



A hand up – not a hand out

*A resource for rural and remote communities to prepare for, respond to and recover from the effects of drought or other long term disasters.
Building Community Resilience through local leadership groups.*

Many communities have experienced the impact of drought and similar extreme events. This set of resources has been developed at the request of rural community leaders to support a process where responses to drought can be planned and implemented in partnership with rural communities.

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Worth getting out of bed for.

I have been woken again by the farmer's alarm (daylight). It is being set a little bit earlier each morning and is on time today, because there is no cloud to delay its arrival. Even though it is light enough to see I am reluctant to rise and face the same old stuff. How good it would be to be wake up to the sound of rain on the roof and the roaring of the creek, or to look out and see green grass and be planning to go mustering or fencing. But no, I can't really think of anything worth getting out of bed for.

After lying there for a while thinking about what I am going to do first and telling myself (again) that the jobs won't do themselves, I rise and start the day. The sun is not yet up but it is warm already. First things first, turn off the mono pump that has been pushing water out to Scrubby, (where all the dams are dry) then let the dogs out for a run. As usual they are pleased to see me - and be out of their pens. The sight of their grinning faces and playful antics brightens my morning.

They were worth getting out of bed for!

Check my e-mails, nothing startling, the usual junk mail and some sent on jokes from friends, which are good for a smile, and Qantas advertising cheap flights. I would dearly like to snap up one of those deals, but holidays will have to wait.

After breakfast I load the Toyota up with dry lick (a feed supplement made from cotton seed meal, urea, salt and other minerals.) As I load it I think about how hard it is to get now, as demand is outstripping supply. That done I set off to put it out and check watering points. On the way I drive through the heifers and notice that because they are leaner than normal, most of them are calving easier - a blessing in disguise. It is soon bought home to me however that not all of them are calving without trouble, when I notice one with just the toes of the calf showing. I'll check her again on the way back.

At the first lick trough the cows crowd around and start eating while I am still putting it out. It is certainly making them quiet – every cloud has a silver lining. At Squires dam there is just a puddle of water surrounded by mud. The cows in the next paddock would like to be, and need to be, let in onto this grass, but we need to leave it until the dam dries properly, because it is too dangerous, especially for weak cattle. No need to go to Merv's dam, it dried up weeks ago and it, along with the dams at Bottle Tree and Scrubby have already been de-silted. At least down here on our low country we have the bores and infrastructure to pump stock water. If the dams all go dry in our mountain country, we are in trouble. The windmill at the double tanks has been keeping the water up, so there is no need to start the pump there – another blessing I guess. On the way home I check on the heifer and the calf hasn't moved. I'll need to get her in.

The grass in the horse paddock is about as interesting as the rest of the place, so the horses are already at the yard waiting for a feed, that saves me one job. As I bring the heifer

home the calf's head still hasn't appeared and I am pretty sure it is dead, but I can at least save the mother. Because she is so quiet, when I get her in the yard, I am able to get a rope on the calf's front feet without putting her up the crush. After a bit of heaving the nostrils appear and it seems to be breathing, but it is a battle to get the rest of the head through. When I eventually get that to happen, the body follows with ease and I find I have delivered a live and healthy bull calf. After cleaning the fluid out of his nostrils and mouth I stand at the trough rinsing my hands and watching his mother check him out.

This was worth getting out of bed for!

The rest of the day is spent doing the same things, putting out lick, checking waters – and boggy dams – and looking at lean cattle.

When the jobs are done and the day almost, I start thinking about the neighbour up the road - he is doing it a bit tough – so I grab a few beers and head over. On the way I study the sky in the west, could be a storm building. Hope it is wetter than the previous two. The last one put the power out for a couple of days and the one before that lit a fire on this place and also one on the neighbour to the west.

Sitting on the green lawn with a beer in our hands and another one inside us, things don't look near as bad. And as we start retelling a few old tales (that get better every time) our troubles are momentarily forgotten.

Well worth getting out of bed for!

*John Watkins
Springsure Qld*



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Background

During the Queensland Governments 'Charleville Round Table' the concept of a "tool kit" that helps local communities put strategies in place so that they are better able to help local people cope with the on-going impact of the drought was developed. The concept was developed as a result of concerns raised by community leaders and rural service providers. The 'tool kit' would include the development of a mechanism which can be put in place to enable and require that State (and preferably Commonwealth) governments consulted with the local communities when resources were being allocated. The "tool kit" will enable effective planning and the effective use of available resources to support communities as the impacts of drought and other significant events impact the mental health of communities and the individuals within those communities.

The planning to develop the concept was led by the office of the Mental Health Commissioner. Through the Commission, commitments from State Government agencies were sort to implement a clear local planning process in working with local leadership groups as proposed by the working group. Further work will be undertaken with respect to the commonwealth to identify avenues through which rural communities may be able to influence Commonwealth responses to drought.

Developing the Community Mental Health "tool kit"

The value of establishing local leadership that would change the way assessment, planning and delivery of support to drought affected communities across Queensland was quickly recognised. Funding was provided, a reference group and project team were established¹. A desk top literature review was completed². Further direction was sort from four initial communities through a local consultation process. Resources were collected and collated. A draft "tool kit" was prepared and reviewed. The final review was a direct consultation with eight rural and remote communities. More detail of the process used to develop the "tool kit" can be found in the project report³.

Opportunities and Benefits

The "tool kit" provides Rural and Remote Queensland Communities with realistic options and resources to support the community and individuals through difficult times such as prolonged drought conditions. The resources and strategies identify options for government, state, non-government and community organisations to include in a local plan to be delivered in partnership with multiple stakeholders (private health, public health, industry, local government, state government, federal government, and community). The "tool kit" seeks to promote alignment, collaboration and creative resource sharing across local, regional and state organisation. The "tool kit" aims to provide resources to support the development of innovative, realistic and affordable solutions that empower communities to determine and support their mental health care needs into the future.

Supporting activities to maintain community mental health improves the quality of life of all of the community residents; promotes rural and remote workforce attraction and retention; and attracts further economic development.

¹ Community Mental Health "tool kit" Scoping document – CQ Rural Health

² Community Mental Health Tool-kit Literature Review – Mt Isa Centre for Rural and Remote Health

³ Community Mental Health "-tool kit" Project Report CQ Rural Health

Limitations

Whilst it is recognised that each town/community has unique characteristics and needs, it may not be feasible (economically and/or practically) within the tool kit to include all the resources and links for communities to respond to all mental health issues or circumstances. The “tool kit” has been designed to support the development of local leadership groups. Many resources and examples have been supplied. Information has been sourced to enable leadership groups to assess the needs of their community, and then to develop a local response plan. The leadership groups will have information and examples from other communities and regions. The groups will also be able to collect local data and advocate for current issues within their community.

The Community Mental Health “tool kit” contains a variety of resources and acknowledges that not all issues or interventions are relevant to every community. The “tool kit” content focuses on supporting the development of local leadership groups. The resources support the local leadership groups identifying realistic assessment and interventions that are relevant and applicable to rural and remote Queensland.

Context

In order to understand the application of the “tool kit” a full literature review was completed by the Mt Isa Centre for Rural and Remote Health⁴. The following section includes some of this information. All references are included in full as part of the “tool kit”.

Literature Review

Australians are not unfamiliar with drought and natural disasters. The concept of drought considers a period of time with exceptionally low rainfall, exceptionally high temperatures, and low soil moisture for an extended duration to be considered insufficient for the population⁵. Natural disasters are estimated to cost governments around \$2.3 billion per year⁶. These climatic events not only impact on property and infrastructure but also come with a heavy toll to the health and wellbeing of Australians, particularly those living in rural and remote areas⁷. Therefore it is important to gain a comprehensive understanding of the impact climatic events such as drought has on rural and remote communities before attempting to implement any planning.

Preparedness, Prevention & Planning

The locality and supply of services are major influential factors in rural and remote communities and their ability to prepare for drought. As drought is essentially unpredictable in terms of severity and duration, it has thus far been near impossible to arrange preventative actions. Drought has been referred to as a ‘creeping natural disaster’ due to its difficulty to be managed as there is no clear start, middle or end⁸. Therefore previous research surrounding disaster preparedness is generally non-replicable in the area of drought. The longevity of drought ensures that natural disaster ‘recovery’ efforts are also not applicable and even when the rain returns the effects of drought are still felt for some time afterwards.

Preparedness is developed through education and the understanding of a hazardous situation. Whether a storm, flood, drought or cyclone; being aware of measures to prevent damage is important. This highlights the need for adequate and timely information provision, prior to and during, any climatic event. Indeed, to be adaptable and develop resilience, individuals must be educated about, and aware of, the situation surrounding a possible natural disaster.

In terms of drought, the chronic ongoing effects must be pre-empted in an effort to prevent devastating loss. Research has shown that those with stronger financial capacity felt better prepared even with the slow onset of climatic events such as drought⁹. The Drought Exceptional Circumstances Policy acknowledges that there are times rural communities need assistance, such as when the drought lasts more than 12 months or there has been at least three consecutive failed seasons¹⁰. Drought assistance is currently arranged once drought is declared, and the levels of assistance are based on income and asset assessment, although newer schemes including Interim Farm Household Allowance are available for daily living expenses without drought declaration¹¹.

⁴ Community Mental Health Tool-kit Literature Review – Mt Isa Centre for Rural and Remote Health

⁵ CSIRO & Bureau of Meteorology, 2015

⁶ Australian Business Roundtable for Disaster Resilience and Safer Communities, 2013.

⁷ Morrissey & Reser, 2007

⁸ International Centre of Excellence in Water Resources Management, 2012

⁹ Boon, 2013

¹⁰ Power, Laughlin & Clarke, 2000

¹¹ Department of Human Services 2015

Support may also include interest rate subsidy for businesses, and educational and health care cost support through the welfare system¹². Further research into the types of financial assistance and how they can greatly reduce the drought burden and associated lifestyle stress is needed.

An important component of any preparation or prevention for a climatic event should involve planning. There are a number of aspects to the planning process that should be considered. It is through the planning process that intent is communicated; roles and responsibilities are clarified; a shared language is developed; issues that may arise can be anticipated; and the recovery practices can be community focused¹³. Local planning is discussed in more detail under drought action planning within this document.

Recovery

Natural disasters interventions focuses on staged recovery with short and long term efforts, whereas drought assistance requires a shift to not only supporting those while in drought, but also that when no longer in a state of drought, it necessitates refocussing to preparedness funding and community resilience building¹⁴. There is a large body of research supporting greater emphasis on long term efforts, particularly with funding required, and for this reason drought is separately funded via the Commonwealth and State governments jointly. However, drought assistance is short lived and the duration of drought effects can be long term.

Drought can have a significant impact on debt levels for agricultural businesses which can then flow onto businesses serving the community¹⁵. This can lead to the closure of local businesses and the loss of local employment opportunities. Loss of occupation is a significant risk factor for depression and those living rural are majorly affected by drought, often because their livelihood is their occupation and lifestyle¹⁶. The loss of population as people move to regional centres for work and the loss of infrastructure, such as closure of businesses, can be accelerated in smaller communities¹⁷.

There are a number of factors that are influenced by natural disasters and exceptional circumstances situations. It is these social impacts that essentially determine the health and wellbeing outcomes of a population (see *Figure 2*) due to their influence on people making positive or negative health decisions¹⁸. Access to health services generally increases during disaster recovery, so it is reasonable to expect similar usage in a population experiencing or recovering from exceptional circumstances situations such as drought¹⁹. It is therefore logical to address the social impacts such as loss of employment, isolation, loss of income from natural disasters and drought and the impacts of these determinants of health.

¹² Power, Laughlin & Clarke, 2000

¹³ Emergency Management Australia, 2011

¹⁴ National Farmers Federation, 2014

¹⁵ Swan Hill Rural City Council, n.d.

¹⁶ Tang, Liu, Liu, Xue, & Zhang, 2014

¹⁷ Power, Laughlin & Clarke, 2000

¹⁸ Gannawarra Shire Council & Southern Mallee Primary Care, 2008

¹⁹ National Rural Health Alliance, 2004

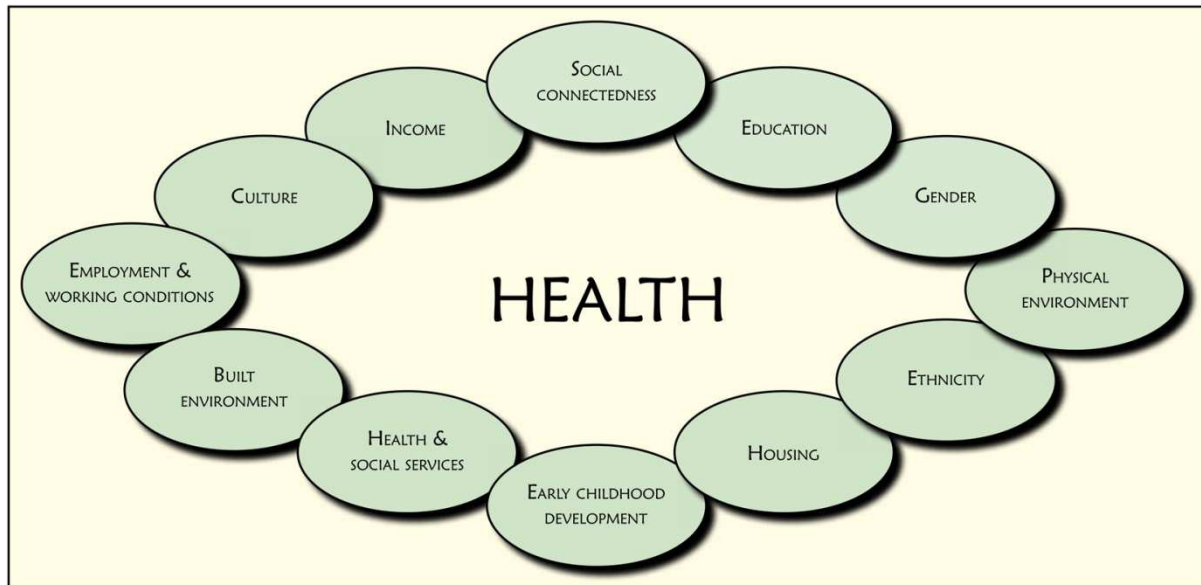


Figure 2. Social Determinants of Health²⁰

According to the World Health Organisation, the social determinants of health are the conditions in which people are born, grow, live, work and age, including the health system. The social determinants provide a basis for assessment and planning for healthy communities. The impacts of the social determinants on the health and well-being of a community should be considered as part of preparedness, prevention and planning, resilience and recovery.

Resilience

Resilience can be defined as a trait that allows a person or community to move through a challenge, adapt to that challenge if necessary and then return to a relatively healthy state of being²¹. To protect rural communities from the impacts of drought more focus should be placed on communities building resilience to assist in buffering against natural disasters. Building community resilience requires a number of factors. These factors include trust, social cohesion, supporting attitudes and values, leadership, a sense of community, good communication and information, collective efficacy, community involvement, resource dependency, social capital, existing norms and engagement with government²². Communities that lead their recovery and support reestablishment as a community have a greater support network and can develop preparedness for drought to improve mental wellbeing in rural and remote locations²³.

Response

Local planning and community engagement opportunities encourages the community to feel empowered, enables social activity, builds on resilience and develops procedures that local communities are proud of and ensures the community integrity when struck by disaster. These activities are not only important in being prepared for a natural disaster but are vital in responding and recovering from the effects of a climatic event.

²⁰ <http://www.socialdeterminants.org.au/>

²¹ Arbon, 2014

²² Emergency Management Australia, 2011

²³ Emergency Management Australia, 2013

Psychological first aid and other psychosocial care initiatives such as community or school based recovery programs are considered to be level 1 psychosocial care priorities, whereas level 2 would focus on brief skills based programs such as Skills for Psychological Recovery, and level 3 are specialised mental health treatments²⁴. This 3-tiered stepped care approach model (as shown in **Figure 5**) is an efficient and cost effective method of intervention after a natural disaster. However, its application to drought affected communities may be more limited and required a planned implementation over a longer period but may inform communities on psychosocial care initiatives available to their community.

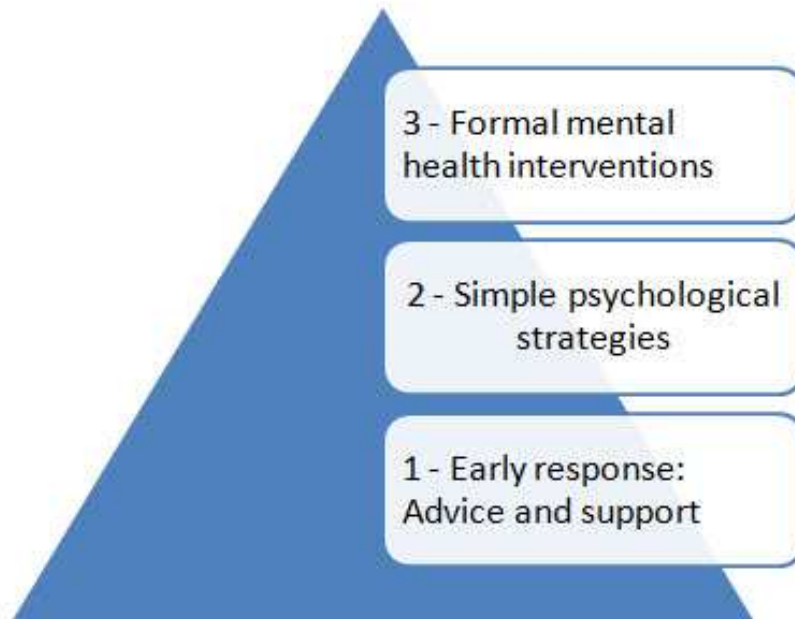


Figure 5. 3-tiered stepped care approach to psychosocial support model²⁵

Responses to drought vary significantly for each community and individual. Responses are required for many years following the end of the drought declaration. Ensuring responses are developed locally and address each of the social determinants will provide opportunity to develop coordinated, effective responses for the time the responses are required.

Conclusion

The effects of drought and other natural disasters, whether chronic or short-lived causes disruption, devastation, stress and damage to both tangible and intangible aspects of life. Lives have been lost in both immediate and post traumatic events causing concern for the preparation of individuals in potential disaster zones, including chronic drought. Added stresses such as loss of income can be overwhelming, particularly for those in isolated rural areas unsure of where to seek assistance. To prevent such occurrences greater preparedness initiatives and community resilience building are the pivotal message from the literature.

²⁴ Australian Psychological Society, 2014

²⁵ Australian Psychological Society, 2014

Greater focus on reputable sources of information and preparedness responders are required, whether a natural disaster or drought, to encourage and communicate with communities at key timeframes²⁶. Targeting disaster preparedness from all aspects including economic, social, natural and built environments ensures greater outcomes for all. It has been suggested that a multi-faceted approach to mental health education and preparedness in drought affected communities should occur through enabling and engaging frontline agencies and services, and focusing on three key areas including: mental health first aid training; community forums; and development of resource booklets²⁷. Community forums that involve key community members and experts in each appropriate field can highlight each component of wellbeing at a local level for communities to continue building resilience.

Developing community resilience in a recovery process is an intermediate state of being, and difficult to measure. Mitigating impacts of disaster is a key component of planning and preparedness, particularly for business and farming industries. There is not an end point post recovery, there should be a process of resilience that is a long-term commitment of sustainable behaviour change and enduring partnerships with government and non-government sectors within each community²⁸. Recovery planning is centred on empowering communities, developing and supporting leadership and advancing community-led strategies to encompass greater wellbeing as a whole.

²⁶ Emergency Management Australia, 2011

²⁷ Tonna et al., 2009

²⁸ Emergency Management Australia, 2011

Planning for Drought

Droughts will be an inevitable event for any rural or remote community in Queensland. The impact of drought on those communities can only be reduced through the establishment of clear planning processes that ensure the needs of the individual and the well-being of the communities are met. Access to resources to support this process will enable communities to develop local plans. State, Federal and Local governments have recognized the roles of local leadership groups in planning for drought responses in their local communities.

Role of Communities

Each rural and remote community is different and made up of a unique group of residents with different skills and knowledge. The sections below will give an overview of how communities can influence how the responses to drought or other exceptional circumstances are managed locally. There are many potential roles for communities. Members of each community are able to use the resources in this “tool kit” to determine local needs and develop a plan for the responses that will ensure the needs of each community is met.

Local Leadership

Leadership is an essential component to the success of locally driven solutions. Leaders can be from all sectors of the community and all walks of life. The resources contained in this “tool kit” will give some guidance to the establishment of leadership groups in communities where there is sufficient interest in a local response to drought or other extreme circumstances that may affect the well being of the community.

Many people have said that we cannot accomplish all that we need to do without working together. But many more have experienced the difficulties of true collaboration and have not been able to achieve their potential because of a lack of skills, knowledge or resources. In order to succeed we need to plan a process for success and ensure that local groups have access to the skills and knowledge needed to support local planning and activities that protect and support communities through difficult times.

In fact, a Rio Tinto Chief Executive was once quoted to say *“we did not understand early enough that relationship building competencies would be at the core of what makes a first class mining company. We know now that the soft skills are in fact the hard skills – hard to acquire and hard to practice – they are essentially people skills and they must be integrated into the core competencies of any enterprise that wishes to grow”*. This quote emphasizes the point that there is a common misconception that ‘working together’ or ‘partnering’ or ‘collaborating’ is easy... that anyone can do it... and that it should come naturally. Every community will have different needs, different skills in its’ members and different expectations.

Planning an effective community leadership group with clear roles and expectations will be essential to the success of any local drought responses. Taking note of some key steps and building some skills in the area will move the work you are trying to do ‘together’ to a whole new level.

The mental health “tool kit” is designed to provide resources which enable communities to supports the development of local mental health plans at the community level – designed by the community, for the community. Basically, this is a form of Community Governance. Community Governance can

be defined as a **collective activity** that is entered into by those whose lives are affected by the decisions that are made. Not only this, but through their positive contributions to the life of their community, people living there **are able to shape the community** in a way that suits them²⁹. Community engagement and local community governance at the neighbourhood level is crucial to achieving flexible, relevant and efficient health services to meet the unique characteristics of communities³⁰.

Establishing a leadership group in your community

So where do you start? Why are you working to form a leadership group? In this case the ideal to plan and manage the impacts of drought locally needs to be the reason. The same processes will apply for other local issues and you may find there are groups within the community able to undertake the roles required to support drought responses locally. The first step is to plan the formation of the leadership group.

Vision

Community members and organisations will each reach the point of recognising the need to protect their communities from the impacts of drought or other longer term disasters or adverse events. This vision will be broadly similar but unique to each community. This reflects the individuality of each community, each with unique issues and differing capacity. In order to succeed there will need to be a small initial group to market the ideal to others. The size of the initial group is not linked to the success of the group, it is the influence this group has with the community that drives success. To ensure there is a clear direction the process to establish a leadership group should be documented on an implementation plan that can be shared. A template is included as an example of how the implementation plan might look.

Key Stakeholders and members

There will be individuals and groups who easily identify with the vision of the initial group and will become part of the group. It is however important to recognise the diversity of stakeholder groups in your community. All stakeholder groups will not be present in each community and may not be ready to be part of this process. It is however important to ensure there has been a process undertaken to identify potential stakeholders groups and individuals in the community who may want to be part of the planning and action for your community. Below is a list of stakeholder groups. The list is not inclusive and not all groups will be present in every community.

- Community leaders
- Local government
- Government organisations
- Community groups
- Business groups and leaders
- Public and private medical, nursing and allied health staff
- Health service providers
- Allied Health groups and leaders
- Industry groups and leaders

²⁹ <http://www.futurecommunities.net/ingredient/53/what-do-we-mean-governance-engagement-and-accountability>

³⁰ http://www.iap2.org.au/sitebuilder/states/knowledge/asset/files/30/community_governance_community_engagement-on.pdf

- Relevant State and Federal Government departments
- Queensland Health (Local, District, State/Policy levels)
- Medicare Locals / Primary Health Networks
- Queensland Ambulance Service, local branch and district headquarters

There will also be individuals who may be interested in becoming involved or have skills or experience that is useful to the group or the community, or a section of the community. The group size should reflect the issues and level of interest in the community. Try not to limit participation, use sub committees if the initial group is large. Groups will always ebb and flow with the individual's level of commitment and the relative issues within the community.

Drought Leadership group implementation plan

The establishment of a local drought leadership group needs to be a considered and planned process recognising and responding to a need in a defined location. The drought leadership group can be formed by a group of concerned community members or the role could be undertaken or led by a group already established in a community. The small group should review all of the literature provided particularly in the governance section of the resources.

The following pages outline a draft implementation plan which could be modified or adapted for each group. It is important to be clear on the vision and role of the organisation and what tasks will be expected of the group from its' members and the broader community.

Drought Leadership Groups

Drought Leadership Group – Implementation Plan

	Proposed Actions	Resources Required	Responsibility	By When	Results
Vision	<p>Form a small lead group</p> <p>Allow time for discussion on the current issues and solutions</p> <p>Decide where you want to end up</p> <p>Research options for support and solutions developed in other communities</p>	<p>Time to share</p> <p>Committed members of community</p> <p>An understanding of what can be achieved.</p>	<p>Concerned members of the community or region.</p>		
Key stakeholders and members	<p>Develop your implementation plan</p> <p>Identify if the appropriate group already exists</p> <ul style="list-style-type: none"> • If yes, approach them about taking the lead <p>Identify key stakeholders and approach them personally</p> <p>Advertise the vision to the broader community</p> <p>Arrange your first meeting</p>	<p>Local information</p> <p>Time</p> <p>Meeting space</p> <p>Governance resources</p>	<p>Initial members</p>		
	<ul style="list-style-type: none"> • Does the group have the necessary local knowledge, connections, skills? <ul style="list-style-type: none"> ○ If yes, next step ○ If no <ul style="list-style-type: none"> ▪ Identify gaps ▪ Identify & invite new stakeholders ▪ Can skills gaps be met with training or mentoring? If yes, contact 	<p>Local information</p> <p>Time</p> <p>Meeting space</p> <p>Self assessment</p>	<p>Drought Leadership Group</p>		
	<ul style="list-style-type: none"> • Identify resources <ul style="list-style-type: none"> ○ Toolkit ○ Investment & other support – local and further afield ○ Local stakeholders/ contacts not in the group ○ Do you have/ need a partnership broker? 	<p>Time</p> <p>Meeting space</p> <p>Project steering committee</p>	<p>Drought Leadership Group</p>		

Drought Leadership Groups

	Proposed Actions	Resources Required	Responsibility	By When	Results
Agree partnering principles/ terms of reference/ ways of working	<ul style="list-style-type: none"> Use the governance resource to consider how the drought leadership group will operate Develop a terms of reference Adopt terms of reference 	Governance resources Meeting space Time Terms of reference template	Drought Leadership group		
	<ul style="list-style-type: none"> Develop and sign off partnering agreement/ MOU/ other agreed instrument with other local organisations Seek local government endorsement 	Project steering committee MOU template Terms of reference template	Drought Leadership group Local Council		
	<ul style="list-style-type: none"> Launch/ celebrate Engage with the broader community Develop local information document Consider social media Local event 	Promotional material Partnerships with other organisations	Drought leadership group and other community groups		
	<ul style="list-style-type: none"> Establish contact with government (State and Federal) Review information received from Government and the benefit to the local community or individuals 	Introduction letter template	Chair and secretary		
Establish community need	<ul style="list-style-type: none"> Review data and information sources available Determine priorities for establishing current community needs Consider community survey and content Work through needs assessment resources 	Data collection resources Survey template	Drought Leadership group		
	<ul style="list-style-type: none"> Begin data / information collection Collate data received Review data against an established baseline 		Drought Leadership group		

Drought Leadership Groups

	Proposed Actions	Resources Required	Responsibility	By When	Results
Develop priorities	<ul style="list-style-type: none"> • Verify data findings through community consultation • Develop list of priorities for action 	Data and information review	Drought Leadership group		
Research opportunities	<ul style="list-style-type: none"> • Community consultation to review data / information collected and options for actions • Contact other similar organisations • Contact relevant State and Federal Government departments to identify relevant funding options or support programs • Contact local government to review data and options for local partnerships 	Local contacts lists Government contacts list	Drought Leadership Group Chair and Secretary		
Develop Action Plan	<ul style="list-style-type: none"> • Develop actions to be implement in response to local priorities • Distribute the action plan to partner organisation • Involve service providers and local groups in the action plan • Ensure all relevant government departments are aware of the local priorities 	Action planning template Local contacts lists Government contacts list	Drought Leadership group Chair and Secretary		
Implement actions	<ul style="list-style-type: none"> • Work with partner organisations to implement planned activities locally • Advocate for funding or programs identified in the action plan • Co-ordinate responses provided through government and other organisations 		Drought Leadership group Partner organisations		
Review outcomes	<ul style="list-style-type: none"> • Continually review actions • Consult with the community • Undertake formal evaluations • Review data /information against baseline 		Drought Leadership group		

Develop the structure and governance arrangements

It is important to clearly establish the how the leadership group will operate. Developing a terms of reference will be one of the first roles for the group. The group will need to consider a lot of the practical issues needed to maintain and effective leadership group. At this point the group should also clarify their role as a stand-alone group or as part of a regional network. An existing group may also take on the role of a Drought leadership group. This group will need to work through the decisions needed for a new group and also consider factors which will affect the group such as membership, structure and governance. Terms of reference is covered in more detail later in this document.

There are many logistical issues which need to be considered such as meeting location, frequency and length; membership parameters; decision making methods and participation between meetings³¹. Many of these can be covered as part of the terms of reference or may be included in a partnering agreement³².

Sharing an ideal

It is important to allow time to establish a clear vision. What are we here for? What will we do? How will we achieve the shared vision? During this process the initial vision may develop and change until it becomes a shared ideal for the group. It is important to allow time for this process and value everyone's ideas and share experience. The final vision is then a shared vision which ensures shared commitment from the group.

Document the decisions the group makes. Use a terms of reference template for this process. More detail is included on the terms of reference later in the document with information on documenting your vision and the role of the group.

Terms of Reference

Terms of reference describe the purpose and structure of a committee, meeting or any similar collection of people who have agreed to work together to accomplish a shared goal. Terms of reference provide a documented basis for making future decisions and for confirming or developing a common understanding of the vision and objectives among stakeholders. In order to meet these ess factors/risks and restraints should be fundamental keys.

Creating detailed terms of reference is critical, as they define the:

- Vision, objectives, scope and deliverables (i.e. what has to be achieved)
- Stakeholders, roles and responsibilities (i.e. who will take part in it)
- Resource, financial and quality plans (i.e. how it will be achieved)
- Agreed frequency and schedule (i.e. when it will be achieved)

³¹ <http://preventioninstitute.org/component/jlibrary/article/id-104/127.html>

³² http://thepartneringinitiative.org/wp-content/uploads/2014/11/Designing-Comprehensive-Partnering-Agreements_booklet-2014_FINAL.pdf

TERMS OF REFERENCE TEMPLATE

NAME

Decide on the name for the leadership group or partnership. This is the name that the group will be known by locally or will be the name of the current group if you are adding to the role of an existing group.

"Name"

Local drought leadership group for (area covered).

The name must also be consistent with other groups fulfilling a similar role so that it is recognizable to government and other groups.

The area the group covers may be a representative group for the region or a local community group providing input to the regional group.

PURPOSE (Vision)

The purpose of this committee is to influence allocation of current and new resources to respond to identified community needs. Evidence of need is established by monitoring and evaluating the community wellbeing.

This statement should be included in your Terms of Reference as the purpose identified by rural and remote communities and recognised by State government for these groups. This can be part of a broader purpose for the group or can be added to existing roles of your group.

OBJECTIVES (Roles)

- *To ensure the community's health and wellbeing needs are anticipated, monitored and met in a timely manner.*
- *To ensure the community is provided with appropriate and timely access to social support initiatives.*
- *To ensure the community groups and organizations are involved in the recovery.*
- *To ensure the collective group is representative of the community.*
- *To influence and advise appropriate and timely investment in the community.*

These are the suggested objectives for your group but can be expanded to include objectives that you require for your group or modified to add to your existing group.

MEMBERSHIP

Membership will be inclusive of the following:

Strongly suggested key members include -

- *Local Government*
- *Hospital and Health Services*
- *Education Department*
- *Community Member*

Other members for consideration could include -

- *Member from Industry or local business*
- *Member from Agriculture*
- *Well known community members*
- *Health professionals*
- *A religious group representative*

- *Emergency services*

Additional members may be required to participate as appropriate to cover a broader sector of the community.

RESPONSIBILITIES OF MEMBERS

- *Actively participate in the (name of group) via presence at meetings or the nomination and attendance of a delegate or via teleconference.*
- *Provide a professional and representative view point, disregarding personal opinion or individual agenda's.*
- *Regularly inform their respective organizations of project initiatives and outcomes.*
- *Adequately prepare for meetings through reading all relevant documentation prior to meetings.*

These are suggested responsibilities and need to be agreed by members. Responsibilities can be added as agreed by your group or be taken from a current terms of reference for existing groups.

DECISION MAKING

- *Decisions will be based on evidence, likelihood of success and available capacity and resources.*
- *It is preferred that consensus be reached, if not possible, the decision is to be determined by a majority vote of stakeholders present.*
- *Members need to be aware that decisions may be made in their absence.*

These are decision making suggestions for your group, but can be expanded to suit the function of your group or modified to add to your existing group.

GUIDING PRINCIPLES

- *Equity*
- *Mutual benefit*
- *Transparency*
- *Confidentiality*

These are the suggested principles of your group, but can be expanded to include principles that you require for your group or modified to add to your existing group.

GEOGRAPHICAL BOUNDARIES

- *Regional Council or Shire Council Area*

This can be your Regional or Shire Council group or a sub group that reports to the representative group for the area.

MEETING DETAILS

Regularity

How often is this group going to meet? Is it bi-monthly, quarterly or half yearly? Additional meetings may be scheduled at the call of the chairs to ensure issues are addressed in a timely manner. A quorum requires attendance by half of its members.

Location

Where are you going to hold these meetings or are you going to rotate around venues of different

organisations or communities?

Duration

The length of time that these meetings are foreseen to take. Shorter more regular or longer meetings less frequently?

Minute maker

This can be a funded or non- funded position, or may be rotated through the members.

DISTRIBUTION OF MINUTES AND AGENDA

Agenda to be distributed 7 days prior to meetings and minutes within 7 days after the meeting by the minute maker.

This is a suggestion for your group. This can be modified to suit your group or to add to your existing group.

TERMS OF REFERENCE REVIEWS

The terms of reference should be reviewed at least annually along with the membership, and short and long term actions for the group based on local data and drought plan.

The terms of reference should be reviewed at least annually but may be less frequent. At the review of the terms of reference it is also an option to review membership, purpose and roles as well as strategic direction for group, recent and future activities and any data reviews, evaluation or community feedback.

SIGN OFF

We the members of this committee agree to the Terms of Reference.

Chairperson	Signed	Date
_____	_____	_____

Deputy Chairperson	Signed	Date
_____	_____	_____

Other names of members of the Committee:

Name	Signed	Date
_____	_____	_____

Name	Signed	Date
_____	_____	_____

Name	Signed	Date
_____	_____	_____

Name	Signed	Date
_____	_____	_____

Drought Leadership Groups

Name	Signed	Date
_____	_____	_____

Name	Signed	Date
_____	_____	_____

Name	Signed	Date
_____	_____	_____

ENDORSEMENT

In order for this group to be recognised by State Government the group will require the endorsement of the Regional or Shire Council

SIGNED OFF BY:

Mayor of the Regional or Shire Council

Name	Signed	Date
_____	_____	_____

CEO of the Regional or Shire Council

Name	Signed	Date
_____	_____	_____

Establishing recognition for the leadership group

It is vitally important to the success of any groups that they are recognised as a credible organisation and have the support of the area, activity they represent. The primary recognitions for the drought leadership group will come from the area or community they represent. A diverse membership will also ensure there is a broad recognition of the drought leadership with other organisation and allow extensive networks in the community.

Formal recognition for this group will come from local government endorsement. Prior to consulting with State government the group should seek the endorsement of the Shire or Regional Council through the Mayor and CEO. Local governments are also in a strong position work with local groups and also advocate on behalf of communities.

The intention is for these groups to be a recognised point of contact for government departments working to support the provision of programs or funding for programs delivered to communities affected by drought. There is also then a list of contacts for local communities to influence government departments and local members through the development of a detailed needs analysis locally and well researched actions that will support the communities well being through the effects of a prolonged drought and recovery period. The partnership with government and the local leadership groups will over time ensure rural and remote communities become more resilient to the impacts of drought.

The Office of the Queensland Mental Health Commission is actively working with a number of Queensland Government Departments to establish links with local leadership groups for each area. There may be a number of smaller groups in each community that work collaboratively to form a central group representing the area.

Below is a letter template to provide an example of an initial contact with each Department or local member of Government. The template is included in the resources CD provided as part of the “tool kit”.

Dear Name,

Re: Drought Leadership Group Area:

Drought impacts rural and remote Queensland and has significant adverse impact on individuals and communities. Governments (State, Federal and Local) have provided a variety of programs and resources to support both individuals and communities impacted by drought. Unfortunately many of the current responses to drought do not provide the most effective use of scarce human, physical or financial resources. Following the Queensland Governments "Charleville Round Table", a tool kit has been developed that helps local communities put strategies in place, to prepare for and manage with the ongoing impacts of the drought on individuals and their community through local drought leadership groups. The tool kit is a resource that has been developed by rural and remote communities (supported by the Office of the Queensland Mental Health Commission), to enable the formation of a Local Drought Leadership Groups.

Each Drought Leadership Group is able to use a variety of information and data sources to assess the changes within their community and benchmark the impacts of drought as the drought progresses and through the recovery period. This will allow this Local Drought Leadership Group is to influence allocation of current and new resources to respond to identified community needs. Evidence of need is established by monitoring and evaluating the community wellbeing through the social determinants of health. Drought affects many of the aspects of community well being. These impacts are monitored through reviewing changes in indicators linked to the social determinants of health in each community. The area Drought Leadership Group will establish local information and data sources that allow the group to understand where the drought has impacted the community and then develop an action plan to provide programs and initiatives to support the community and individuals through the effects of the drought.

The impact of drought on the mental health of individuals and communities is well documented. The group will have a focus on programs to maintain the mental well being of the community and ensure support is provided for individuals who may be affected by the drought. A partnership with government organisations also supporting drought affected communities will ensure direct funding or funding provided to other organisations is effectively planned and reaches those in the community most in need.

This group is the collective representative group for our community and is part of the area group for area. Using a self assessment tool which has been adapted from the Victorian Partnership Analysis Tool, the group has demonstrated that it has all the elements of a genuinely collaborative group with the appropriate structures and processes to effectively represent our community. The core membership comprises Local government, Hospital and Health Services, Education Department and a community member, and has the necessary skills and commitment, to develop and implement a local Drought Plan. We have attached our groups self assessment and evaluation for your perusal.

The collective roles which our group has endorsed through the terms of reference are-

Drought Leadership Groups

- To ensure the communities health and wellbeing needs are anticipated, monitored and met in a timely manner.
- To ensure the community is provided with appropriate and timely access to social support initiatives.
- To ensure the community groups and organisations are involved in the recovery.
- To ensure the collective group is representative of our community.
- To influence and advise appropriate and timely investment in the community.

We have attached the Terms of Reference for our Drought Leadership Group for your perusal.

As a group we are requesting that *name of Government Department* through yourself or *insert name* as our contact review the draft action plan for our community when it is finalised. We also request the department seek the active involvement of this group in planning the allocation of resources and programs provided to this area by your department. Our primary contact will be *insert name and contact details*.

Working collaboratively with local communities will ensure the most effective use of government funding and will also ensure programs and services reach those most affected by the drought.

Thank you in anticipation,

Kind Regards,

(signature)

Name:

Chair Person:

Name of Group:

Assessing the capacity of the leadership group

It is important to ensure that the Drought Leadership group is able to fulfil its role and meet the expectations of their community, partner organisations, government and themselves. There are many and varied options that will ensure the group have the skills, knowledge and capacity to enable strong and sustainable actions plans to be implemented.

The Victorian Primary Care Partnerships program has developed a partnership self-assessment tool.³³ Partnerships develop over time along with the membership and activities undertaken by the group. One of the indicators for success of any partnership is the continued review of the group and roles undertaken by the group. The self-evaluation tool has been adapted to include the community engagement, needs assessment, planning and implementation roles of the drought leadership groups.

This tool can be used by the drought leadership to identify areas where they need to develop as a group. This can be done through sourcing external training for members or reviewing the resources supplied with this “tool kit”. It is important in the formation stages of the group to focus on the development of the group as well as the activities undertaken by the group.

The self-assessment tool will also act as a scorecard for the group when all of the individual assessments are collated. The collated assessment tool can be included with the terms of reference as a baseline for establishing initial contact with government.

³³ http://www.vcross.org.au/documents/VCOSS%20docs/HSPIC/00911_vcross_partner_guide_3_WEB.pdf

Drought Leadership Groups

Local Drought Leadership Group Self Assessment

Rate your level of agreement with each of the statements below, with 0 indicating strong disagreement and 4 indicating a strong agreement.

1. Determine the need for the group	
There is a perceived need for the group in terms of areas of common interest and complementary capacity.	0 – 1 – 2 – 3 – 4 – N/A
There is a clear goal for the group.	0 – 1 – 2 – 3 – 4 – N/A
There is a shared understanding of, and commitment to, this goal among all potential partners.	0 – 1 – 2 – 3 – 4 – N/A
The members are willing to share some of their ideas, resources, influences and power to fulfil the goal.	0 – 1 – 2 – 3 – 4 – N/A
The perceived benefits of the group outweigh the perceived cost.	0 – 1 – 2 – 3 – 4 – N/A
The terms of reference reflects the goals of the group.	0 – 1 – 2 – 3 – 4 – N/A
Total	

2. Choosing Group Members	
The members of the group share common ideologies, interests and approaches.	0 – 1 – 2 – 3 – 4 – N/A
The group sees their core business as partially independent.	0 – 1 – 2 – 3 – 4 – N/A
There is a history of good relations between the members of the group.	0 – 1 – 2 – 3 – 4 – N/A
The coalition brings added prestige to the members individually as well as collectively.	0 – 1 – 2 – 3 – 4 – N/A
There is enough variety among members to have a comprehensive understanding of the issues being addressed.	0 – 1 – 2 – 3 – 4 – N/A
There are enough members of the group to be representative of the community.	0 – 1 – 2 – 3 – 4 – N/A
Total	

3. Governing Committee	
The group has appointed Office Bearers. (eg. Chair, Treasurer, Secretary and a Public Officer)	0 – 1 – 2 – 3 – 4 – N/A
Each Office Bearer has a separate role with different responsibilities.	0 – 1 – 2 – 3 – 4 – N/A
All the Office Bearers were appointed in a fair and transparent way.	0 – 1 – 2 – 3 – 4 – N/A
Total	

4. Meetings	
The meetings are held at a place and time that is convenient for the committee.	0 – 1 – 2 – 3 – 4 – N/A
Members are notified of each meeting date well in advance (at least two weeks).	0 – 1 – 2 – 3 – 4 – N/A
Meetings are held regularly/ (eg. Once every 3 months)	0 – 1 – 2 – 3 – 4 – N/A
The minimum number of people attending a meeting, criteria for a quorum is met.	0 – 1 – 2 – 3 – 4 – N/A
Decisions are made by a vote in the fair and transparent way.	0 – 1 – 2 – 3 – 4 – N/A
Total	

5. Making sure the group works	
Members have the necessary skills for collaborative action.	0 – 1 – 2 – 3 – 4 – N/A
There are strategies to enhance the skills of the group through increasing the membership or workforce development.	0 – 1 – 2 – 3 – 4 – N/A
The roles, responsibilities and expectations of the group are clearly defined and understood by all the members.	0 – 1 – 2 – 3 – 4 – N/A
The administration, communication and decision-making structure of the group is as simple as possible.	0 – 1 – 2 – 3 – 4 – N/A
The organisations of the group members fully support the group	0 – 1 – 2 – 3 – 4 – N/A
Total	

6. Planning collaborative action	
All members are involved in planning and setting priorities for collaborative action.	0 – 1 – 2 – 3 – 4 – N/A
Members have the task of communicating and promoting the coalition in their own organisations, community or group.	0 – 1 – 2 – 3 – 4 – N/A
Some members have roles that cross the traditional boundaries that exist between organisations, members and communities.	0 – 1 – 2 – 3 – 4 – N/A
The lines of communication, roles and expectations of members are clear.	0 – 1 – 2 – 3 – 4 – N/A
There is a participatory decision-making system that is accountable, responsive and inclusive.	0 – 1 – 2 – 3 – 4 – N/A
Total	

7. Implementing collaborative action	

Drought Leadership Groups

Communication processes are common across organisations/agencies.	0 – 1 – 2 – 3 – 4 – N/A
Processes for data/information collection and review are in place to assist in planning, implementation and the evaluation of the action taken.	0 – 1 – 2 – 3 – 4 – N/A
There is an investment in the partnership of time, personnel, materials or facilities.	0 – 1 – 2 – 3 – 4 – N/A
Collaborative action by staff and reciprocity between agencies is rewarded by management.	0 – 1 – 2 – 3 – 4 – N/A
The action is adding value (rather than duplicating services) for the community, clients or other agencies involved in the group.	0 – 1 – 2 – 3 – 4 – N/A
There are regular opportunities for informal and voluntary contact between staff from the different agencies and other members of the group.	0 – 1 – 2 – 3 – 4 – N/A
Total	

8. Ability to undertake Group Roles	
Processes monitoring Community Mental Health Wellbeing are in place.	0 – 1 – 2 – 3 – 4 – N/A
Processes for the review and assessment of the data/information collected are in place.	0 – 1 – 2 – 3 – 4 – N/A
The group has the capacity to develop a plan of action from the data collected.	0 – 1 – 2 – 3 – 4 – N/A
The group has the capacity to implement the plan.	0 – 1 – 2 – 3 – 4 – N/A
There is a process in place to engage the community and gather their feedback to support ongoing planning.	0 – 1 – 2 – 3 – 4 – N/A
Total	

9. Minimising the barriers to the group	
Differences in the groups' priorities, goals and tasks have been addressed.	0 – 1 – 2 – 3 – 4 – N/A
There is a core group of skilled and committed (in terms of the group) members that have continued over the life of the group.	0 – 1 – 2 – 3 – 4 – N/A
There are formal structures for sharing information and resolving demarcation disputes.	0 – 1 – 2 – 3 – 4 – N/A
There are informal ways of achieving this.	0 – 1 – 2 – 3 – 4 – N/A
There are strategies to ensure alternative views are expressed within the group.	0 – 1 – 2 – 3 – 4 – N/A
Total	

10. Reflecting and continuing the group	
There are processes for recognising and celebrating collective achievements and/or individual contributions.	0 – 1 – 2 – 3 – 4 – N/A
The group can demonstrate or document the outcomes of its collective work.	0 – 1 – 2 – 3 – 4 – N/A
There is a clear need and commitment to continuing the group.	0 – 1 – 2 – 3 – 4 – N/A
There are resources available from either internal or external sources to continue the partnership.	0 – 1 – 2 – 3 – 4 – N/A
There is a way of reviewing the range of members and bringing in new members or removing some.	0 – 1 – 2 – 3 – 4 – N/A
Total	

Aggregate Score	Total
Determine the need for the group.	
Choosing Members.	
Governing Committee.	
Meetings.	
Making sure the group works.	
Planning collaborative action.	
Implementing collaborative action.	
Ability to undertake group roles	
Minimising the barriers to the group	
Reflecting and continuing the group.	
Total	

Checklist score:

- 0 - 69 The whole idea of the group should be rigorously questioned.
- 70 – 139 The group is moving in the right direction but will need attention if it is going to be successful.
- 140 – 204 A group based on genuine collaboration has been established. The challenge is to maintain its impetus and build on the current success.

Building strong partnerships

Community responses to any situation require strong partnerships. These partnerships will be local, regional and with State and Federal organisations. In the sections below is a summary of some of the information and resources that make partnerships successful.

People and organisations have been studying and working on this stuff for decades now. Below is a compilation of some of the 'golden nuggets' from some of Australia's and the World's experts!

Stop, think and check your own readiness

Confirm that this is an issue that you cannot solve alone, check that there is no other way to address it other than working collaboratively. Then consider if you (and your organisation) are also ready to partner, to work with others in your community and region to plan a solution.

The concept of giving people 'permission to partner' is important to consider³⁴. This is about having the internal engagement and commitment within your organisation or group to allow you to participate fully in partnership.

Before embarking on the search for partners, organisations and individuals need to understand their own readiness for the journey. Some questions to consider include -

- *Have we determined what we want to partner and why?*
- *Are we communicating our intentions and listening to the concerns of our people?*
- *Are we sufficiently flexible and prepared to respond to change?*
- *Do we have the right skills?*³⁵

Review the different meanings of partnering and consider what it means to you

There are lots of different definitions of what partnering means, consider some of the ones below and read some of the resources included in this toolkit to identify what it means to you and then... *discuss this with your potential partners.*

- There is common usage of the term partnership but little evidence that there is a structured approach to, or understanding of, partnership development, implementation & maintenance³⁶.
- *The Partnering Initiative* says a partnership is... a cross-sector collaboration in which organisations work together in a transparent, equitable and mutually beneficial manner towards a goal and where those defined as partners agree to commit resources and share the risks as well as the benefits.
- *Dixon Partnering Solutions* says partnering is... a form of working relationship between different organisations or sectors who commit to working collaboratively to pursue a common purpose and who share the risks and benefits³⁷.
- *The VCOSS Partnership Practice Guide* says a partnership is... two or more organisations that make a commitment to work together on something that concerns both, to develop a

³⁴ <http://www.iandixon.com.au/about-us/resources/>

³⁵ <http://constructingexcellence.org.uk/wp-content/uploads/2015/03/partnering.pdf>

³⁶ Qld Resources Council 2007

³⁷ <http://www.iandixon.com.au/wp-content/uploads/2013/06/WhitePaper-PartneringSolutions.pdf>

shared sense of purpose and agenda, and to generate joint action towards agreed targets³⁸.

The purpose of identifying or creating a definition of partnering and how your leadership group will operate is that you can relate back to this meaning. A common definition also helps create a **Common Language**. Without a common language (or a translator), this can lead to stilted progress and wasted time even though all parties are working diligently to create an impact. A framework for visualizing complex problems and a common language for talking about them can mean the difference between the successful execution of an innovation strategy and a frustrating, drawn-out program that yields few results³⁹.

Partnerships progress through many levels. These levels can be seen as a progression or continuum. Partnering continuums show how groups progress. There are lots of different **Partnering Continuums** which are visual descriptions of the different ways that people or groups may work together.

The Victorian Council of Social Services has developed the Partnership Practice Guide Continuum of Joint Effort gives a good visual overview of the different ways people might work together. Beginning with a network where there is sharing of information and communication to a more formal partnership.

Continuum of Joint Effort

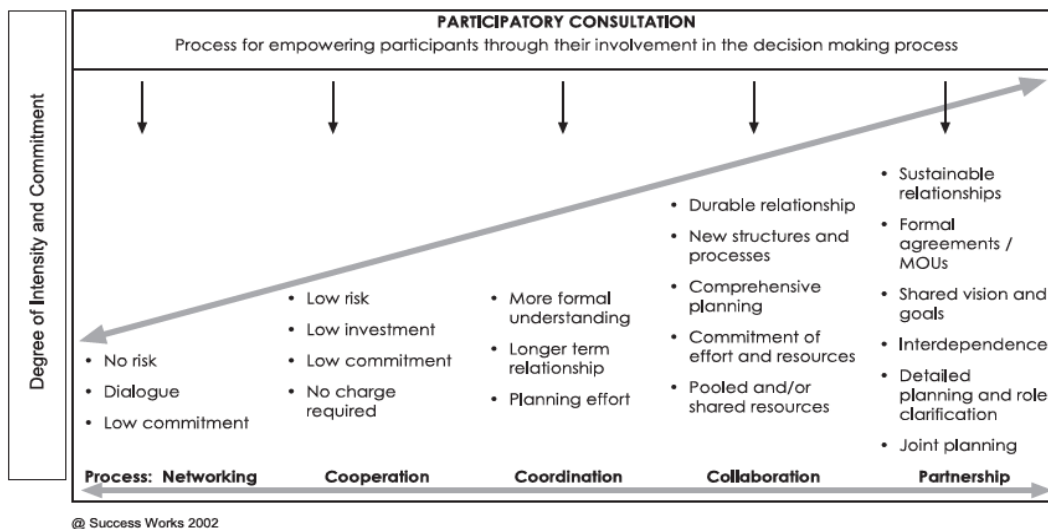


Figure 6. Victorian Counsel of Social Service

Groups move along these continuums in different ways and for different reasons. There are many situations where networks are very effective. As a leadership group it is important to work out where your group is working and what the vision is for the group. This will depend on the role and activities the group takes on or if the roles are adopted by an existing leadership group in the community.

³⁸ http://www.vcross.org.au/documents/VCOSS%20docs/HSPIC/00911_vcross_partner_guide_1_WEB.pdf

³⁹ http://www.ssireview.org/blog/entry/creating_a_common_language_for_cross_sector_collaboration

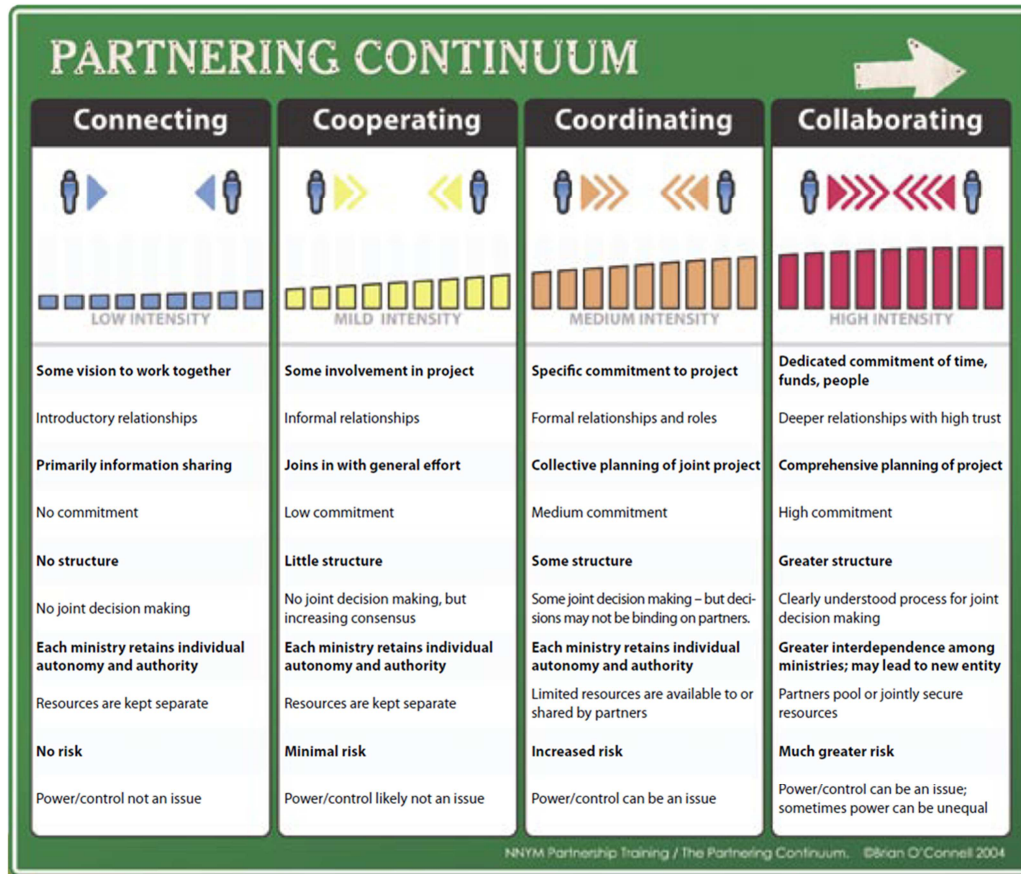


Figure 7
National Youth Ministries

Consider the benefits, risks and challenges of each approach

Drought has an impact across the community. All aspects of life are impacted and the resulting mental health issues are one of the concerns. Looking across all of the social determinants of health will give the capacity to influence or reduce the impacts of drought on a community and also support the recovery process. The leadership group is able to work at any level across the continuum but will need to ensure there is clear understanding within the group of how the group will work.

The CDAC (Communicating with Disaster Affected Communities) Network states that the benefits of a collaborative model can include *sharing responsibility, pooling of resources and expertise, as well as greater innovation, reach and sustainability*. The risks can include *time lost in cumbersome decision making processes, sense of loss of control, confusion between different players; and working to the lowest common denominator rather than an ambitious vision*⁴⁰.

Each sector brings a different set of values, priorities, resources and competencies to a partnership. The challenge of any partnership is to bring these diverse contributions together, linked by a common vision in order to achieve sustainable development goals. Organisations choose to partner because they cannot achieve their desired goals by other, non-partnership means. In other words, there is inevitably a level of self-interest in the motivation of all partners and each partner will need to see benefits from their collaboration, measured in their own terms, if their involvement in the partnership is to be sustained over time⁴¹.

⁴⁰ Ros Tennyson <http://www.cdacnetwork.org/tools-and-resources/i/20150217180929-3b8tz>

⁴¹ <http://thepartneringinitiative.org/about-us/philosophy-and-approach/the-benefits-and-risks-of-partnering/>

Identify and understand your partners

Have you thought about the impact of the way you present the issue or the problem you want to partner on? Your potential partners will all have a filter through which they hear what you are saying.

Communicating the benefits of partnering in a language that will get through the filter of your potential partner is critical to getting them on board. It is important to considering where your potential partner is coming from and what it is that will motivate them to get involved.

Each sector has a role to play in society, each role influences how that sector behaves and communicates – these are called drivers. These drivers are the motivating factors that influence behavior and they give rise to different ways of operating. Government for example – want to prudently spend money – because of this they are risk averse. If you partner is government, your communications will be passing through the filters that reference policy, due process, the necessity to be (or at least appear to be) impartial and to act in the public interest⁴².

Through the consultation process some potential partners and stakeholders have been identified.

- Community leaders
- Local government
- Non-government organisations
- Community groups
- Business groups and leaders
- Public and private medical, nursing and allied health staff
- Health service providers
- Allied Health groups and leaders
- Industry groups and leaders
- Relevant State and Federal Government departments
- Queensland Health (Local, District, State/Policy levels)
- Medicare Locals / Primary Health Networks
- Queensland Ambulance Service, local branch and district headquarters

There are a number of resources listed in the “tool kit” that give detailed information on establishing a leaderships group (partnerships). These resources can be considered by individuals or organisations who wish to establish Drought leaderships groups in their community.

Follow a Partnering Process and incorporate the 3 Pillars of Partnering

While there can be a number of principles developed for particular partnerships, there are three basic principles that keep recurring time and again, namely: equity, transparency and mutual benefit, where each of these can be described as follows:

⁴² <http://www.iandixon.com.au/understanding-your-partners/>

- **Equity** - where this implies an equal right to be at the table, and a recognition that contributions to the partnership can be in different forms
- **Transparency** - where all relationships are based on openness and honesty, and where people will be truly accountable
- **Mutual Benefit** - where all partners can achieve specific benefits over and above the common benefits to all

When the partners develop and agree their basic principles for operating this will form the basis for how all people involved in the partnership will work together. It also provides the partnership with the opportunity to become a strong and durable collaboration, just like a piece of cord that is made up from a number of individual strands.⁴³

If we look closely we can see that each individual strand retains its own identity and individual characteristics, but when it is woven with the other strands it gains strength and durability whilst still retaining its flexibility.

There are a number of different partnering frameworks or processes already developed. Ian Dixon describes his 3 stage partnering process in terms of Creating, Developing, Sustaining⁴⁴. The Partnering Initiative in the UK are also experts in this area – they have a 12 phase partnering process that includes: scoping, identifying, building, planning, managing, resourcing, implementing, measuring, reviewing, revising, institutionalizing, sustaining or terminating⁴⁵.

Some of the activities included in the partnership development process have been outlined in the Leadership group implementation plan included in this “tool kit”.

Building your Partnership Capacity... and the role of a Partnership Broker

Just as you would ensure some common understanding and a certain baseline level of training for the team you would employ to build a house or shear your sheep, sell fitness equipment in your sports store, it is important to invest in the skills of the people who working in partnership with you. At a basic level, it means sharing information with them about partnering and what it means to you, or watching webinars or attending training. It can mean accessing training on partnering or collaboration. More details on options for sourcing training and support are included in the resources section of the “tool kit”.

A Partnership Broker acts as a facilitator of the partnering process. They support and strengthen the partnership by helping to initiate, develop, maintain, review, revise and support multi-stakeholder collaboration through a deep knowledge and understanding of what it takes to collaborate effectively. Partnership Brokers can be internal (someone who does it on behalf of your organisation) or external, someone who is contracted independently to help facilitate the process⁴⁶.

Communication is critical

From a communication perspective there is so much that could be said, but two strong themes stand out from the literature and practice occurring around Australia and the world.

⁴³ <http://www.iandixon.com.au/wp-content/uploads/2013/06/WhitePaper-PartneringSolutions.pdf>

⁴⁴ <http://www.iandixon.com.au/wp-content/uploads/2013/06/WhitePaper-PartneringSolutions.pdf>

⁴⁵ <http://thepartneringinitiative.org/tpi-tools/toolbook-series/the-partnering-toolbook/>

⁴⁶ <http://partnershipbrokers.org/w/wp-content/uploads/2010/07/What-do-Partnership-Broker-Do.pdf>

If a partnership is going to succeed in the area of communication, strong feedback loops are required. Effective communication at all levels within the partnership and within partner organizations, sharing and accessing all knowledge and information, needs to exist⁴⁷.

Comprehensive, constant and regular internal and external communication is critical. Included in the resources section are checklists, tips, examples, case studies and narrative on communication within a group or partnership.

A second communication theme that is important is about telling the story. The documentation and communication of the collaboration, should be shared internally and externally... *Why It Matters: Sharing results and challenges creates transparency, furthers understanding of other sectors, and allows partners to communicate the value and legitimacy of collaboration while demystifying the process⁴⁸.*

'Telling a meaningful story means inspiring your listeners – co-workers, leaders, subordinates, family or a bunch of strangers – to understand the conclusions you have reached and then decide for themselves whether or not to believe what you say... People value their own conclusions more highly than yours. Once people make the story you have told into their story, you have tapped into a powerful force...'⁴⁹

Plan to evaluate...

An evaluation process helps you determine whether or not your partnership is meeting its goals⁵⁰. Even if your partnership seems to be moving along well, it's important to regularly evaluate it to ensure it remains sustainable. An evaluation is also a great opportunity to explore ways in which the partnership could be strengthened and refined, and celebrate your achievements and showcase them.

It's only half way across the bridge that people often realize they didn't put enough resources and thinking into getting all the way across⁵¹

For community governance to be effective, it must be about more than process, it also must be about getting things done in the community. And what gets done must make a difference. So, it is crucial to measure results.⁵² Reviewing how your partnership is operating is also a vital part of the evaluation process and will build strength into the Drought leadership group⁵³.

Planning is essential to success and planning must include a process to measure success, review and replan. A process for ongoing evaluation is part of the initial plan. Other valuable resources to review when planning your evaluation (from the start!) are included in the resources section of the "tool kit".

⁴⁷ <http://thepartneringinitiative.org/tpi-tools/toolbook-series/talking-the-walk/>

⁴⁸ <http://intersector.com/toolkit/#tools>

⁴⁹ <http://intersector.com/toolkit/#tools>

⁵⁰ The Department of Education and Training Victoria

⁵¹ Geoff Aigner Social Leadership Australia

⁵² http://www.rtmteam.net/page.php?pageID=25§ion=overview_of_ecg

⁵³ <https://www.vichealth.vic.gov.au/media-and-resources/publications/the-partnerships-analysis-tool>

Have fun and build community!

Some of the most sustaining partnerships have been so, not only because of the mutually beneficial outcomes to the organisations and the partnership itself but also because of the relationships built. Making time for relationship building and community building can be done in a multitude of ways. Paul Born from in his recent book “Deepening Community” talks about five key community building activities:

- Share your story
- Enjoy one another
- Care for one another (build social capital)
- Take care of one another (empathy and belonging)
- Work together for a better world (collective altruism)

He argues, that if you work on those first 4 activities, the 5th will come along naturally.⁵⁴

Rural and remote communities have an exceptional capacity to care for their communities and the individuals within that community. The development of drought leadership groups will give government to value the partnerships already established and to form an additional partnership working with rural and remote communities to deliver support programs that meet the identified needs of the communities.

⁵⁴ <http://book.deepeningcommunity.org>

Understanding Community Needs

Drought impacts communities at many levels with far reaching and long term consequences. It is important therefore to clearly define the issues currently affecting communities and also plan for the longer term mitigation of an extended disaster and recovery period.

In order to consistently review the impacts of drought on the health and well-being of communities a framework was needed. The decision of how broad this should be will be one for the drought leadership groups. Local groups may consider a broad section of community needs and the impacts during drought or may limit their activities to for example health impacts on the community or the impacts on the mental health of the community in times of drought or recovery from drought.

There are a number of planning frameworks for disaster response planning. The nature of these planning frameworks is based on an unexpected catastrophic event such as fire or flood. Although the effects of drought are catastrophic for communities the way each community is affected is different and therefore the impacts different for each community. There is therefore a requirement for an individual response that clearly defines the impact and level of need for the community.

Social Determinants of Health

Drought impacts on the health of communities. The social determinants of health are a set of indicators that influence the health of communities. The 2011 World Conference on the Social Determinants of Health outlined, structural mechanisms that affect the differential social positions of individuals are the root cause of health inequities. Inequities in health arise because of the circumstances in which people grow, live, work, and age, and the systems put in place to deal with illness. The conditions in which people live and die are, in turn, shaped by political, social, and economic forces.⁵⁵

There are a wide variety of interpretations of the social determinants of health and how they are depicted in different situations. These are interpreted in different ways by different organisations and range in number from 5 to 15. In this case the social determinants of health association list have been used. As with the list of determinants the definition of each indicator is also interpreted differently by each organisation. There are several resources included that will give more breadth to the concept of using social determinants to assess and plan health services.

- Health and Social Services
- Social Connectedness
- Income
- Employment and working conditions
- Education
- Housing
- Early Childhood
- Physical Environment
- Built environment
- Culture

⁵⁵ <http://www.socialdeterminants.org.au/>

- Gender
- Ethnicity

Community Wellbeing

The idea of 'wellbeing' as a measure of progress is rapidly gaining support worldwide. The word 'wellbeing' is used in different ways by different people, and is sometimes used interchangeably with related concepts such as 'quality of life', 'life satisfaction' or 'wellness', 'health' and 'mental health', to give just a few examples. Wellbeing is the outcome of many different influences which interact with each other in complex and dynamic ways. It is important to understand these multiple facets of wellbeing, and how they work to change a person's overall quality of life, or a community's liveability.

The determinants of well-being can be defined as

- Financial capital, in the form of (i) household financial wellbeing and (ii) local economic wellbeing
- Human capital, focusing on (i) confidence in skills and education, (ii) health and (iii) community leadership and collaboration
- Social capital, focusing on (i) spending time with friends and family, (ii) getting involved in the local community, and (iii) sense of belonging
- Institutional capital, in the form of (i) having a say and being heard, and (ii) equity and inclusion
- Physical capital, including (i) access to services and infrastructure, (ii) access to telecommunications, (iii) crime and safety, and (iv) landscape and aesthetics
- Natural capital, in the form of perceived environmental health.

Determining Areas of Community and Individual needs

In order to consistently determine the needs of communities and individuals affected by drought the indicators for community wellbeing have been used with each of the social determinants of health falling under one of the broad indicators of wellbeing. Broad definitions have been applied to each area for clarity. Each Drought Leadership group will need to determine which of the determinants are most relevant to their community and the breadth of areas that have been impacted by drought.

Financial Capital

- Income – *Changes in levels of income to households and individuals. The turnover and profit margins in local businesses. The level of funding available to publically funded services and also the income base for the region.*
- Employment and working conditions – *Number of people employed or unemployed and searching for work. The number of positions vacant. The number of positions lost.*

Human Capital

- Education – *Number of enrolments in schools locally. The number of students enrolled in boarding schools. Students ability to attend extra-curricular programs. Specific activities within schools provided to support*
- Early Childhood – *Support services available to mothers and young children. Education programs for early childhood. Early intervention programs available locally.*

- Leadership – *The effectiveness of local leaderships, collaborations and partnerships within the community and local organisations*

Social Capital

- Social Connectedness – *The connections between members of the community as individuals and families. The connectedness of community organisations and service providers. Awareness of local social or support organisations. Opportunities for community interaction.*
- Culture – *Opportunities for the development of cultural and arts programs locally. Support for the development of local cultural events.*
- Health and Social Services – *The perceived health and wellbeing of the community and individuals within the community. The level of access to health and social service and their role and effectiveness within the community. Local knowledge of and access to available services. Gaps in services.*

Institutional Capital

- Access – *Level of access to essential services, health, communication, social services and community planning.*
- Gender – *Perception of inclusion of genders and safety of individuals in the community.*
- Ethnicity – *Perception of inclusion of diverse cultures within the community. Acceptance of indigenous people and other ethnic groups within the community*

Physical Capital

- Housing – *Available, affordable housing and current housing vacancies.*
- Built environment – *Level of access to the required community infrastructure. Recreational places and events available. Safety and crime statistics for the region.*

Natural Capital

- Physical Environment – *The current drought status and stocking numbers. Length of recovery time for affected land.*

Community Engagement

Community engagement or involvement in the planning and delivery of activities for the communities and individuals affected by drought is an essential part of the success of any activity.

For effective community engagement to occur there are a number of principles to consider. The engagement should aim to understand the community, its capacity, strengths and priorities. This can be achieved through respectful use of local knowledge and experience; tapping into existing networks; identifying and acknowledging community capability and sharing resources; appreciating the risks faced by communities; and assessing risk and levels of community awareness and preparedness (Emergency Management Australia, 2013). Another component is to recognise community complexity which may include ensuring differences and diversity are embraced and respected; using genuinely respectful and flexible approaches; identifying and addressing barriers to engagement; and recognising that communities evolve and change over time (Emergency Management Australia, 2013). Finally, it is important to partner with the community to support

existing networks and resources. This can be achieved through building and maintaining partnerships; fostering relationships with community leaders; respecting community choices; building on existing social capital; and identifying and employing strategies that empower local action (Emergency Management Australia, 2013).

There is no one right way to approach community engagement although it should be guided by the principles defined previously. Approaches to community engagement can be situational or require a combination of multiple approaches to be effective as outlined in **Figure 1**.

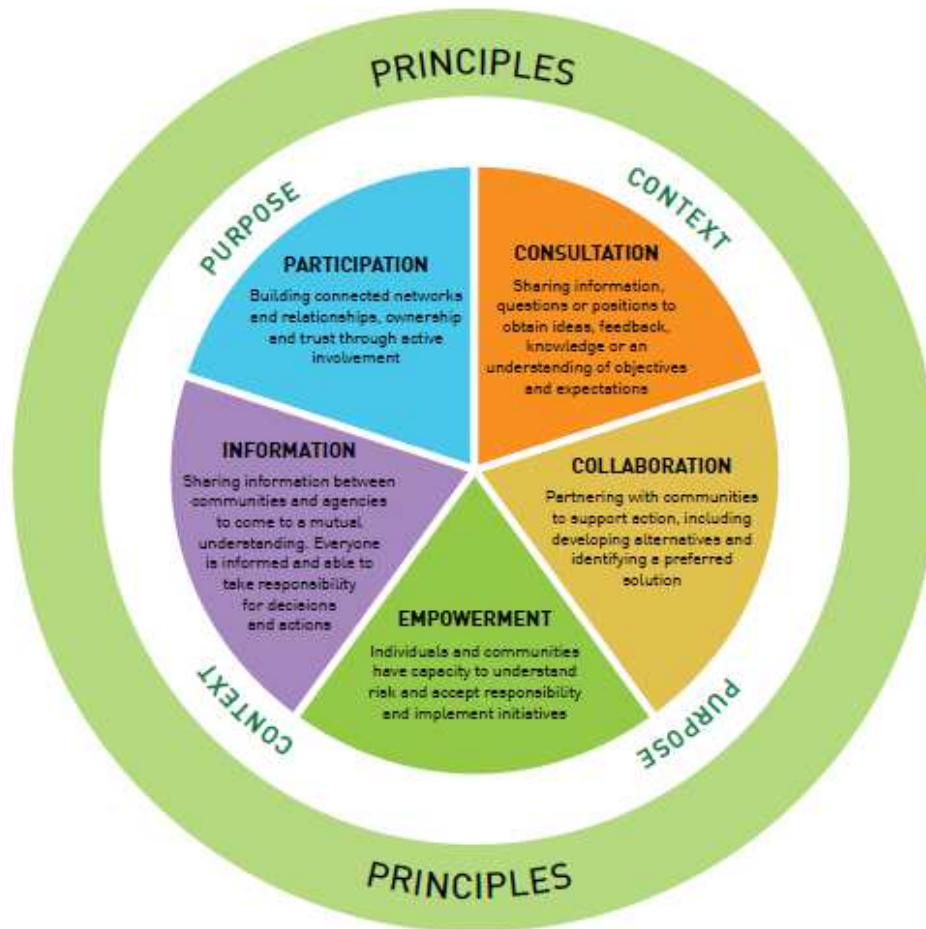


Figure 1. Community Engagement Model for Emergency Management (Emergency Management Australia, 2013)

More detail on community engagement processes -

The following sections will be completed following the refinement of data collection and analysis tools and an Action plan template at the second round consultations.

Information Collection and Review

Data Sources

Community Surveys

Data Analysis Table

Developing an Action Plan

Establishing Priorities

Develop Strategies, Actions and Indicators

Implementation

Review and Recommit

Engaging Government

Department of Communities

Department of Health

Department of Agriculture

Regional Forums

Local Forums