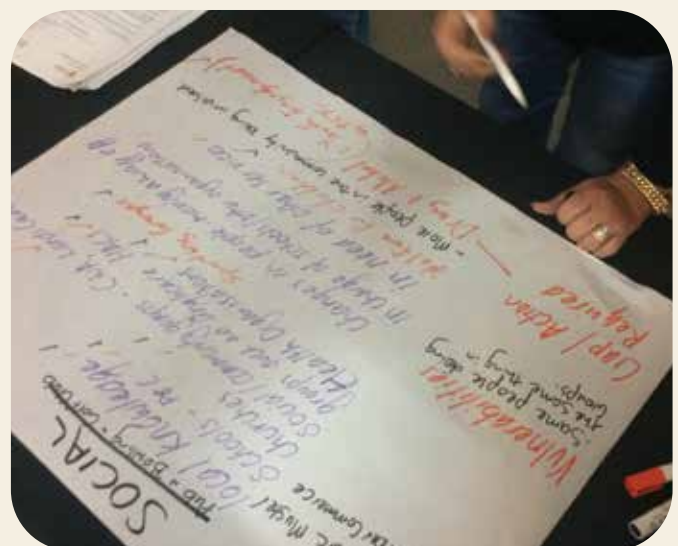
8. Community-led disaster resilience building occurs within complex systems.

It thrives when an array of networks, relationships, partnerships and alliances work together in lateral rather than hierarchical ways. Support for this requires time and attention by all involved. Resilience building programs and projects, to be successful, must be designed and implemented within a systems framework and acknowledging the complex array of relationships involved. For example, intersections between economic disadvantage, isolation and local community conflict significantly increase disaster risk. Rather than dealing with each factor separately, resilience building must encompass the ways on which these factors amplify each other within local community systems.

9. This research points to enormous potential in supporting negotiated partnerships

between self-organising systems in local communities and community-based organisations in disaster resilience building.

It is recommended that further work be undertaken in supporting practical links between local community organisations and self-organising networks and groups in supporting sustained resilience building in local communities.



FRRR and The Disaster Resilient: Future Ready Program



The Disaster Resilient: Future Ready (DR:FR) program is a national initiative that aims to support and strengthen the capacity and capability of remote, rural & regional communities to thrive and be resilient to the impacts of climate, natural disasters and other disruptions.

The multi-year place-based program takes a community-led approach to build knowledge of climate risks, encourage collaboration and facilitate collective action to strengthen social capital and build community resilience.

The first iteration of the DR:FR program was piloted in three communities in NSW from 2017-2020 and a summary of the research findings are included in this report. In response to learnings from the pilot project and new research and practices in disaster recovery and community led resilience, the model has been reviewed and adapted for the Victorian iteration in 2021-23. It will continue to be iterated and adapted based on new knowledge and evidence gained through the DR:FR action research processes and the context in which it is being implemented at the time.

FRRR is the only national foundation specifically focused on ensuring social and economic strength in remote, rural and regional & areas of Australia, aligning government, philanthropic and community purposes and investments. FRRR provides leadership towards a national resilience agenda that is driven by remote, regional and rural Australia to build vibrant, resilient and revitalised communities.

The DR:FR program is informed by FRRR's extensive experience in community-led recovery and work with rural, regional and remote communities around Australia. It is one of many FRRR initiatives and forms of support that aim to build disaster resilience and climate solutions that are relevant, practical, and sustainable for local people and the communities where they live.

Learn more about the Disaster Resilient: Future Ready national program at: www.frrr.org.au/DRFR

To discuss the program or partner with us, please email info@frrr.org.au or call 03 5430 2399.

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Get Ready DR:FR Pilot Project

Project Example: North Richmond – Street Connect

- Streetconnect focused on local community connecting, education and relational work at a neighbourhood level to build disaster preparedness with community members (inc. Children, young people and natural leaders).
- Street Connect was supported with facilitation and community building resources, action research mentors and \$40,000 of funding to establish key activities and projects.
- Stage 1 activities included a project where primary school students demonstrated their leadership in developing a video about being connected to neighbours during a disaster. It was a timely initiative as it was used at the end of 2019 as fires blazed in the surrounding hills.
- The StreetConnect model met with overwhelming support from the community and has extended from North Richmond to the wider Hawkesbury region.
- The initiative has leveraged the support from the DR:FR initiative to secure funding to extend their work and the 'living lab' over 2020-21.
- Positive impact during the fire and flooding activity in late 2019/early 2020.



Get Ready DR:FR Pilot Project

Project Example: Wee Waa - Community Cultural Arts Hub

Through \$40,000 of funding and action research mentoring as part of the DR:FR initiative, the Wee Waa community developed and enacted the Arts Hub concept and implement different cultural activities and events including a local cultural tour in collaboration with the Wee Waa Local Aboriginal Lands Council. They were able to engage a local coordinator, invest in a temporary Artspace, meaning the Hub had an identity and place to bring people together and keep momentum going on the initiative.

"Funding and support from the DR:FR Initiative in NSW enabled the Wee Waa Community to develop our local cultural and artistic ideas and build the connections and capacity to implement these."

A key outcome was the development by the Wee Waa community of a 5year Business Management Plan for the WWCACC. This plan was fundamental in securing a long-term affordable and purpose-built premises in partnership with Narrabri Council and with the support of the Murray-Darling Basin Economic Development Program Round 2.

The WWCACC were awarded \$382, 197 under the Murray-Darling Basin Economic Development Program Round 2. "

- Stacey Vogel, community representative



Get Ready DR:FR Pilot Project

Project Example: Ocean Shores - Resilience Hack

Resilience Hack is a unique program responding to extreme weather events, empowering young people by developing their leadership and emergency response skills.

It created a 'Youth Response Team' of students aged 12 to 18 from the north end of Byron Shire who developed connections, knowledge and skills to share across generations and community groups. The idea was for the 'Youth Response Team' to meet after school hours once a week over two terms to participate in activities that build emergency response skills and awareness, team building, leadership, volunteering and community contribution.

Delivered through the latter half of 2020, amid many COVID-19 related challenges, this program from the Byron Youth Service Inc was supported through the DR:FR initiative and provided \$25,000 in funding.





Appendix F – Risk and Issues Register

1. Risk description	2. Conseq.	3. Likelihood	4. Risk Rating	5. Risk mitigation strategies	6. Action Owner	7. Residual Risk rating
Project delivery timeline and funding (36 months) impacts ability of communities to participate in the project and build collective momentum for resilience building.	Moderate	Possible	Medium	Priority setting and planning to be realistic within the project life cycle and budget Very clear communication and expectation setting with community representatives. In the last six months have a focus on sustainability and ongoing momentum seeking partnerships and funding to support initiatives that may continue beyond the life of the project/initiative.	FRRR / Red Earth	Medium
Program Coordinator, Community Coach or Community Initiatives Officer recruitment is unsuccessful	Moderate	Unlikely	Low	Project team start identification process from the start of the project and explore appropriate candidates with local partner from the outset	Project Team	Low
MEL Parameters undefined Incomplete data set of outcomes. Limited ability to convey impact of program outcomes	High	Unlikely	Medium	Agree on evaluation partner from the outset. Include MEL in the co-production phase, utilising the DR:FR evaluation framework. Seek Action Learning/Evaluation experience in Community Coach capabilities.	FRRR / Evaluation partner	Low
COVID-19 Public Activity and Travel Restrictions Face to face community engagement impacted Community readiness, volunteer fatigue and capacity to engage is limited	Major	Almost Certain	Critical	Development of digital skills across the community and partners for online engagement. Engage and build capacity of Coaches so they have skills and experience in blended modes. Engage a place-based community program coordinator to support in-person engagement and community coordination. Plan for all activities to be able to be delivered in-person or virtually. Support community member mental health and wellbeing throughout the course of the project with experienced professionals as required.	FRRR and contractors	High
Model suitability / reputational	High	Unlikely	Medium	A community participation and engagement plan is implemented to ensure wide engagement and ownership.	FRRR /	Low



Project not meeting needs and delivering value to the community				Clarification of project aims and objectives through multiple communication streams Defined key stakeholders and deliverables.	Resilience Mentor/ Red Earth	
Limited engagement, participation and impact for First Nations community members	Moderate	Possible	Medium	Dedicated 'community conversations' around inclusion and cultural awareness. Dedicated engagement with traditional owners and cultural awareness activities to build cultural competency across project team and community.	Project team	Medium
Health and Wellbeing of a community due to drought and current flooding Limited capacity of community to engage, progress and coordinate initiatives.	Critical	Possible	High	Continued engagement and checkin with local implementation partner on wellbeing of communities. Engage a trauma informed mentor and groupwork facilitator to support some community activities if required. Support community member mental health and wellbeing and recovery journey throughout the course of the project with capacity building activities	Project Team	High
Cyclones, floods and other natural disasters means attention, time and resources of the community are focused on response and immediate recovery	Critical	Possible	High	Program activities and initiatives around cyclone seasons and in collaboration with local emergency services activities and events. Have a preparedness focus in the lead up to and during cyclone seasons for the duration of the project Communicate 'slow-down' times during the program. Revisit the resilience plan prioritisation every 6 months to ensure relevance and contextually appropriate.	Project Team Local EMS	High
Project funds are not expended. Disagreement or tension regarding allocation and expenditure of funds	High	Unlikely	Medium	Priority setting and planning to be realistic within the co-production process, and initiative development Very clear communication, expectation setting with stakeholders. Transparent reporting and documentation of funding allocation with stakeholders.	FRRR Steering Group	Low
The quality of the project and activities are called into question.	Moderate	Rare	Low	FRRR will adopt and implement its organisational policies and procedures around conduct and value. Partners will be asked to sign agreements requesting they uphold same level of conduct. FRRR will maintain thorough due diligence processes when procuring goods and services.	FRRR / Red Earth	Low



Staff, contractors and volunteers experience injury or harm during the course of project activities. Unforeseen risks impacting upon successful program delivery	Critical	Possible	High	FRRR will adopt and implement its organisational policies and procedures around workplace health and safety including training, risk assessments, work environment safety checks and reporting. The project team will follow best practice guidelines for volunteer management to ensure safety and wellbeing of community representatives participating in activities. Venues where activities or work will be held, will be assessed for suitability, accessibility and safety and have management plans in place.	FRRR / Project Team	Medium
Staff contract or are close-contacts of COVID-19 necessitating treatment and/or quarantine. Program is delayed. Reputation is damaged	High	Possible	High	COVID-19 Safe Program Plan developed and implemented for all external community engagement and meetings. Other existing FRRR team members or partnership team members deliver program, and utilisation of casual staff budgeted for, and undertaken. Staff WFH where relevant	FRRR / Red Earth	Medium
Staff or contractors become lost, delayed, or unable to cross state borders.	Moderate	Possible	Medium	Individual risk management plans undertaken for trips to mitigate the risks relevant to each location. Community engagement undertaken by phone, email and zoom as alternative method of delivery. Personnel travelling in pairs in remote locations, with policies guiding safety decisions such as size of hire car and standard of accommodation.	FRRR / Project Team	Low
IT systems and cloud based working platforms are compromised by Malicious software or Cyber security threat causing breach of personal information Loss of program documentation and data.	Major	Possible	High	External IT support engagement in place, to monitor and support FRRR in responding to malicious software intrusion. Backup of organisational documents and database files in cloud. Network firewall in place with real time notifications to minimise impact of potential breach, and oversight from external IT firm. Email spam filter in place Staff education and awareness about cyber safety. Process agreed if intrusion occurs to minimise loss/corruption of data. Additional hardware on hand if primary device is corrupted and unable to be accessed safely.	FRRR / Project Team	Medium



1. Risk Description

Describe the uncertain event or occurrence that could impact on the project delivery or achieving the intended outcomes, why it might occur, who it involves and the impact.

2. Consequence

The significance of the impact if the risk were to occur, including treatments in place. Use the table below to decide which consequence category applies to each risk:

- Minor: Minimal to no impact on achievement of objectives and/or outcomes.
- Moderate: Moderate impact on achievement of objectives and/or outcomes.
- High: High impact on achievement of objectives and/or outcomes.
- Major: Major impact on achievement of objectives and/or outcomes.
- Critical: Critical impact on achievement of objectives and/or outcomes.

3. Likelihood

The chance or probability that the risk will occur. Use the table below to decide which Likelihood category applies to each risk:

Likelihood of risks	
Category	Example of qualitative measures
Almost certain	The event is expected to occur in most circumstances
Likely	The event will probably occur in most circumstances
Possible	The event might occur at some time
Unlikely	The event is not expected to occur in most circumstances
Rare	The event will only occur in exceptional circumstances

4. Risk Rating

The level of risk that exists.

5. Risk treatment strategies

Any activities you currently, or will do, that reduce the impact of the risk or even the risk occurring in the first place.



6. Action owner

The person/organisation who will manage this risk.

7. Residual Risk Rating

The level of risk that remains after consideration of risk treatment strategies implemented.

Risk rating						
		Consequence				
		Minor	Moderate	High	Major	Critical
Likelihood	Almost certain	Medium	High	High	Extreme	Extreme
	Likely	Medium	Medium	High	High	Extreme
	Possible	Low	Medium	Medium	High	High
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Low	Medium	Medium



Project Contact:

s22

Disaster Resilience and Recovery Lead

Foundation for Rural & Regional Renewal (FRRR)

e: s22 Mobile: s22

General enquiries: 03 5430 2399 | Grant enquiries: 1800 170 020

w: www.frrr.org.au | [Twitter](#) | [Facebook](#) | [YouTube](#)



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Preparing Australian Communities - Local Stream - Overview

Grant Details

PACLS000107 - Disaster Resilient and Future Ready - Burnett Inland Communities

Grantee: Foundation For Rural And Regional Renewal

Location: North Burnett

Total funding: \$981,782

Purpose of the Grant

The grant is being provided as part of the Preparing Australian Communities - Local Stream grant opportunity.

A. Project scope and description

This awareness and capacity project is anticipated to improve the resilience of the community and increase the community's ability to mitigate, avoid, withstand and recover from tropical cyclones in the social environment by activating community led resilience activities.

Project activities comprise planning and delivery of initiatives to build resilience in the local region, mapping community assets events, learning opportunities to build knowledge of resilience and natural hazards, collaboration opportunities with formalised environmental management systems and processes and network development of skilled community members. The project location is the priority tropical cyclone risk LGA's of South Burnett and North Burnett in Queensland.

a) Condition of Funding (if applicable)

No condition of funding exists for this project.

b) Project Address/es

The address/es associated with this project include:

**National Recovery
and Resilience Agency**

contact@recovery.gov.au
121 Marcus Clarke Street, Canberra Act 2601
PO Box 133, Canberra Act 2601
recovery.gov.au



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28 Glendon St, Kingaroy, 4610, QLD

7 Huxley Street, Monto Neighbourhood Centre, Monto, 4630, QLD

66 Garsed Street, FRRR Head Office, Bendigo, 3550, VIC

80 Gore St, BIEDO -The Platform, Murgon, 4605, QLD

B. Duration of the Grant

The Activity starts on 13 Jun 2022 and ends on 28 Mar 2025 which is the **Activity Completion Date. All project activities must be completed by this date.**

Activity Schedule

In undertaking the Activity, the Grantee will meet the following milestones by the due dates.

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Milestone Number	Milestone name	Description	Due date
1	Community consultation	Foundation for Rural and Regional Renewal and local delivery partner Red Earth facilitate a range of community discussions to build trust and relationships with community members, understand their interest, 'readiness' and 'capacity' to participate in the initiative over 3 years. Work together to adapt the Disaster Resilient and Future Ready model and Community Coach roles so that it is suitable for the local context, resources, and existing activities.	31 Oct 2022
2	Community co-production	Community members are supported through a range of workshops and activities to vision, explore and co-design strategies and activities that will build resilience. Priorities will be initiatives, develop working groups and activate the resources to support implementation. Local events will be held to raise awareness of climate risks and engage the broader community in resilience visioning and design exercises. A forum on community identified resilience priorities will be convened and workshop facilitated to support regional place-based organisations co-design a regional resilience building initiative.	30 Jun 2023
3	Inclusion and decision making	The program coordinator and community working group will engage and support members of the local indigenous community to engage in a dialogue and exploration around climate and disaster risk through a cultural lens and support (as appropriate) opportunities, activities and capacity for two-way knowledge sharing and learning with First Nations people in the region.	16 Dec 2024
4	Information and communication	The community and surrounding townships complete 3-4 activities that catalyse and engage community members as a network - aligning with other celebrations or industry events throughout the year. The network will develop a web presence and communication platform.	16 Dec 2024

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Milestone Number	Milestone name	Description	Due date
5	Networks and self-organising systems	The community and surrounding townships complete 3-4 activities that catalyse and engage community members as a network - aligning with other celebrations or industry events throughout the year. The network will develop a web presence and communication platform.	16 Dec 2024
6	Capacity building workshops	Complete up to 8 community workshops or activities that build capacity of grass roots community organisations in areas such as collaboration, governance training, partnership brokering, recruitment, volunteer care mentoring, digital and technical literacy skills, storytelling skills, risk informed decision making and insurance considerations for community groups, Cultural competency and safety. A regional community capacity/asset map will result.	28 Mar 2025

C. Payment of the Grant

The total amount of the grant is **\$981,782**.

The Grant will be paid according to the following schedule. Payments are subject to satisfactory progress on the project and compliance by the Grantee with its obligations under this Agreement.

D. Reporting

The Grantee agrees to provide the following reports to the Commonwealth representative in accordance with the reporting requirements.

**National Recovery
and Resilience Agency**

contact@recovery.gov.au
121 Marcus Clarke Street, Canberra Act 2601
PO Box 133, Canberra Act 2601
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Report type	Due date
Progress	13 Nov 2022
Progress	14 Apr 2023
Progress	15 Oct 2023
Progress	16 Apr 2024
Progress	17 Oct 2024
Final	28 May 2025

E. Grantee Primary Contact

Grantee's Primary Contact Details

Name	Natalie Egleton
Position	CEO
Address	PO Box 41 BENDIGO 3550 VIC
Business hours telephone	s22
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Australian Government
**Department of Industry, Science,
Energy and Resources**

Commonwealth Standard Grant Agreement

between the Commonwealth of Australia represented by

Department of Industry, Science, Energy and Resources

and

FOUNDATION FOR RURAL AND REGIONAL RENEWAL

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Grant Agreement PACLS000107

Once completed, this document, together with the Grant Details and the Commonwealth Standard Grant Conditions (Schedule 1), forms an Agreement between the Commonwealth of Australia (the Commonwealth) and the Grantee.

Parties to this Agreement

The Grantee

Full legal name of Grantee	FOUNDATION FOR RURAL AND REGIONAL RENEWAL
Legal entity type (e.g. individual, incorporated association, company, partnership, etc)	Australian Public Company
Trading or business name	FOUNDATION FOR RURAL AND REGIONAL RENEWAL
Any relevant licence, registration or provider number	Not applicable
Australian Business Number (ABN) or other entity identifiers	27091810589
Australian Company Number (ACN)	091810589
Registered for Goods and Services Tax (GST)?	Yes
Date from which GST registration was effective?	1/07/2000
Registered office address	66-68 GARSED ST BENDIGO VIC 3550 Australia
Relevant business place	66-68 Garsed St BENDIGO VIC 3550 Australia

The Commonwealth

The Commonwealth of Australia represented by the
Department of Industry, Science, Energy and Resources
of 10 Binara Street CANBERRA ACT 2600
ABN 74 599 608 295

The Department of Industry, Science, Energy and Resources will manage the Agreement on behalf of the National Recovery and Resilience.

Background

The Commonwealth has agreed to enter this Agreement under which the Commonwealth will provide the Grantee with a Grant for the purpose of assisting the Grantee to undertake the associated Activity.

The Grantee agrees to use the Grant and undertake the Activity in accordance with this Agreement and the relevant Grant Details.

Scope of this Agreement

This Agreement comprises:

- (a) this document;
- (b) the Supplementary Terms (if any);
- (c) the Standard Grant Conditions (Schedule 1);
- (d) the Grant Details;
- (e) any other document referenced or incorporated in the Grant Details.

If there is any ambiguity or inconsistency between the documents comprising this Agreement in relation to a Grant, the document appearing higher in the list will have precedence to the extent of the ambiguity or inconsistency.

This Agreement represents the Parties' entire agreement in relation to the Grant provided under it and the relevant Activity and supersedes all prior representations, communications, agreements, statements and understandings, whether oral or in writing.

Certain information contained in or provided under this Agreement may be used for public reporting purposes.

Grant Details PACLS000107

A. Purpose of the Grant

The Grant is being provided as part of the Preparing Australian Communities - Local Stream grant opportunity.

The objectives of the Preparing Australia Program are to:

- improve the long-term resilience of Australian communities to natural hazards including bushfires, floods and tropical cyclones
- deliver disaster risk reduction projects that reduce hazard exposure or vulnerability and are aligned with the recommendations of the Royal Commission into National Natural Disaster Arrangements and the National Disaster Risk Reduction Framework.

The intended outcome of the grant opportunity is to support communities to undertake disaster risk reduction and resilience initiatives that provide public benefit through reducing:

- . the impact of future natural hazards on Australian communities
- . the burden (cost and time) of recovery in communities following future disasters.

B. Activity

The Activity is made up of the Grantee's project and all eligible project activities as specified in these Grant Details.

Project title

Disaster Resilient and Future Ready - Burnett Inland Communities

Project scope and description

This awareness and capacity project is anticipated to improve the resilience of the community and increase the community's ability to mitigate, avoid, withstand and recover from tropical cyclones in the social environment by activating community led resilience activities.

Project activities comprise planning and delivery of initiatives to build resilience in the local region, mapping community assets events, learning opportunities to build knowledge of resilience and natural hazards, collaboration opportunities with formalised environmental management systems and processes and network development of skilled community members. The project location is the priority tropical cyclone risk LGA's of South Burnett and North Burnett in Queensland.

Project outcomes

The project outcomes are:

- the natural hazards impact on individual people and communities is reduced in the North and South Burnett region of Queensland by locally identified and led projects to improve the resilience of communities
- a network of skilled and connected community members with knowledge of local natural hazards, resilience building activities and emergency management processes
- stronger bridging social capital and skills such as networking and self-organising systems that can be activated in times of significant climate impacts
- increased knowledge and awareness of climate hazards and understand how to mitigate or reduce the potential impact of them

- increased engagement, knowledge sharing, and capacity for Aboriginal people to actively participate in resilience building activities so that First Nations perspective and priorities are heard, valued, and adopted into the broader community conversations and strategies
- increased understanding and engagement with vulnerable community members to ensure their unique needs are met throughout the disaster cycle in a timely and effective way, reducing trauma and social disconnection
- appropriate governance structures, capabilities and capacities to facilitate and drive collective action that supports the resilience aspirations of the community

In undertaking the Activity, the Grantee must comply with the requirements of the grant opportunity guidelines (as in force at the time of application).

The Grantee must notify the Commonwealth about events relating to the project and provide an opportunity for the Minister or their representative to attend.

C. Duration of the Grant

The Activity starts on 13 June 2022 and ends on 28 March 2025, which is the **Activity Completion Date**.

The Agreement ends on 04 September 2025 which is the **Agreement End Date**.

Activity Schedule

In undertaking the Activity, the Grantee will meet the following milestones by the due dates.

Milestone number	Milestone name and description	Due date
001	Community consultation Foundation for Rural and Regional Renewal and local delivery partner Red Earth facilitate a range of community discussions to build trust and relationships with community members, understand their interest, 'readiness' and 'capacity' to participate in the initiative over 3 years. Work together to adapt the Disaster Resilient and Future Ready model and Community Coach roles so that it is suitable for the local context, resources, and existing activities.	31/10/2022

Milestone number	Milestone name and description	Due date
002	Community co-production Community members are supported through a range of workshops and activities to vision, explore and co-design strategies and activities that will build resilience. Priorities will be initiatives, develop working groups and activate the resources to support implementation. Local events will be held to raise awareness of climate risks and engage the broader community in resilience visioning and design exercises. A forum on community identified resilience priorities will be convened and workshop facilitated to support regional place-based organisations co-design a regional resilience building initiative.	30/06/2023
003	Inclusion and decision making The program coordinator and community working group will engage and support members of the local indigenous community to engage in a dialogue and exploration around climate and disaster risk through a cultural lens and support (as appropriate) opportunities, activities and capacity for two-way knowledge sharing and learning with First Nations people in the region.	16/12/2024
004	Information and communication The community and surrounding townships complete 3-4 activities that catalyse and engage community members as a network - aligning with other celebrations or industry events throughout the year. The network will develop a web presence and communication platform.	16/12/2024
005	Networks and self-organising systems The community and surrounding townships complete 3-4 activities that catalyse and engage community members as a network - aligning with other celebrations or industry events throughout the year. The network will develop a web presence and communication platform.	16/12/2024

Milestone number	Milestone name and description	Due date
006	Capacity building workshops Complete up to 8 community workshops or activities that build capacity of grass roots community organisations in areas such as collaboration, governance training, partnership brokering, recruitment, volunteer care mentoring, digital and technical literacy skills, storytelling skills, risk informed decision making and insurance considerations for community groups, Cultural competency and safety. A regional community capacity/asset map will result.	28/03/2025

D. Payment of the Grant

The total amount of the Grant is \$981,782 (plus GST if applicable).

The Grant will be provided at up to 89.94 per cent of eligible expenditure as defined in the grant opportunity guidelines subject to availability of Program funds.

The Grant will be paid in accordance with clause ST2.

An initial payment will be made on execution of the Grant Agreement based on forecast eligible expenditure for the first six months. Subsequent payments will be paid six monthly in advance, based on forecast eligible expenditure and adjusted for unspent amounts from previous payments. Payments are subject to satisfactory progress on the project and compliance by the Grantee with its obligations under this Agreement.

A final payment of at least 10 per cent of the Grant will be withheld until the Grantee submits a satisfactory end of project report demonstrating end of project reporting obligations have been met.

Invoicing

The Grantee agrees to allow the Commonwealth to issue it with a Recipient Created Tax Invoice (RCTI) for any taxable supplies it makes in relation to the Activity.

E. Reporting

The Grantee agrees to provide the following reports to the Commonwealth representative in accordance with the reporting requirements (Schedule 2).

Report type	Period start date	Period end date	Agreed evidence	Due date
Progress report	13/06/2022	13/10/2022	Evidence to demonstrate progress as outlined in the portal, including evidence of expenditure	13/11/2022

Report type	Period start date	Period end date	Agreed evidence	Due date
Progress report	14/10/2022	14/03/2023	Evidence to demonstrate progress as outlined in the portal, including evidence of expenditure	14/04/2023
Progress report	15/03/2023	15/09/2023	Evidence to demonstrate progress as outlined in the portal, including evidence of expenditure	15/10/2023
Progress report	16/09/2023	16/03/2024	Evidence to demonstrate progress as outlined in the portal, including evidence of expenditure	16/04/2024
Progress report	17/03/2024	17/09/2024	Evidence to demonstrate progress as outlined in the portal, including evidence of expenditure	17/10/2024
End of project report	13/06/2022	28/03/2025	Evidence to demonstrate completion of project, including evidence of all expenditure, Independent audit report	28/05/2025

During the Agreement period, the Commonwealth may ask the Grantee for ad-hoc reports on the project. The Grantee must provide these reports in the timeframes notified by the Commonwealth.

F. Party representatives and address for notices

Grantee's representative and address

Grantee's representative name	Ms Natalie Eggleton
Position	CEO
Address	PO Box 41 BENDIGO VIC 3552
Business hours telephone	
Mobile	s22

Email	s22
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Commonwealth representative and address

Name of representative	s22
Position	
Postal address	GPO Box 2013 CANBERRA ACT 2601
Physical address	10 Binara Street CANBERRA ACT 2600
Business hours telephone	s22
Email	PACPL@industry.gov.au

The Parties' representatives will be responsible for liaison and the day-to-day management of the Grant, as well as accepting and issuing any written notices in relation to the Grant.

G. Activity Material

Not applicable

Supplementary Terms

ST1. Other Contributions

ST1.1 In this Agreement, Other Contributions means the financial or in-kind contributions other than the Grant set out in the following table:

Contributor	Nature of contribution	Amount (GST exclusive)	Timing
FRRR			
	In-Kind	\$109,860	27/03/2025
Total		\$109,860	

ST1.2 The Grantee agrees to provide, or to ensure the provision of, the Other Contributions and to use them to undertake the Activity. If the Other Contributions are not provided in accordance with this clause, then the Commonwealth may:

- (a) suspend payment of the Grant until the Other Contributions are provided; or
- (b) terminate this Agreement in accordance with clause 19 of this Agreement.

ST2. Activity Budget

ST2.1 In this Agreement, Appropriation means money drawn from the Consolidated Revenue Fund.

ST2.2 The Grantee agrees to use the Grant and any Other Contributions and undertake the Activity consistently with the Activity Budget in the following table:

Financial year 2021/22

Head of expenditure	Breakdown of expenditure	Agreed project cost
Project expenditure	Approvals – Planning, environment or regulatory	\$0
Project expenditure	Audit costs	\$0
Project expenditure	Contingency costs (up to 10% of total eligible project costs)	\$1,151
Project expenditure	Contract (including expert advice)	\$10,000
Project expenditure	Domestic travel	\$2,503
Project expenditure	Equipment/ Materials (purchase or hire)	\$0
Project expenditure	Labour	\$15,106
Project expenditure	Labour on-costs	\$600
Project expenditure	Other eligible expenditure	\$167
Project expenditure	Staff training	\$0
Project expenditure	Workshops, conferences and events	\$3,750

Financial year total	\$33,277
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Financial year 2022/23

Head of expenditure	Breakdown of expenditure	Agreed project cost
Project expenditure	Approvals – Planning, environment or regulatory	\$0
Project expenditure	Audit costs	\$0
Project expenditure	Contingency costs (up to 10% of total eligible project costs)	\$17,711
Project expenditure	Contract (including expert advice)	\$161,033
Project expenditure	Domestic travel	\$27,500
Project expenditure	Equipment/ Materials (purchase or hire)	\$24,040
Project expenditure	Labour	\$66,138
Project expenditure	Labour on-costs	\$5,450
Project expenditure	Other eligible expenditure	\$1,000
Project expenditure	Staff training	\$2,500
Project expenditure	Workshops, conferences and events	\$103,200
Financial year total		\$408,572

Financial year 2023/24

Head of expenditure	Breakdown of expenditure	Agreed project cost
Project expenditure	Approvals – Planning, environment or regulatory	\$0
Project expenditure	Audit costs	\$0
Project expenditure	Contingency costs (up to 10% of total eligible project costs)	\$14,690
Project expenditure	Contract (including expert advice)	\$150,440
Project expenditure	Domestic travel	\$11,180
Project expenditure	Equipment/ Materials (purchase or hire)	\$19,040
Project expenditure	Labour	\$43,591
Project expenditure	Labour on-costs	\$1,695
Project expenditure	Other eligible expenditure	\$1,000
Project expenditure	Staff training	\$2,500

Project expenditure	Workshops, conferences and events	\$101,000
Financial year total		\$345,136

Financial year 2024/25

Head of expenditure	Breakdown of expenditure	Agreed project cost
Project expenditure	Approvals – Planning, environment or regulatory	\$0
Project expenditure	Audit costs	\$0
Project expenditure	Contingency costs (up to 10% of total eligible project costs)	\$13,199
Project expenditure	Contract (including expert advice)	\$107,196
Project expenditure	Domestic travel	\$10,305
Project expenditure	Equipment/ Materials (purchase or hire)	\$54,040
Project expenditure	Labour	\$31,059
Project expenditure	Labour on-costs	\$1,358
Project expenditure	Other eligible expenditure	\$2,000
Project expenditure	Staff training	\$2,500
Project expenditure	Workshops, conferences and events	\$83,000
Financial year total		\$304,657

All financial years

Head of expenditure	Breakdown of expenditure	Agreed project cost
Project expenditure	Approvals – Planning, environment or regulatory	\$0
Project expenditure	Audit costs	\$0
Project expenditure	Contingency costs (up to 10% of total eligible project costs)	\$46,751
Project expenditure	Contract (including expert advice)	\$428,669
Project expenditure	Domestic travel	\$51,488
Project expenditure	Equipment/ Materials (purchase or hire)	\$97,120
Project expenditure	Labour	\$155,894
Project expenditure	Labour on-costs	\$9,103
Project expenditure	Other eligible expenditure	\$4,167

Project expenditure	Staff training	\$7,500
Project expenditure	Workshops, conferences and events	\$290,950
All financial years total		\$1,091,642

Figures in the above table are GST inclusive amounts less GST credits that can be claimed in relation to the expenditure.

ST2.3 Subject to sufficient appropriation being available, the Grant will be paid up to the Annual Capped Amounts over the financial years specified in the following table.

Annual capped amounts

Financial Year	Annual capped amount (GST excl)
2021/22	\$198,712
2022/23	\$133,277
2023/24	\$345,136
2024/25	\$304,657
Total	\$981,782

ST2.4 The Commonwealth is not required to make a payment if it would result in the amount paid in a financial year exceeding the Annual Capped Amount for that financial year specified in the table under clause ST2.3.

ST2.5 In accordance with the Activity Budget under clause ST2.2, the Annual Capped Amounts may not be exceeded unless the Commonwealth specifically approves an increase of that amount under clause ST2.8.

ST2.6 Subject to this clause, the Grantee may reallocate expenditure in respect of categories of expenditure in the Activity Budget, provided it does not materially change the Activity, any Milestone(s) set out in this Agreement, or cause the Grantee to be in breach of any of its obligations under this Agreement.

ST2.7 The Grantee must give the Commonwealth:

- (a) at any time the Grantee wishes to request a variation to any one or more of the Annual Capped Amounts; or
- (b) if otherwise requested by the Commonwealth,

a revised Activity Budget in a form acceptable to the Commonwealth. The revised Activity Budget must clearly identify any proposed changes, including of any proposed changes to the Annual Capped Amounts, and explain the reasons for the proposed changes.

ST2.8 The Commonwealth may, at its discretion, approve or reject a revised Activity Budget provided under clause ST2.7 and/or any proposed changes to the Annual Capped Amounts. The Commonwealth's approval may be granted subject to conditions.

ST2.9 If a revised Activity Budget and any proposed changes to the Annual Capped Amounts are approved by the Commonwealth, then it will become the Activity Budget and, if relevant, the Annual Capped Amounts will be adjusted accordingly.

ST3. Intellectual property in Activity Material

Not applicable

ST4. Access/monitoring/inspection

ST4.1 The Grantee agrees to give the Commonwealth, or any persons authorised in writing by the Commonwealth:

- (a) access to premises where the Activity is being performed and/or where Material relating to the Activity is kept within the time period specified in a Commonwealth notice; and
- (b) permission to inspect and take copies of any Material relevant to the Activity.

ST4.2 The Auditor-General and any Information Officer under the *Australian Information Commissioner Act 2010* (Cth) (including their delegates) are persons authorised for the purposes of clause ST4.1.

ST4.3 This clause ST4 does not detract from the statutory powers of the Auditor-General or an Information Officer (including their delegates).

ST5. Equipment and Assets

Not applicable

ST6. Specified Personnel

Not applicable

ST7. Relevant qualifications, licences, permits, approvals or skills

ST7.1 The Grantee agrees to ensure that personnel performing work in relation to the Activity:

- (a) are appropriately qualified to perform the tasks indicated
- (b) have obtained the required qualifications, licences, permits, approvals or skills before performing any part of the Activity, including and
- (c) continue to maintain all relevant qualifications, license, permits, approvals or skills for the duration of their involvement in the Activity

ST8. Vulnerable Persons

ST8.1 In this Agreement

Criminal or Court Record means any record of any Other Offence;

Other Offence	means, in relation to a person, a conviction, finding of guilt, on-the-spot fine for, or court order relating to: (a) an apprehended violence or protection order made against the person; (b) the consumption, dealing in, possession or handling of alcohol, a prohibited drug, narcotic or other prohibited substance; (c) violence against another person or the injury, but excluding the death, of another person; or (d) an attempt to commit a crime or offence, or to engage in any conduct or activity, described in paragraphs (a) to (c);
Police Check	means a formal inquiry made to the relevant police authority in each State or Territory and designed to obtain details of an individual's criminal conviction or a finding of guilt in all places (within and outside Australia) that the Grantee knows the person has resided in;
Serious Offence	means: (a) a crime or offence involving the death of a person; (b) a sex-related offence or a crime, including sexual assault (whether against an adult or child); child pornography, or an indecent act involving a child; (c) fraud, money laundering, insider dealing or any other financial offence or crime, including those under legislation relating to companies, banking, insurance or other financial services; or (d) an attempt to commit a crime or offence described in (a) to (c);
Serious Record	means a conviction or any finding of guilt regarding a Serious Offence; and
Vulnerable Person	means an individual aged 18 years and above who is or may be unable to take care of themselves, or is unable to protect themselves against harm or exploitation for any reason, including age, physical or mental illness, trauma or disability, pregnancy, the influence, or past or existing use, of alcohol, drugs or substances or any other reason.

ST8.2 Before any person commences performing work on any part of the Activity that involves working or contact with a Vulnerable Person, the Grantee must:

- (a) obtain a Police Check for that person;
- (b) confirm that the person is not prohibited by any law from being engaged in a capacity where they may have contact with a Vulnerable Person;
- (c) comply with all State, Territory or Commonwealth laws relating the employment or engagement of persons in any capacity where they may have contact with a Vulnerable Person; and
- (d) ensure that the person holds all licences or permits for the capacity in which they are to be engaged, including any specified in the Grant Details, and the Grantee must

ensure that Police Checks and any licences or permits obtained in accordance with this clause ST8.2 remain current for the duration of their involvement in the Activity.

ST8.3 The Grantee must ensure that a person does not perform work on any part of the Activity that involves working or contact with a Vulnerable Person if a Police Check indicates that the person at any time has:

- (a) a Serious Record; or
- (b) a Criminal or Court Record and the Grantee has not conducted a risk assessment and determined that any risk is acceptable.

ST8.4 In undertaking a risk assessment under clause ST8.3, the Grantee must have regard to

- (a) the nature and circumstances of the offence(s) on the person's Criminal or Court Record and whether the charge or conviction involved Vulnerable Persons;
- (b) whether the person's Criminal or Court Record is directly relevant to, or reasonably likely to impair the person's ability to perform, the role that the person will, or is likely to, perform in relation to the Activity;
- (c) the length of time that has passed since the person's charge or conviction and his or her record since that time;
- (d) the circumstances in which the person will, or is likely to, have contact with a Vulnerable Person as part of the Activity;
- (e) any other relevant matter,

and must ensure it fully documents the conduct and outcome of the risk assessment.

ST8.5 The Grantee agrees to notify the Commonwealth of any risk assessment it conducts under this clause and agrees to provide the Commonwealth with copies of any relevant documentation on request.

ST8.6 If during the term a person involved in performing work on any part of the Activity that involves working or contact with a Vulnerable Person is:

- (a) charged with a Serious Offence or Other Offence, the Grantee must immediately notify the Commonwealth; or
- (b) convicted of a Serious Offence, the Grantee must immediately notify the Commonwealth and ensure that that person does not, from the date of the conviction, perform any work or role relating to the Activity.

ST9. Child safety

ST9.1 In this Agreement

- | | |
|--------------------------------|--|
| Child | means an individual(s) under the age of 18 years and Children has a similar meaning; |
| Child-Related Personnel | means officers, employees, contractors (including subcontractors), agents and volunteers of the Grantee involved with the Activity who as part of that involvement may interact with Children; |
| Legislation | means a provision of a statute or subordinate legislation of the Commonwealth, or of a State, Territory or local authority; |

National Principles for Child Safe Organisations	means the National Principles for Child Safe Organisations, which have been endorsed in draft form by the Commonwealth Government (available at: https://humanrights.gov.au/our-work/childrens-rights/projects/child-safe-organisations) and subsequently, from the time of their endorsement by the Council of Australian Governments, the final National Principles for Child Safe Organisations as published by the Australian Government;
Relevant Legislation	means Legislation in force in any jurisdiction where any part of the Activity may be carried out;
Working With Children Check or WWCC	means the process in place pursuant to Relevant Legislation to screen an individual for fitness to work with Children.

Relevant checks and authority

ST9.2 The Grantee must

- (a) comply with all Relevant Legislation relating to the employment or engagement of Child-Related Personnel in relation to the Activity, including all necessary Working With Children Checks however described;
- (b) ensure that Working With Children Checks obtained in accordance with this clause ST9.2 remain current and that all Child-Related Personnel continue to comply with all Relevant Legislation for the duration of their involvement in the Activity; and

National Principles for Child Safe Organisations and other action for the safety of Children

ST9.3 The Grantee agrees in relation to the Activity to:

- (a) implement the National Principles for Child Safe Organisations;
- (b) ensure that all Child-Related Personnel implement the National Principles for Child Safe Organisations;
- (c) complete and update, at least annually, a risk assessment to identify the level of responsibility for Children and the level of risk of harm or abuse to Children;
- (d) put into place and update, at least annually, an appropriate risk management strategy to manage risks identified through the risk assessment required by this clause ST9.3;
- (e) provide training and establish a compliance regime to ensure that all Child Related Personnel are aware of, and comply with
 - (i) the National Principles for Child Safe Organisations;
 - (ii) the Grantee's risk management strategy required by this clause ST9.3;
 - (iii) Relevant Legislation relating to requirements for working with Children, including Working With Children Checks;
 - (iv) Relevant Legislation relating to mandatory reporting of suspected child abuse or neglect, however described;
- (f) provide the Commonwealth with an annual statement of compliance with clauses ST9.2 and ST9.3, in such form as may be specified by the Commonwealth; and

ST9.4 With reasonable notice to the Grantee, the Commonwealth may conduct a review of the Grantee's compliance with this clause ST9.

ST9.5 The Grantee agrees to:

- (a) notify the Commonwealth of any failure to comply with this clause ST9;
- (b) co-operate with the Commonwealth in any review conducted by the Commonwealth of the Grantee's implementation of the National Principles for Child Safe Organisations or compliance with this clause ST9; and
- (c) promptly, and at the Grantee's cost, take such action as is necessary to rectify, to the Commonwealth's satisfaction, any failure to implement the National Principles for Child Safe Organisations or any other failure to comply with this clause ST9.

ST10. Commonwealth Material, facilities and assistance

Not applicable

ST11. Jurisdiction

ST11.1 This Agreement is governed by the law of the Australian Capital Territory.

ST12. Grantee trustee of trust (if applicable)

ST12.1 In this Agreement, **Trust** means the trust specified in the Parties to the Agreement section of this Agreement.

ST12.2 The Grantee warrants that:

- (a) it is the sole trustee of the Trust; and
- (b) it has full and valid power and authority to enter into this Agreement and perform the obligations under it on behalf of the Trust; and
- (c) it has entered into this Agreement for the proper administration of the Trust; and
- (d) all necessary resolutions, consents, approvals and procedures have been obtained or duly satisfied to enter into this Agreement and perform the obligations under it; and
- (e) it has the right to be indemnified out of the assets of the Trust for all liabilities incurred by it under this Agreement.

ST13. Fraud

ST13.1 In this Agreement, Fraud means dishonestly obtaining a benefit, or causing a loss, by deception or other means, and includes alleged, attempted, suspected or detected fraud.

ST13.2 The Grantee must ensure its personnel and subcontractors do not engage in any Fraud in relation to the Activity.

ST13.3 If the Grantee becomes aware of:

- (a) any Fraud in relation to the performance of the Activity; or
- (b) any other Fraud that has had or may have an effect on the performance of the Activity;

then it must within 5 business days report the matter to the Commonwealth and all appropriate law enforcement and regulatory agencies.

ST13.4 The Grantee must, at its own cost, investigate any Fraud referred to in clause ST13.3 in accordance with the Australian Government Investigations Standards available at www.ag.gov.au.

ST13.5 The Commonwealth may, at its discretion, investigate any Fraud in relation to the Activity. The Grantee agrees to co-operate and provide all reasonable assistance at its own cost with any such investigation.

ST13.6 This clause survives the termination or expiry of the Agreement.

ST14. Prohibited dealings

Not applicable

ST15. Anti-corruption

ST15.1 In this Agreement:

Illegal or Corrupt Practice means directly or indirectly:

- (a) making or causing to be made, any offer, gift, payment, consideration or benefit of any kind to any party, or
- (b) receiving or seeking to receive, any offer, gift, payment, consideration or benefit of any kind from any party, as an inducement or reward in relation to the performance of the Activity, which would or could be construed as an illegal or corrupt practice;

ST15.2 The Grantee warrants that the Grantee, its officers, employees, contractors, agents and any other individual or entity involved in carrying out the Activity have not, engaged in an Illegal or Corrupt Practice.

ST15.3 The Grantee agrees not to, and to take all reasonable steps to ensure that its officers, employees, contractors, agents and any other individual or entity involved in carrying out the Activity do not:

- (a) engage in an Illegal or Corrupt Practice; or
- (b) engage in any practice that could constitute the offence of bribing a foreign public official contained in section 70.2 of the Criminal Code Act 1995 (Cth).

ST15.4 The Grantee agrees to inform the Commonwealth within five business days if the Grantee becomes aware of any activity as described in ST15.3 in relation to the performance of the Activity.

ST16. Step-in rights

Not applicable

ST17. Grant administrator

Not applicable

ST18. Management Adviser

Not applicable

ST19. Indemnities

ST19.1 The Grantee indemnifies the Commonwealth, its officers, employees and contractors against any claim, loss or damage arising in connection with the Activity.

ST19.2 The Grantee's obligation to indemnify the Commonwealth will reduce proportionally to the extent any act or omission involving fault on the part of the Commonwealth contributed to the claim, loss or damage.

ST20. Compliance with Legislation and Policies

ST20.1 In this Agreement:

Legislation means a provision of a statute or subordinate legislation of the Commonwealth, or of a State, Territory or local authority.

ST20.2 The Grantee agrees to comply with all Legislation applicable to its performance of this Agreement.

ST20.3 The Grantee agrees, in carrying out its obligations under this Agreement, to comply with any of the Commonwealth's policies as notified, referred or made available by the Commonwealth to the Grantee (including by reference to an internet site).

ST20.4 In carrying out the Activity, the Grantee must comply with the following applicable policies/laws:

- (a) [The Building Code 2016](#)¹ (Building Code) and the Australian Government's [Work Health and Safety Accreditation Scheme](#)² (the Scheme).

ST21. Work health and safety

ST21.1 The Grantee agrees to ensure that it complies at all times with all applicable work health and safety legislative and regulatory requirements and any additional work health and safety requirements set out in the Grant Details.

ST21.2 If requested by the Commonwealth, the Grantee agrees to provide copies of its work health and safety management plans and processes and such other details of the arrangements it has in place to meet the requirements referred to in clause ST21.1.

ST21.3 When using the Commonwealth's premises or facilities, the Grantee agrees to comply with all reasonable directions and procedures relating to work health and safety and security in effect at those premises or facilities, as notified by the Commonwealth or as might reasonably be inferred from the use to which the premises or facilities are being put.

ST22. Transition

Not applicable

ST23. Corporate Governance

ST23.1 In this Agreement:

Constitution means (depending on the context):

- (a) a company's, body corporate's or incorporated association's constitution, or equivalent documents, which (where relevant) includes rules and any amendments that are part of the constitution;
- (b) in relation to any other kind of body:
 - (i) the body's charter or memorandum; or
 - (ii) any instrument or law constituting or defining the constitution of the body or governing the activities of the body or its members.

ST23.2 The Grantee warrants that nothing in its constitution conflicts with its obligations under this Agreement.

¹ The Building Code 2016 can be found at <https://www.abcc.gov.au/building-code/building-code-2016>

² The Work Health and Safety Accreditation Scheme can be found at <https://www.fsc.gov.au/what-accreditation-1>.

ST23.3 The Grantee agrees to provide a copy of its constitution to the Commonwealth upon request and inform the Commonwealth whenever there is a change in the Grantee's constitution, structure or management.

ST24. Counterparts

ST24.1 This Agreement may be executed in any number of counterparts. All counterparts, taken together, constitute one instrument. A Party may execute this Agreement by signing any counterpart.

ST25. Secret and Sacred Indigenous Material

ST25.1 In this clause:

Aboriginal Person has the same meaning given in the *Aboriginal and Torres Strait Islander Act 2005* (Cth);

Aboriginal Tradition has the meaning given in the *Aboriginal and Torres Strait Islander Heritage Protection Act 1984* (Cth);

Indigenous Person means a person who is or identifies and is accepted as an Aboriginal Person or a Torres Strait Islander;

Secret and Sacred Indigenous Material means all information, knowledge or Material of special spiritual, cultural or customary significance which is considered to be sacred or of significance by an Indigenous Person or according to Aboriginal Tradition; and

Torres Strait Islander has the same meaning given in the *Aboriginal and Torres Strait Islander Act 2005* (Cth)

ST25.2 The parties agree that, for the purposes of this Agreement:

- (a) the definition of Activity Material in clause 22 excludes any Secret and Sacred Indigenous Material;
- (b) the definition of Reporting Material in clause 22 excludes any Secret and Sacred Indigenous Material;
- (c) the record keeping requirements in clause 12 do not apply to any Secret and Sacred Indigenous Material; and
- (d) any Secret and Sacred Indigenous Material is the confidential information of the relevant Indigenous Person or Indigenous community.

ST25.3 The Grantee agrees to inform the Commonwealth of the existence of Secret and Sacred Indigenous Material relevant to the performance of the Activity which is not disclosed to the Commonwealth due it being Secret and Sacred Indigenous Material.

Schedule 1: Commonwealth Standard Grant Conditions

1. Undertaking the Activity

1.1 The Grantee agrees to undertake the Activity for the purpose of the Grant in accordance with this Agreement.

1.2 The Grantee is fully responsible for the Activity and for ensuring the performance of all its obligations under this Agreement in accordance with all relevant laws. The Grantee will not be relieved of that responsibility because of:

- (a) the grant or withholding of any approval or the exercise or non-exercise of any right by the Commonwealth; or
- (b) any payment to, or withholding of any payment from, the Grantee under this Agreement.

1.3 The Grantee agrees that for the term of this Agreement, the Grantee will continue to meet the eligibility obligations relating to the [National Redress Scheme](#)³ set out under the relevant grant opportunity guidelines to receive the Grant.

2. Payment of the Grant

2.1 The Commonwealth agrees to pay the Grant to the Grantee in accordance with the Grant Details.

2.2 Notwithstanding any other provision of this Agreement, the Commonwealth may by notice withhold payment of any amount of the Grant and/or take any other action specified in the Supplementary Terms if it reasonably believes that:

- (a) the Grantee has not complied with this Agreement;
- (b) the Grantee is unlikely to be able to perform the Activity or manage the Grant in accordance with this Agreement; or
- (c) there is a serious concern relating to this Agreement that requires investigation.

2.3 A notice under clause 2.2 will contain the reasons any action taken under clause 2.2 and, where relevant, the steps the Grantee can take to address those reasons.

2.4 The Commonwealth will only be obliged to pay the withheld amount once the Grantee has addressed the reasons contained in a notice under clause 2.2 to the Commonwealth's reasonable satisfaction.

3. Acknowledgements

3.1 The Grantee agrees not to make any public announcement, including by social media, in connection with the awarding of the Grant without the Commonwealth's prior written approval.

3.2 The Grantee agrees to acknowledge the Commonwealth's support in all Material, publications and promotional and advertising materials published in connection with this Agreement. The Commonwealth may notify the Grantee of the form of acknowledgement that the Grantee is to use.

³ The National Redress Scheme can be found at <https://www.nationalredress.gov.au>

4. Notices

4.1 Each Party agrees to promptly notify the other Party of anything reasonably likely to adversely affect the undertaking of the Activity, management of the Grant or its performance of any of its other requirements under this Agreement.

4.2 A notice given by a Party under this Agreement must be in writing and addressed to the other Party's representative as set out in the Grant Details or as most recently updated by notice given in accordance with this clause.

5. Relationship between the Parties

5.1 A Party is not by virtue of this Agreement the employee, agent or partner of the other Party and is not authorised to bind or represent the other Party.

6. Subcontracting

6.1 The Grantee is responsible for the performance of its obligations under this Agreement, including in relation to any tasks undertaken by subcontractors.

6.2 The Grantee agrees to make available to the Commonwealth the details of any of its subcontractors engaged to perform any tasks in relation to this Agreement upon request.

7. Conflict of interest

7.1 Other than those which have already been disclosed to the Commonwealth, the Grantee warrants that, to the best of its knowledge, at the date of this Agreement, neither it nor its officers have any actual, perceived or potential conflicts of interest in relation to the Activity.

7.2 If during the term of the Agreement, any actual, perceived or potential conflict arises or there is any material change to a previously disclosed conflict of interest, the Grantee agrees to:

- (a) notify the Commonwealth promptly and make full disclosure of all relevant information relating to the conflict; and
- (b) take any steps the Commonwealth reasonably requires to resolve or otherwise deal with that conflict.

8. Variation, assignment and waiver

8.1 This Agreement may be varied in writing only, signed by both Parties.

8.2 The Grantee cannot assign its obligations, and agrees not to assign its rights, under this Agreement without the Commonwealth's prior approval.

8.3 The Grantee agrees not to enter into negotiations with any other person for the purposes of entering into an arrangement that will require novation of, or involve any assignment of rights under, this Agreement without first consulting the Commonwealth.

8.4 A waiver by a Party of any of its rights under this Agreement is only effective if it is in a signed written notice to the other Party and then only to the extent specified in that notice.

9. Taxes, duties and government charges

9.1 The Grantee agrees to pay all taxes, duties and government charges imposed or levied in Australia or overseas in connection with the performance of this Agreement, except as provided by this Agreement.

9.2 If Goods and Services Tax (GST) is payable by a supplier on any supply made under this Agreement, the recipient of the supply will pay to the supplier an amount equal to the GST payable on the supply, in addition to and at the same time that the consideration for the supply is to be provided under this Agreement.

9.3 The Parties acknowledge and agree that they each:

- (a) are registered for GST purposes;
- (b) have quoted their Australian Business Number to the other; and
- (c) must notify the other of any changes to the matters covered by this clause.

9.4 The Grantee agrees that the Commonwealth will issue it with a recipient created tax invoice for any taxable supply it makes under this Agreement.

9.5 The Grantee agrees not to issue tax invoices in respect of any taxable supplies.

9.6 If the Grantee is not, or not required to be, registered for GST, then:

- (a) clauses 9.3(a), 9.4 and 9.5 do not apply; and
- (b) the Grantee agrees to notify the Commonwealth in writing within 7 days of becoming registered for GST if during the term of the Agreement it becomes, or is required to become, registered for GST.

10. Spending the Grant

Projects with grant amounts equal to and less than \$500,000

10.1 The Grantee agrees to spend the Grant for the purpose of performing the Activity and otherwise in accordance with this Agreement.

10.2 Within 60 days after the Activity Completion Date, the Grantee agrees to provide a statement signed by the Grantee in a form specified by the Commonwealth verifying the Grant was spent in accordance with this agreement.

Grant amounts over \$500,000

10.1 The Grantee agrees to spend the Grant for the purpose of performing the Activity and otherwise in accordance with this Agreement.

10.2 Within 60 days after the Activity Completion Date, the Grantee agrees to provide the Commonwealth with an independently audited financial acquittal report verifying that the Grant has been spent in accordance with this Agreement.

10.3 The reports under clause 10.2 must be audited by:

- (a) a Registered Company Auditor registered under the *Corporations Act 2001* (Cth); or
- (b) a certified Practising Accountant; or
- (c) a member of the Institute of Public Accountants; or
- (d) a member of Chartered Accountants Australia and New Zealand;

who is not a principal member, shareholder, officer or employee of the Grantee or a related body corporate.

11. Repayment

11.1 If any amount of the Grant:

- (a) has been spent other than in accordance with this Agreement; or
- (b) is additional to the requirements of the Activity

then the Commonwealth may, by written notice:

- (c) require the Grantee to repay that amount to the Commonwealth;
- (d) require the Grantee to deal with that amount as directed by the Commonwealth; or
- (e) deduct the amount from subsequent payments of the Grant or amounts payable under another agreement between the Grantee and the Commonwealth.

11.2 If the Commonwealth issues a notice under this Agreement requiring the Grantee to repay a Grant amount:

- (a) the Grantee must do so within the time period specified in the notice;
- (b) the Grantee must pay interest on any part of the amount that is outstanding at the end of the time period specified in the notice until the outstanding amount is repaid in full; and
- (c) the Commonwealth may recover the amount and any interest under this Agreement as a debt due to the Commonwealth without further proof of the debt being required.

12. Record keeping

12.1 The Grantee agrees to keep financial accounts and other records that:

- (a) detail and document the conduct and management of the Activity;
- (b) identify the receipt and expenditure of the Grant and any Other Contributions separately within the Grantee's accounts and records so that at all times the Grant is identifiable;
- (c) enable all receipts and payments related to the Activity to be identified and reported.

12.2 The Grantee agrees to keep the records for five years after the Activity Completion Date or such other time specified in the Grant Details and provide copies of the records to the Commonwealth upon request.

13. Reporting and liaison

13.1 The Grantee agrees to provide the Reporting Material specified in the Grant Details to the Commonwealth.

13.2 In addition to the obligations in clause 13.1, the Grantee agrees to:

- (a) liaise with and provide information to the Commonwealth as reasonably required by the Commonwealth; and
- (b) comply with the Commonwealth's reasonable requests, directions, or monitoring requirements,

in relation to the Activity.

13.3 If the Commonwealth acting reasonably has concerns regarding the performance of the Activity or the management of the Grant, the Commonwealth may by written notice require the Grantee to provide one or more additional reports, containing the information and by the date(s) specified in the notice.

13.4 The Grantee acknowledges that the giving of false or misleading information to the Commonwealth is a serious offence under the *Criminal Code Act 1995* (Cth).

14. Privacy

14.1 When dealing with Personal Information in carrying out the Activity, the Grantee agrees:

- (a) to comply with the requirements of the *Privacy Act 1988* (Cth);
- (b) not to do anything which, if done by the Commonwealth, would be a breach of an Australian Privacy Principle;
- (c) to ensure that any of the Grantee's subcontractors or personnel who deal with Personal Information for the purposes of this Agreement are aware of the requirements of the *Privacy Act 1988* (Cth) and the Grantee's obligations under this clause;
- (d) to immediately notify the Commonwealth if the Grantee becomes aware of an actual or possible breach of this clause by the Grantee or any of the Grantee's subcontractors or personnel.

14.2 In carrying out the Activity, the Grantee agrees not to send any Personal Information outside of Australia without the Commonwealth's prior written approval. The Commonwealth may impose any conditions it considers appropriate when giving its approval.

15. Confidentiality

15.1 The Parties agree not to disclose each other's confidential information without the other Party's prior written consent unless required or authorised by law or Parliament to disclose.

15.2 The Commonwealth may disclose the Grantee's confidential information where;

- (a) the Commonwealth is providing information about the Activity or Grant in accordance with Commonwealth accountability and reporting requirements;
- (b) the Commonwealth is disclosing the information to a Minister of the Australian Government, a House or Committee of the Commonwealth Parliament; or
- (c) the Commonwealth is disclosing the information to its personnel or another Commonwealth agency where this serves the Commonwealth's legitimate interests.

16. Insurance

16.1 The Grantee agrees to maintain adequate insurance for as long as any obligations remain in connection with this Agreement and provide proof of insurance to the Commonwealth upon request.

17. Intellectual property

17.1 Subject to clause 17.2, the Grantee owns the Intellectual Property Rights in Activity Material and Reporting Material.

17.2 This Agreement does not affect the ownership of Intellectual Property Rights in Existing Material.

17.3 The Grantee provides the Commonwealth a permanent, non-exclusive, irrevocable, royalty-free licence to use, modify, communicate, reproduce, publish, adapt and sub-license the Reporting Material for Commonwealth Purposes.

17.4 The licence in clause 17.3 does not apply to Activity Material.

18. Dispute resolution

18.1 The Parties agree not to initiate legal proceedings in relation to a dispute arising under this Agreement unless they have first tried and failed to resolve the dispute by negotiation.

18.2 Unless clause 18.3 applies, the Parties agree to continue to perform their respective obligations under this Agreement when a dispute exists.

18.3 The Parties may agree to suspend performance of the Agreement pending resolution of the dispute.

18.4 Failing settlement by negotiation in accordance with clause 18.1, the Parties may agree to refer the dispute to an independent third person with power to intervene and direct some form of resolution, in which case the Parties will be bound by that resolution. If the Parties do not agree to refer the dispute to an independent third person, either Party may initiate legal proceedings.

18.5 Each Party will bear their own costs in complying with this clause 18, and the Parties will share equally the cost of any third person engaged under clause 18.4.

18.6 The procedure for dispute resolution under this clause does not apply to any action relating to termination, cancellation or urgent interlocutory relief.

19. Reduction, Suspension and Termination

19.1 Reduction in scope of agreement for fault

19.1.1 If the Grantee does not comply with an obligation under this Agreement and the Commonwealth believes that the non-compliance is incapable of remedy, or if the Grantee has failed to comply with a notice to remedy, the Commonwealth may by written notice reduce the scope of the Agreement.

19.1.2 The Grantee agrees, on receipt of the notice of reduction, to:

- (a) stop or reduce the performance of the Grantee's obligations as specified in the notice;
- (b) take all available steps to minimise loss resulting from the reduction;
- (c) continue performing any part of the Activity or the Agreement not affected by the notice if requested to do so by the Commonwealth;
- (d) report on, and return any part of the Grant to the Commonwealth, or otherwise deal with the Grant, as directed by the Commonwealth.

19.1.3 In the event of reduction under clause 19.1.1, the amount of the Grant will be reduced in proportion to the reduction in the scope of the Agreement.

19.2 Suspension

19.2.1 If:

- (a) the Grantee does not comply with an obligation under this Agreement and the Commonwealth believes that the non-compliance is capable of remedy;
- (b) the Commonwealth reasonably believes that the Grantee is unlikely to be able to perform the Activity or manage the Grant in accordance with this Agreement; or

- (c) the Commonwealth reasonably believes that there is a serious concern relating to this Agreement that requires investigation;

the Commonwealth may by written notice:

- (d) immediately suspend the Grantee from further performance of the Agreement (including expenditure of the Grant); and/or
- (e) require that the non-compliance or inability be remedied, or the investigation be completed, within the time specified in the notice.

19.2.2 If the Grantee:

- (a) remedies the non-compliance or inability specified in the notice to the Commonwealth's reasonable satisfaction, or the Commonwealth reasonably concludes that the concern is unsubstantiated, the Commonwealth may direct the Grantee to recommence performing the Activity; or
- (b) fails to remedy the non-compliance or inability within the time specified, or the Commonwealth reasonably concludes that the concern is likely to be substantiated, the Commonwealth may reduce the scope of the Agreement in accordance with clause 19.1 or terminate the Agreement immediately by giving a second notice in accordance with clause 19.3.

19.3 Termination for fault

19.3.1 The Commonwealth may terminate this Agreement by notice where the Grantee has:

- (a) failed to comply with an obligation under this Agreement and the Commonwealth believes that the non-compliance is incapable of remedy or where clause 19.2.2(b) applies; or
- (b) provided false or misleading statements in relation to the Grant; or
- (c) become bankrupt or insolvent, entered into a scheme of arrangement with creditors, or come under any form of external administration; or

19.3.2 The Grantee agrees, on receipt of the notice of termination, to:

- (a) stop the performance of the Grantee's obligations;
- (b) take all available steps to minimise loss resulting from the termination; and
- (c) report on, and return any part of the Grant to the Commonwealth, or otherwise deal with the Grant, as directed by the Commonwealth.

20. Cancellation or reduction for convenience

20.1 The Commonwealth may cancel or reduce the scope of this Agreement by notice, due to:

- (a) a change in government policy; or
- (b) a Change in the Control of the Grantee which the Commonwealth reasonably believes will negatively affect the Grantee's ability to comply with this Agreement.

20.2 On receipt of a notice of reduction or cancellation under this clause, the Grantee agrees to:

- (a) stop or reduce the performance of the Grantee's obligations as specified in the notice; and
- (b) take all available steps to minimise loss resulting from that reduction or cancellation; and

- (c) continue performing any part of the Activity or the Agreement not affected by the notice if requested to do so by the Commonwealth;
- (d) report on, and return any part of the Grant to the Commonwealth, or otherwise deal with the Grant, as directed by the Commonwealth.

20.3 In the event of reduction or cancellation under this clause, the Commonwealth will be liable only to:

- (a) pay any part of the Grant due and owing to the Grantee under this Agreement at the date of the notice; and
- (b) reimburse any reasonable and substantiated expenses the Grantee unavoidably incurs that relate directly and entirely to the reduction in scope or cancellation of the Agreement.

20.4 In the event of reduction, the amount of the Grant will be reduced in proportion to the reduction in the scope of the Agreement.

20.5 The Commonwealth's liability to pay any amount under this clause is:

- (a) subject to the Grantee's compliance with this Agreement; and
- (b) limited to an amount that when added to all other amounts already paid under the Agreement will not exceed the total amount of the Grant.

20.6 The Grantee will not be entitled to compensation for loss of prospective profits or benefits that would have been conferred on the Grantee but for the cancellation or reduction in scope of the Agreement under clause 20.1.

20.7 The Commonwealth will act reasonably in exercising its rights under this clause.

21. Survival

21.1 The following clauses survive termination, cancellation or expiry of this Agreement:

- clause 10 (Spending the Grant);
- clause 11 (Repayment);
- clause 12 (Record keeping);
- clause 13 (Reporting);
- clause 14 (Privacy);
- clause 15 (Confidentiality);
- clause 16 (Insurance);
- clause 17 (Intellectual property);
- clause 19 (Reduction, Suspension and Termination);
- clause 21 (Survival);
- clause 22 (Definitions);
- ST4 (Access/monitoring/inspection);
- ST19 (Indemnities); and
- any other clause which expressly or by implication from its nature is meant to survive.

22. Definitions

22.1 In this Agreement, unless the contrary appears:

- **Activity** means the activities described in the Grant Details and includes the provisions of the Reporting Material.
- **Activity Completion Date** means the date or event specified in the Grant Details.
- **Activity Material** means any Material, other than Reporting Material, created or developed by the Grantee as a result of the Activity and includes any Existing Material that is incorporated in or supplied with the Activity Material.
- **Agreement** means the Grant Details, Supplementary Terms (if any), the Commonwealth Standard Grant Conditions and any other document referenced or incorporated in the Grant Details.
- **Agreement End Date** means the date or event specified in the Grant Details.
- **Australian Privacy Principle** has the same meaning as in the *Privacy Act 1988*
- **Change in the Control** means any change in any person(s) who directly exercise effective control over the Grantee.
- **Commonwealth** means the Commonwealth of Australia as represented by the Commonwealth entity specified in the Agreement and includes, where relevant, its officers, employees, contractors and agents.
- **Commonwealth Purposes** includes the following:
 - (a) the Commonwealth verifying and assessing grant proposals, including a grant application;
 - (b) the Commonwealth administering, monitoring, reporting on, auditing, publicising and evaluating a grant program or exercising its rights under this Agreement;
 - (c) the Commonwealth preparing, managing, reporting on, auditing and evaluating agreements, including this Agreement; and
 - (d) the Commonwealth developing and publishing policies, programs, guidelines and reports, including Commonwealth annual reports;
 but in all cases:
 - (e) excludes the commercialisation (being for-profit use) of the Material by the Commonwealth.
- **Commonwealth Standard Grant Conditions** means this document.
- **Existing Material** means Material developed independently of this Agreement that is incorporated in or supplied as part of Reporting Material or Activity Material.
- **Grant** means the money, or any part of it, payable by the Commonwealth to the Grantee for the Activity as specified in the Grant Details and includes any interest earned by the Grantee on that money once the Grant has been paid to the Grantee.
- **Grantee** means the legal entity other than the Commonwealth specified in the Agreement and includes, where relevant, its officers, employees, contractors and agents.
- **Grant Details** means the document titled Grant Details that forms part of this Agreement.
- **Intellectual Property Rights** means all copyright, patents, registered and unregistered trademarks (including service marks), registered designs, and other rights resulting from intellectual activity (other than moral rights under the *Copyright Act 1968*).
- **Material** includes documents, equipment, software (including source code and object code versions), goods, information and data stored by any means including all copies and extracts of them.

- **Party** means the Grantee or the Commonwealth.
- **Personal Information** has the same meaning as in the *Privacy Act 1988*.
- **Records** includes documents, information and data stored by any means and all copies and extracts of the same.
- **Reporting Material** means all Material which the Grantee is required to provide to the Commonwealth for reporting purposes as specified in the Grant Details, and includes any Existing Material that is incorporated in or supplied with the Reporting Material.

Signatures

Executed as an agreement:

Commonwealth

Signed for and on behalf of the Commonwealth of Australia as represented by the Department of Industry, Science, Energy and Resources.

Name	s22
Position	Manager
Date	06 June 2022

Grantee

Full legal name of the Grantee	FOUNDATION FOR RURAL AND REGIONAL RENEWAL ABN: 27091810589
Name of Authorised Representative	Natalie Egleton
Date	06 June 2022

Schedule 2 Reporting requirements

Appendix 1

Preparing Australian Communities - Local Stream - progress report requirements

You will need to provide the following information in your progress reports. The Commonwealth reserves the right to amend or adjust the requirements.

You must complete and submit your report on the [portal](#). You can enter the required information in stages and submit when it is complete.

Project progress

- a. Complete the following table, updating for all milestones shown in the Activity Schedule of your grant agreement.

Milestone	Agreed end date	Actual/ anticipated end date	Current % complete	Progress comments – work undertaken and impact of any delay

- b. Where applicable, describe any project activities completed during the reporting period that are not captured in the table above.
- c. Is the overall project proceeding in line with your grant agreement?
If no, identify any changes or anticipated issues. Comment on any impacts on project timing and outcomes and how you expect to manage these.
- d. Are there any planned events relating to the project that you are required to notify us about in accordance with your agreement?
If yes, provide details of the event including date, time, purpose of the event and key stakeholders expected to attend.
- e. Describe any collaboration with other organisations in your LGA or other LGA/s to deliver your project and any use of local procurement of goods, labour and services.
- f. Explain the community engagement and collaboration undertaken to date.

Project outcomes

- a. Outline the project outcomes achieved to date.
- b. Explain your progress towards reducing the risks of bushfires, flood and/or tropical cyclones in the community.

- c. Explain your progress towards increasing the long term resilience of your community against bushfires, flood and/or tropical cyclones.

Project expenditure

Provide the following information about your eligible project expenditure. Eligible expenditure is divided into the same categories as the budget in your application.

If you are registered for GST, enter the GST exclusive amount. If you are not registered for GST, enter the GST inclusive amount. We may ask you to provide evidence of costs incurred.

Refer to the grant opportunity guidelines or contact us if you have any questions about eligible expenditure.

- a. What is the eligible expenditure you have incurred in this reporting period?
- b. What is the estimated eligible expenditure for the next reporting period?
- c. What is the estimated eligible expenditure for remaining reporting periods in current financial year (if applicable)?
- d. What is the estimated total eligible expenditure for future financial years?
- e. What is the estimated total eligible expenditure for the project?
- f. Briefly explain the reason for any changes between the forecast and actual expenditure for the current reporting period, and any significant changes to the forecast budget for the remainder of the project.
- g. Is the project expenditure broadly in line with the activity budget in the grant agreement?
If no, explain the reasons.

Project funding

- a. Provide details of all contributions to your project other than the grant. This includes your own contributions as well as any contributions from government (except this grant), project partners or others.

Attachments

- a. Attach any agreed evidence required with this report to demonstrate project progress.
- b. Attach copies of any published reports and promotional material, relating to the project.

Declaration

You must ensure an authorised person completes the report and can declare the following:

- The information in this report is accurate, complete and not misleading and that I understand the giving of false or misleading information is a serious offence under the *Criminal Code 1995* (Cth).
- The activities identified in this report are for the purposes stated in the grant agreement.

- I am aware of the grantee's obligations under their grant agreement, including the need to keep the Commonwealth informed of any circumstances that may impact on the objectives, completion and/or outcomes of the agreed project.
- I am aware that the grant agreement empowers the Commonwealth to terminate the grant agreement and to request repayment of funds paid to the grantee where the grantee is in breach of the grant agreement.

Appendix 2

Preparing Australian Communities - Local Stream - end of project report requirements

You will need to provide the following information in your end of project report. The Commonwealth reserves the right to amend or adjust the requirements.

You must complete and submit your report on the [portal](#). You can enter the required information in stages and submit when it is complete.

Project achievements

- a. Complete the following table, updating for all milestones shown in the Activity Schedule of your grant agreement.

Milestone	Agreed end date	Actual/ anticipated end date	Current % complete	Progress comments – work undertaken and impact of any delay

- b. Where applicable, describe any project activities completed during the reporting period that are not captured in the table above.
- c. Describe any collaboration with other organisations in your LGA or other LGA/s to deliver your project and any use of local procurement of goods, labour and services.
- d. Explain the community support for your project and how you gained and maintained community support during the delivery of your project.

Project outcomes

- a. Outline the project outcomes achieved by the project end date.
- b. Do the achieved project outcomes align with those specified in the grant agreement?
If no, explain why.
- c. Are there any planned events relating to the project that you are required to notify us about in accordance with your agreement?

If yes, provide details of the event including date, time, purpose of the event and key stakeholders expected to attend.
- d. Explain how your project has reduced the hazard exposure or vulnerability of people and/or assets in your community to disasters
- e. Explain how your project has reduced the likelihood and intensity of bushfires, flood and/or tropical cyclones in the community.

- f. Describe how your project has increased community confidence in responding to future hazards.
- g. For projects assessing risk, vulnerability, adaptation options, investment/business case or technical feasibility (if this does not apply to your project answer N/A):
 - i. Has your project improved or supported:
 - i. Your understanding of risk to natural hazards in your community?
 - ii. Your understanding of vulnerability to natural hazards in your community?
 - iii. Your understanding of adaptation options for your community?
 - iv. Development of an investor-ready business case?
 - v. A robust technical feasibility study?
- h. For projects increasing awareness and capacity (if this does not apply to your project answer N/A):
 - i. Has your project increased disaster risk, resilience and adaptation awareness?
 - ii. Has your project effectively built capacity in your community?
 - iii. If you delivered awareness raising activities, how many people did you reach?
 - iv. If you provided training/capacity building exercises, how many participants were there?
- i. For projects delivering built and or natural infrastructure (if this does not apply to your project answer N/A):
 - i. Has your project reduced the risk of harm and damage caused by a hazard?

Project benefits

- a. What are the broader benefits the project has achieved for the region and community? Describe the economic, social, built environment and community resilience outcomes as relevant with examples.
- b. What ongoing impact will the project have for the community, including vulnerable people? How will you ensure the long term sustainability of project outcomes beyond the term of grant funding?
- c. How has your project reduced the likely cost and time of recovery following natural hazards or disasters?
- d. Did the project result in any unexpected benefits?
If yes, explain why.
- e. Did the project result in any unexpected negative impacts?
If yes, explain why.
- f. Is there any other information you wish to provide about your project?
If yes, provide details.
- g. Have you identified any future activities that could be undertaken to further reduce natural hazards in the community?

Total eligible project expenditure

- a. Indicate the total eligible project expenditure incurred. Eligible expenditure is divided into the same categories as the budget in your application.

If you are registered for GST, enter the GST exclusive amount. If you are not registered for GST, enter the GST inclusive amount. We may ask you to provide evidence of costs incurred.

Refer to the grant opportunity guidelines or contact us if you have any questions about eligible expenditure.
- b. Provide any comments you may have to clarify any figures.
- c. Was the expenditure incurred in accordance with the activity budget in the grant agreement?

If no, explain the reason for a project underspend or overspend, or any other significant changes to the budget.

Project funding

Provide details of all contributions to your project other than the grant. This includes your own contributions as well as any contributions from government (except this grant), project partners or others

Updated business indicators

- a. Provide the following financial data for your organisation for your latest complete financial year.

These fields are mandatory and entering \$0 is acceptable if applicable.
 - Financial year completed
 - Sales revenue (turnover)
 - Export revenue
 - R&D expenditure
 - Taxable income
 - Number of employees including working proprietors and salaried directors (headcount)
 - Number of independent contractors (headcount)

Attachments

- a. Attach any agreed evidence required with this report to demonstrate progress or successful completion of your project.
- b. Attach copies of any published reports and promotional material, relating to the project.

Declaration

You must ensure an authorised person completes the report and can declare the following:

- The information in this report is accurate, complete and not misleading and that I understand the giving of false or misleading information is a serious offence under the *Criminal Code 1995* (Cth).
- The grant was spent in accordance with the grant agreement.
- I am aware of the grantee's obligations under their grant agreement, including survival clauses.
- I am aware that the grant agreement empowers the Commonwealth to terminate the grant agreement and to request repayment of funds paid to the grantee where the grantee is in breach of the grant agreement.

Appendix 3

Preparing Australian Communities - Local Stream Compliance with working with children obligations

You will need to answer the following questions in your annual statement of compliance. The Commonwealth reserves the right to amend or adjust the requirements.

You must submit your annual statement of compliance as you would a report on the [portal](#).

Statement of compliance

- 1 Is the organisation, and persons working with children on behalf of the organisation in relation to the Activity, compliant with Commonwealth, state or territory legislation?
- 2 Has the organisation completed a risk assessment in relation to the Activity and all persons who may engage with children in association with the Activity?
- 3 Has the organisation put in place an appropriate strategy to manage risks identified through the risk assessment?
- 4 Has the organisation delivered training and established a compliance regime to ensure that all persons who may engage with children are aware of, and comply with:
 - the National Principles for Child Safe Organisations
 - the risk management strategy in item 3 above
 - relevant legislation relating to requirements for working with children, including working with children checks
 - relevant legislation relating to requirements for working with vulnerable people, including working with vulnerable people checks; and
 - relevant legislation relating to mandatory reporting of suspected child abuse or neglect however described?

Declaration

You must ensure an authorised person completes the report and can declare the following:

- The information in this report is accurate, complete and not misleading and that I understand the giving of false or misleading information is a serious offence under the *Criminal Code 1995* (Cth).
- I am aware of the grantee's obligations under their grant agreement.
- I am aware that the grant agreement empowers the Commonwealth to terminate the grant agreement and to request repayment of funds paid to the grantee where the grantee is in breach of the grant agreement.

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Appendix 4

Independent audit report

Background

These templates assist Grantees (and their auditors) to understand the audit requirements under a Commonwealth grant agreement administered by the Department of Industry, Science, Energy and Resources. For further information contact us on 13 28 46 or at business.gov.au.

When an independent audit report is required under our grant agreements the Grantee must provide us with:

- a statement of grant income and expenditure against the expenditure categories under the grant agreement (attachment A)
- an independent audit report on the statement of grant income and expenditure (attachment B)
- certification of certain matters by the auditor (attachment C).

You can find additional information on the grant opportunity relevant to your grant at business.gov.au or by calling us on 13 28 46.

Eligible expenditure

Advice on eligible expenditure for projects under the grant opportunity can be found in grant opportunity guidelines. These guidelines are revised from time to time and therefore more than one version of the document may exist. The relevant guidelines are those that were effective at the time the Grantee's application was accepted.

It is essential that Grantees and their auditors understand the eligible expenditure requirements because these determine whether, and the extent to which, certain costs are reportable and claimable.

The amount of grant funding we approve is based on the Grantee's estimated eligible expenditure, as provided in their application. However, the grant funding any Grantee is ultimately entitled to receive is determined against actual eligible expenditure incurred and paid for on the project. The grant amount specified in the grant agreement is the **maximum** amount the Grantee may be paid.

The expenditure reported in the 'statement of grant income and expenditure' at attachment A must represent actual 'eligible expenditure' paid on the project during that period.

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Attachment A – Statement of grant income and expenditure

Grant opportunity name	[grant opportunity name]
Project number	[project number]
Grantee	[organisation]
Project title	[project title]
Reporting period start date	[project start date or other reporting period start date]
Reporting period end date	[project end date or other reporting period end date]

This statement of grant income and expenditure must be prepared by the Grantee and contain the following:

- Statement of funds, Grantee contributions and other financial assistance*
- Statement of eligible expenditure*
- Notes to the statement of eligible expenditure, explaining the basis of compilation
- Certification by directors of the Grantee
- *We will compare this information to that detailed in the grant agreement.

1. Statement of funds, Grantee contributions and other financial assistance

Complete the following table for all cash [and in-kind] contributions for your project for the period in question, including

- the grant
- other government funding
- your own contributions
- partner or other third party contributions
- any additional private sector funding.

Insert rows as required.

Contributor	Cash amount (GST excl)	[Estimated in-kind amount (GST excl)]	Total (GST excl)
Grant	[\$[enter amount]]	[\$[enter amount]]	[\$[enter amount]]
Grantee	[\$[enter amount]]	[\$[enter amount]]	[\$[enter amount]]
[enter contributor]	[\$[enter amount]]	[\$[enter amount]]	[\$[enter amount]]
[enter contributor]	[\$[enter amount]]	[\$[enter amount]]	[\$[enter amount]]
Total	[\$[enter amount]]	[\$[enter amount]]	[\$[enter amount]]

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2. Statement of eligible expenditure

You must provide detail of the eligible expenditure that has been incurred and paid for during the reporting period in the 'Statement of eligible expenditure' spreadsheet.

Comment on any variance between the expenditure items and amounts detailed in the grant agreement and the actual items and amounts detailed in the attached statement of eligible expenditure.

[enter details]

3. Note to the statement of eligible expenditure

3.1 Eligible expenditure

The eligible expenditure as reported in the statement of eligible expenditure is in accordance with the grant opportunity guidelines.

3.2 Basis of compilation

This statement of eligible expenditure has been prepared to meet the requirements of the grant agreement between [enter Grantee name] and the Commonwealth represented by the Department of Industry, Science, Energy and Resources. Significant accounting policies applied in the compilation of the statement of grant income and expenditure include the following:

[enter details]

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4. Certification by directors [if not director, replace with appropriate equivalent]

[Grantee name]

[Project number]

For the period [dd/ mm/yyyy] to [dd/ mm/yyyy]

We confirm that, to the best of our knowledge and believe, having made such enquiries as we considered necessary for the purpose of appropriately informing ourselves:

Statement of grant income and expenditure

- a. We have fulfilled our responsibilities for the preparation of the statement of grant income and expenditure in accordance with the cash basis of accounting and the terms of the grant agreement with the Commonwealth, represented by the Department of Industry, Science, Energy and Resources dated [enter date]; in particular, the statement of grant income and expenditure presents fairly in accordance therewith.
- b. All events subsequent to the date of the statement of grant income and expenditure which require adjustment or disclosure so as to present fairly the statement of grant income and expenditure, have been adjusted or disclosed.
- c. [Where applicable] The effects of uncorrected misstatements are immaterial, both individually and in the aggregate, to the statement of grant income and expenditure as a whole. A list of the uncorrected misstatements is attached to this representation letter.
- d. That all Grantee contributions and other financial assistance were spent for the purpose of the project and in accordance with the grant agreement and that the Grantee has complied with the grant agreement and relevant accounting policies.
- e. That salaries and allowances paid to persons involved in the project are in accordance with any applicable award or agreement in force under any relevant law on industrial or workplace relations.

Signature

Name [enter name]

Director

Date [dd/mm/yyyy]

Signature

Name [enter name]

Director

Date [dd/mm/yyyy]

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5. For Auditor use only

I certify that this statement of grant income and expenditure is the one used to prepare my independent audit report dated [enter date] for the Department of Industry, Science, Energy and Resources.

Signature

Name [enter name]

Position [enter position]

Auditor's employer [enter employer name]

Date [dd/mm/yyyy]

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Attachment B - Independent audit report

Background for auditors

The purpose of the independent audit report is to provide us with an auditor's opinion on the Grantee's statement of grant income and expenditure. The statement of grant income and expenditure is prepared by the Grantee to correspond with the expenditure reported to the department by the Grantee for the same period, in the process of claiming grant payments.

The independent audit report must be prepared by a person who is an approved auditor.

An approved auditor is a person who is:

- a. registered as a company auditor under the *Corporations Act 2001* or an appropriately qualified member of Chartered Accountants Australia and New Zealand, or of CPA Australia or the Institute of Public Accountants; and
- b. not a principal, member, shareholder, officer, agent, subcontractor or employee of the Grantee or of a related body corporate or a Connected Entity.

The audit should be undertaken and reported in accordance with Australian Auditing Standards.

The independent audit report must follow the required format and include any qualification regarding the matters on which the auditor provides an opinion. We may follow up any qualifications with the Grantee or auditor. The independent audit report must be submitted on the auditor's letterhead.

Auditors must comply with the professional requirements of Chartered Accountants Australia and New Zealand, CPA Australia and the Institute of Public Accountants in the conduct of their audit.

If the auditor forms an opinion that the statement of grant income and expenditure does not give a true and fair view of the eligible expenditure for the period, the independent audit report should be qualified and the error quantified in the qualification section of the independent audit report.

The required independent audit report format follows.

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Auditor's report

Independent audit report in relation to [Grantee name]'s statement of grant income and expenditure to the Commonwealth, represented by the Department of Industry, Science, Energy and Resources (the department).

We have audited:

- a. the accompanying statement of grant income and expenditure of [Grantee name] for the period [dd/mm/yyyy] to [dd/mm/yyyy], a summary of significant accounting policies and other explanatory information, and management's attestation statement thereon (together "the financial statement"). The financial statement has been prepared by management using the cash basis of accounting described in note 3.2 to the financial statement; and
- b. [Grantee name]'s compliance with the terms of the grant agreement between [Grantee name] and the Commonwealth dated [date of agreement] for the period [dd/mm/yyyy] to [dd/mm/yyyy] (the grant agreement).

We have:

- a. reviewed [Grantee name]'s statement of labour costs in support of its claim of eligible expenditure; and
- b. performed limited assurance procedures on [Grantee name]'s statement of employee numbers under the grant agreement].

Management's responsibility

Management is responsible for:

- a. the preparation and fair presentation of the financial statement in accordance with the basis of accounting described in note 3.2, this includes determining that the cash basis of accounting is an acceptable basis for the preparation of the financial statement in accordance with the grant agreement;
- b. compliance with the terms of the grant agreement;
- c. the preparation of the statement of employee numbers and labour costs in support of eligible expenditure; and
- d. such internal control as management determines is necessary to:
 - i enable the preparation of the financial statement and the statement of [employee numbers and] labour costs that are free from material misstatement, whether due to fraud or error; and
 - ii enable compliance with the terms of the grant agreement.

Auditor's responsibility

Our responsibilities are:

- a. To express an opinion, based on our audit, on:
 - i the financial statement; and
 - ii [Grantee name]'s compliance, in all material respects, with the terms of the grant agreement; and

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- b. To conclude based on:
 - i our review procedures, on the statement of labour costs; and
 - ii our limited assurance procedures on the statement of employee numbers.

We conducted our audit of the financial statement in accordance with Australian Auditing Standards; our audit of compliance with the grant agreement in accordance with ASAE 3100, our review of the statement of labour costs in accordance with ASRE 2405; and our limited assurance procedures on employee numbers in accordance with ASAE 3000. The applicable Standards require that we comply with relevant ethical requirements and plan and perform our work to:

- a. obtain reasonable assurance about whether the financial statement is free from material misstatement and that [Grantee name] has complied, in all material respects, with the terms of the grant agreement; and
- b. obtain limited assurance as to whether anything has come to our attention that causes us to believe that the statements of employee numbers and labour costs are materially misstated.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statement and about the Grantee's compliance with the grant agreement. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Grantee's preparation and fair presentation of the financial statement, and to the Grantee's compliance with the grant agreement, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Grantee's internal control. An audit also includes evaluating the appropriateness of accounting policies used by management, as well as evaluating the overall presentation of the financial statement.

A review consists of making enquiries and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Auditing Standards and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion on the statement of labour costs.

A limited assurance engagement undertaken in respect of the statement of employee numbers, in accordance with ASAE 3000 involves [level of detail about procedures to be determined by the auditor]. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement; and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion, review and limited assurance conclusions.

Opinion

In our opinion:

- a. the financial statement presents fairly, in all material respects, the grant income and expenditure of [Grantee name] for the period [dd/mm/yyyy] to [dd/mm/yyyy] in accordance with the cash basis of accounting described in note 3.2 and the terms of the grant agreement, dated [date of agreement], with the Commonwealth; and

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- b. [Grantee name] has complied, in all material respects, with the requirements of the grant agreement between the organisation and the Commonwealth dated [date of agreement], for the period [dd/mm/yyyy] to [dd/mm/yyyy].

Basis of Accounting and Restriction on Distribution

Without modifying our opinion, we draw attention to note 3.2 to the financial statement, which describes the basis of accounting. The financial statement is prepared to provide information to the department in accordance with the grant agreement, dated [date of agreement]. As a result, the financial statement may not be suitable for another purpose.

Use of Report

This report has been prepared for [Grantee name] and the department in accordance with the requirements of the grant agreement between [Grantee name] and the Commonwealth, dated [date of agreement]. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than [Grantee name] and the department, or for any purpose other than that for which it was prepared.

Conclusions

Based on:

- a. Our review, which is not an audit, nothing has come to our attention that causes us to believe that the statement of labour costs in the period [dd/mm/yyyy] to [dd/mm/yyyy] is not, in all material respects, fairly presented in accordance with the grant agreement dated [date of agreement] with the Commonwealth; and
- b. The procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the statement of employee numbers as at [dd/mm/yyyy] is not prepared, in all material respects, in accordance with the grant agreement dated [date of agreement] with the Commonwealth].

Auditor's signature

Name [enter name]

Auditor's employer [enter employer name]

Employer's address [enter address]

Qualifications [enter qualification]

Position [enter position]

Date [dd/mm/yyyy]

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Attachment C - Certification of certain matters by the auditor

The department also requires a certification of certain matters by the auditor in addition to the independent audit report. This should be submitted with the statement of grant income and expenditure and independent audit report.

The auditor who signs this certification must also initial and date a copy of the Grantee's statement of eligible expenditure. The department will not accept an independent audit report that lacks this attachment.

The required format of certification is on the following page.

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[print on auditor letterhead]

[addressee]

Department of Industry, Science, Energy and Resources
 GPO Box 2013
 Canberra ACT 2601

I understand that the Commonwealth, represented by the Department of Industry, Science, Energy and Resources and [Grantee name] have entered into a grant agreement for the provision of financial assistance under the [grant opportunity name] to the Grantee for the project. A condition of funding under the grant agreement is that the Grantee provides a statement of grant income and expenditure certifying that expenditure on approved project items has been incurred within the relevant audit period and paid in accordance with the grant opportunity guidelines, and is supportable by appropriate documentation.

In fulfilment of the condition, I hereby certify that:

- a. I am a member of Chartered Accountants Australia and New Zealand/ CPA Australia/ the Institute of Public Accountants (as a Public Practice Certified Member).
- b. I have prepared the independent audit report on [Grantee name]'s, statement of grant income and expenditure in accordance with the details of the grant agreement between the Grantee and the Commonwealth, project no [project no] dated [dd/mm/yyyy].
- c. I have reviewed the grant agreement between the Grantee and the Commonwealth, project no [project no] dated [dd/mm/yyyy], and related grant opportunity guidelines and understand the requirements pertaining to financial reporting and eligible expenditure contained therein.
- d. I have signed the attached copy of [Grantee name]'s statement of eligible expenditure that I used to prepare the independent audit report.
- e. I have complied with the professional independence requirements of Chartered Accountants Australia and New Zealand/ CPA Australia/the Institute of Public Accountants. I specifically certify that I:
 - i am not, and have not been, a director, office holder, or employee of [Grantee name] or related body corporate of [Grantee name]
 - ii have not been previously engaged by [Grantee name] for the purpose of preparing their [grant opportunity name] application or any report required under the grant agreement
 - iii have no financial interest in [Grantee name].

Signature

Name [enter name]

Qualifications [enter qualification]

Position [enter position]

Date [dd/mm/yyyy]