



# A way to measure Community Disaster Resilience

## Community Disaster Resilience Scorecard Toolkit, Version 2

*June 2015*

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# Community Disaster Resilience Scorecard Toolkit



Welcome to the Community Disaster Resilience Scorecard Toolkit. You are here because you are interested in helping your community to be prepared, respond and recover more effectively should an emergency or disaster occur. This resource has been designed for you as a part of the Australian National Strategy for Disaster Resilience, especially for the use of communities interested in self- assessment of their potential resilience and to develop a springboard for an action plan to strengthen resilience.

This Toolkit has all of the pieces needed by the leader or coordinator of the process, and includes working materials to be distributed to community members participating in the process.

If your community is ready to engage in this process of working together to complete the Scorecard, you and fellow participants will learn more about your community and its resources, and will be stimulated to consider action steps that will stand you in good stead, not only in the face of disaster but on a day-to-day basis.

The process is not difficult, and the time investment is modest. The score you identify is for your use in taking ongoing actions to strengthen your community. We hope you will enjoy as well as learn.

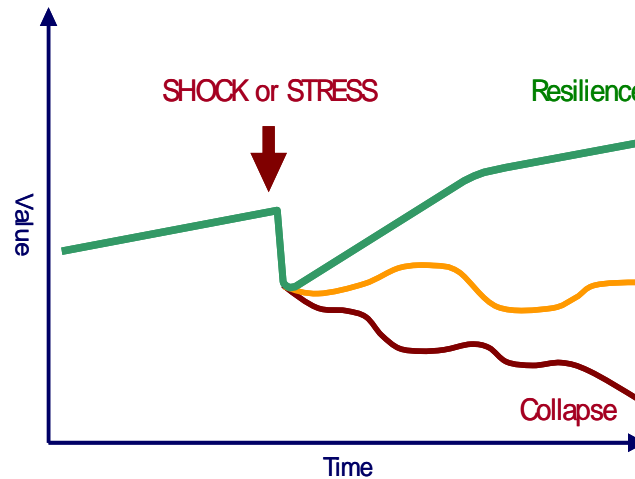
***The Torrens Resilience Institute Team***

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# Introduction to the Toolkit

Emergencies and disasters can happen, almost any time or any place, and thinking ahead to recovery is important. That is why Australia has a National Strategy for Disaster Resilience (<http://www.em.gov.au/Publications/Program%20publications/Pages/NationalStrategyforDisasterResilience.aspx>). Inland towns may not need to prepare for tsunamis or cyclones; floods generally do not happen far from watercourses; bush fires have happened in every state and territory of Australia. Epidemics or industrial and transportation emergencies (e.g., chemical leakage, fire, and train derailment) are possible. Every community in Australia, large or small, has some degree of vulnerability to disaster or large scale emergency, and could well be surprised to discover that recovery is much more difficult than anyone thought. This Community Disaster Resilience Scorecard is your tool; an early step towards understanding which of the lines depicted below will be your town's story.



It is not possible to plan improvements without knowing where you are starting. The Community Disaster Resilience Scorecard is only one part of the process necessary to help a community (a town, a regional council, a district) become more resilient in the face of major emergencies or disasters. The risk assessments and planning completed by emergency, fire and police services, and the organizational relationships established by state and local government provide an essential platform for preparedness and hence resilience. While it appears to be useful to communities with or without many disaster experiences, This Scorecard may be of even greater help to a community that has not had recent experience with an emergency event. There is some reason to think that those who live in areas with frequently occurring challenges such as flooding or cyclones have had reason to develop resilience, without the help of such a tool.

While resilience is a process rather than a static state, the completed Scorecard will provide a point-in-time snapshot of some key measures important to resilience, providing guidance on aspects of community life that should receive attention in order to increase resilience and strengthen resilience over time. Using the Scorecard at regular intervals (12, 18, 24 months) will allow you to track your progress on selected action areas, and to identify any new areas needing attention.

## Definition of community disaster resilience

Beyond the resilience of individuals or individual organisations, your community will prove resilient in the event of a severe emergency or disaster when members of the population are connected to one another and work together, so that they are able to:

- function and sustain critical systems, even under stress;
- adapt to changes in the physical, social or economic environment;
- be self-reliant if external resources are limited or cut off; and
- learn from experience to improve over time.

Some of the information needed to complete the Scorecard will come from official census or similar information, and one or more individuals may be tasked with gathering some of the needed information. However, the majority of decision-making about the Scorecard should be an interactive process that involves representatives of the local government and individuals from the community, including some who may not see issues through the same lens. The results should be widely shared as a part of the strategy to take action toward increased community resilience.

As you will see as you read further, each component of resilience is scored from 1 to 5, with 5 being the highest level of resilience. The scoring does not represent a research process based on precise statisticals. Scoring is a best, current agreement about how each element fits into overall community resilience. Your collective best local judgement and knowledge are what counts. Where scoring is based on numeric information, such as a figure from the current census, the 1-5 range was established based on the current literature on the components of resilience. In most cases, a definition or an example of what might lead to each of these scoring levels is provided, and in all cases, there is an indication of where the information required to determine a score might be found. If there are local data sources such as an annual survey of residents that asked a relevant question or a recent post-emergency critique that addressed an item on this Scorecard, then use them. The glossary attached (Appendix 1) includes links to identified data sources.

Staff from the Torrens Resilience Institute who developed this Scorecard are available to answer questions as a community proceeds to use the Scorecard. Contact the TRI by email ([information@torrensresilience.org](mailto:information@torrensresilience.org)) or phone (08 82215440).

## Are you ready for the Scorecard?

Community leaders are in the best position to decide whether or not a given town, district, region would be helped by completing the scorecard. If people are feeling 'disaster fatigue' from a recent major event, there may not be energy to consider broader issues. If the community is seriously divided on one or more major policy issues (infrastructure, economics, inclusivity) such that public meetings frequently deteriorate to shouting matches, it may not be possible to get the right range of views into a group that can work together. If interest in the Scorecard is being championed by a single individual as a pet project or a simple solution to community problems, it may not be possible to complete the Scorecard or make meaningful plans to follow up. And if the local government structure is not prepared to own the process as a part of community development and strengthening, then the time is not yet ripe.

## Getting the process started

The decision to complete the Scorecard may be stimulated by almost any individual or group in the community, but it must finally be made at the local government level, after consultation with key community members who may participate in the process, or be key sources of information. That does not make it a governmental project to be assigned to a single individual or government department to complete; though a person or department, to provide administrative support, should be identified. The geographic area to be included should be clearly defined at the outset, to facilitate use of census and other data sources, and recruit members for the Working Group. It may be helpful to mark on a map and display both the community for which the Scorecard is being completed (the town boundaries) and the larger region or council to which this town relates. If interest is in completing a Scorecard for a regional area that includes a number of towns, small groups representing each town may need to be formed for preliminary scoring before the regional group is brought together. For a small to medium town, a Working Group of a dozen is sufficient; if the decision is to look at a region or district, the Working Group may need to be expanded to 20 or so to assure a range of perspectives and experiences are represented. Some of the questions may not, as currently worded, be appropriate for very small communities (less than 200 residents). Wording of the questions can be changed, and staff of the Torrens Resilience Institute are available to assist if desired.

At this point, no major urban area has attempted to complete the scorecard, as the inter-relationships across the neighborhoods and suburbs makes issues of boundaries, responsibilities and communication a huge challenge. The Torrens Resilience Institute would be happy to work with such areas, however, to determine how to proceed.

## Selecting participants

As was indicated earlier, the Scorecard is NOT a document for a single individual, or a single government agency, or a group of experts in emergency preparedness and management to complete. The resilience process requires discussion with a larger, more diverse group that can be seen as generally representing the community. A Scorecard Working Group of 10 to 15 individuals must include some local government officials as well as people recognised as leaders by groups within the community. It is particularly important that the Scorecard Working Group represent the whole community, considering geography, age, economics, social and ethnic groups, length of time in the community and similar factors. This is not the group for those with cookie-cutter opinions or experiences. Having people with divergent experiences and perspectives engaged in the process will strengthen the outcomes.

A sample letter of invitation to the Working Group is included in Appendix 2 and indicates the expectation that agreement to participate in three meetings over 4-6 weeks.

The Chair or Leader of the Working Group should be identified prior to the first meeting, (although a community could decide that the selection be by the members at their first meeting. The Chair should be someone who is able to encourage group discussion, negotiate agreement among those with divergent viewpoints, and keep the group on track within the expected timeline. The Chair's priority must be **the process of the group rather than any one viewpoint about resilience or disasters.**

The Chair should be responsible for assuring that the Master Community Disaster Scorecard is completed and available for use in planning any follow-up activities. A member of the Working Group may be asked to assist in preparing the final copy.

A sample letter of invitation to serve as Chair of the Working Group is included in Appendix 3.

## Setting up the meetings

The Working Group should be scheduled to meet in a convenient location that has comfortable seating in a round table arrangement, with water and tea available. Late afternoon or early evening times may be best to accommodate the desired range of members, but each community will know best what works locally. A Working Copy of the Scorecard should be available for every member of the group, and copies of the glossary and any other resource material identified in advance (such as a recent community planning document or community emergency plan) should be in the room. If the assigned local staff support person has had time to locate the necessary census information to complete scoring of some items, that information should be on the distributed Working Copies.

## Scheduling

When organizing the Community Disaster Resilience Scorecard Working Group, some key scheduling items to think about are:

- Initial invitation to Scorecard Working Group Members
- Selection of Scorecard Working Group Chair
- First Meeting: Initial orientation meeting (approximately 2 hours) for Scorecard Working Group (approximately 2 weeks after letters are issued). The goal of this first meeting is for members of the group to meet one another and to
  - familiarise the group with geographic community under consideration,
  - explain the definition of community disaster resilience and
  - review the Scorecard so that the questions and range of answers are clear; and
  - assign individuals to data gathering tasks (see next section).
- Second Meeting: Draft scoring meeting (approximately 2 weeks after orientation meeting and approximately 2 hours). Each member of the Working Group should have completed scoring on his/her Working Copy of the Scorecard. At this meeting gathered information is presented, the group makes initial judgements about scoring individual items.
- Third Meeting: Final review meeting (approximately 2 weeks later and lasting between 1 and 2 hours) during which Working Group members should share reflections on the draft scores, consider any additional information gathered from community members or other resources in the meanwhile and make final scoring decisions. At this meeting initial action plans to strengthen resilience are also identified.

## Scoring

For each question on the Scorecard, the Scorecard Working Group must agree on a score, ranging from 1 (quite unresilient, or in the red zone) to 5 (very resilient, in the green zone). Where the item depends on reported statistical information such as the census, it is a matter of identifying the most current data and circling the score that best represents the local situation. For quite a few of the items, however, a consensus judgement is called for. The Working Group Chair must ensure that alternate perspectives on the score are expressed, and discussion allowed before determining the score. After completing a first draft of the Scorecard the Working Group members should think over and even discuss with friends and colleagues their views before the final score is assigned. This strengthens the process, and increases the likelihood that the score finally selected represents the potential resilience of the community.

If there is substantial disagreement on the correct score, and there well may be, setting the score at a lower level (the less resilient level) rather than a higher one will be a more effective way of continuing to engage members of the community in strengthening resilience. All group members should be encouraged to participate, especially if there are divergent views on the correct score.

Remember, the Scorecard results are for the community: they are yours to use as a quality improvement and communication tool.







**Working Copy**  
(for distribution to each member of the Working Group)

## Community Disaster Resilience Scorecard for.....

## Working Copy for.....

The Community Disaster Resilience Scorecard is one tool associated with the Australian National Strategy for Disaster Resilience, as communities across Australia are being encouraged to take steps to strengthen community resilience in the face of disaster.

Definition of community disaster resilience: Beyond the resilience of individuals or individual organisations, your community will prove resilient in the event of a severe emergency or disaster when members of the population are connected to one another and work together, so that they are able to:

- function and sustain critical systems, even under stress;
- adapt to changes in the physical, social or economic environment;
- be self-reliant if external resources are limited or cut off; and
- learn from experience to improve over time.

This is your working copy of the Scorecard, and you should use it to think through how you would score each item so that you are ready to contribute to the Working Group

process that will arrive at a final score for your community. Make notes, consult with neighbors, friends or co-workers, and explore the suggested information sources.

It will probably take 2-3 meetings to think through the items, arrive at agreement on the scoring, and identify those areas most in need of ongoing attention. Each component of resilience is scored from 1 to 5, with 5 being the highest level of resilience. In most cases, we have provided a definition or an example of what might lead to each of these scoring levels, and in all cases, we have provided some information on where you might look for the data or information required to complete the Scorecard.

Be an active participant in the process. Since the Scorecard is only one step in helping increase community disaster resilience, use it to point toward needed action. With that in mind, it is probably helpful to err on the side of a lower than higher score when it is difficult to decide on any one item.

# 1. How connected are the members of your community?

Question	Score					Information Resource
1.1 What proportion of your population is engaged with organisations (e.g., clubs, service groups, sports teams, churches, library)?	<b>1</b> <20%	<b>2</b> 21-40%	<b>3</b> 41-60%	<b>4</b> 61-80%	<b>5</b> >81%	<b>Census</b> This is a question asked on the national census, and should be available from the Census web site. If there is better local information, that can be used.
1.2 Do members of the community have access to a range of communication methods to gather and share information during times of emergency	<b>1</b> Dont know	<b>2</b> Has limited access to a range of communication	<b>3</b> Has good access to a range of communication but damage resistance not known	<b>4</b> Has very good access to a range of communication and damage resistance is moderate	<b>5</b> Has wide range of access to damage-resistant communication	<b>Self-Assessment</b>
1.3 What is the level of communication between local governing body and population?	<b>1</b> Passive (government information only)	<b>2</b> Consultation (Government asks questions but does not provide feedback)	<b>3</b> Engagement (Government asks questions and provides feedback on public responses)	<b>4</b> Collaboration (Government works with community to determine best answer to questions)	<b>5</b> Active participation (community informs government on what is needed)	<b>International Association for Public Participation (IAP2) Spectrum</b> <a href="http://www.iap2.org/associations/4748/files/IAP2%20Spectrum_vertical.pdf">http://www.iap2.org/associations/4748/files/IAP2%20Spectrum_vertical.pdf</a> Information on this item may be found at the above web site; Members of the local government may have done a self-assessment based on this measure. If not, group assessment is needed.
1.4 What is the general relationship of your community with the larger region or rest of the Shire?	<b>1</b> No networks with other towns/region	<b>2</b> Informal networks with other towns/region	<b>3</b> Some representation at regional meetings	<b>4</b> Multiple representation at regional meetings	<b>5</b> Regular planning and activities with other towns/region	<b>Self-Assessment</b>
1.5 What is the degree of connectedness across community groups? (e.g. ethnicities/sub-cultures/age groups/new residents not in your community when last disaster happened)	<b>1</b> Little/no attention to subgroups in community	<b>2</b> Advertising of cultural/cross-cultural events	<b>3</b> Comprehensive inventory of cultural identity groups	<b>4</b> Community cross-cultural council with wide membership	<b>5</b> Support for and active involvement in cultural/cross-cultural events (in addition to previous)	<b>Self-Assessment tied to demographic profile; local survey to assess</b> Smaller towns may have difficulty quantifying this response, but should be able to identify whether or not there are groups within the community that have remained isolated from the general group

## 2. What is the level of risk and vulnerability in your community?

Question	Score					Information Resource
	1	2	3	4	5	
2.1 What are the known risks of all identified hazards in your community?	<b>1</b> No local focus or mapping on risk	<b>2</b> Local focus on single risk (e.g., fire) but no mapping	<b>3</b> Mapping of single local risk	<b>4</b> Widely available mapping of multiple potential sources of risk	<b>5</b> Widely available mapping includes low probability/high impact events	<b><i>Emergency Services resources and community information resources</i></b>
2.2 What are the trends in relative size of the permanent resident population and the daily population?	<b>1</b> Resident population is <20% of the daytime (worker) population	<b>2</b> Resident population is 21-40% of the daytime (worker) population	<b>3</b> Resident population is 41-60% of the daytime (worker) population	<b>4</b> Resident population is 61-80% of the daytime (worker) population	<b>5</b> Resident population forms >80% of the daytime (worker) population	<b><i>Census or ABS</i></b> This can be determined in advance and provided to each working Group member when the Working Copy is distributed.
2.3 What is the rate of the resident population change in the last 5 years?	<b>1</b> >30%	<b>2</b> 20-29%	<b>3</b> 13-19%	<b>4</b> 6-12%	<b>5</b> <5%	<b><i>Census</i></b> This can be determined in advance and provided to each working Group member when the Working Copy is distributed.
2.4 What proportion of the population has the capacity to independently move to safety? (e.g., non- institutionalised, mobile with own vehicle, adult)	<b>1</b> <20%	<b>2</b> 21-40%	<b>3</b> 41-60%	<b>4</b> 61-80%	<b>5</b> >81%	<b><i>ABS, local planning documents</i></b> Smaller jurisdictions may have some difficulty determining exact proportion, but some estimate should be attempted
2.5 What proportion of the resident population prefers communication in a language other than English?	<b>1</b> >35%	<b>2</b> 25-34%	<b>3</b> 15-24%	<b>4</b> 5-14%	<b>5</b> <5%	<b><i>Census</i></b>
2.6 Has the transient population (e.g., tourists, transient workers) been included in planning for response and recovery?	<b>1</b> No transient populations included	<b>2</b> Transient populations identified	<b>3</b> <50% of plans include transient populations	<b>4</b> 51-75% of organisation plans include transient population	<b>5</b> All plans include transient populations	<b><i>Local planning documents or local survey</i></b>
2.7 What is the risk that your community could be isolated during an emergency event?	<b>1</b> High risk: only one road in and out	<b>2</b> Some secondary roads available	<b>3</b> Only one main arterial road	<b>4</b> A couple of roads, one of which is a main arterial	<b>5</b> Multiple clear access roads and main arterials	<b><i>Self-Assessment based on information accessible within community</i></b>

### 3. What procedures support community disaster planning, response and recovery?

Question	Score					Information Resource
3.1 To what extent and level are households within the community engaged in planning for disaster response and recovery?	<p><b>1</b></p> <p>No expectation that households will plan for emergency</p>	<p><b>2</b></p> <p>Households get information about emergency planning</p>	<p><b>3</b></p> <p>Community education sessions are conducted to assist household emergency planning</p>	<p><b>4</b></p> <p>Collaboration occurs with households in planning the community's disaster response</p>	<p><b>5</b></p> <p>Active participation by households in planning community's disaster response</p>	<p><i>Self-Assessment based on review of plans/local documents; may be augmented by local survey</i></p>
3.2 Are there planned activities to reach the entire community about all-hazards resilience?	<p><b>1</b></p> <p>No planned activities</p>	<p><b>2</b></p> <p>Groups encouraged to do activities</p>	<p><b>3</b></p> <p>Translated materials/distribution to identified groups at risk</p>	<p><b>4</b></p> <p>Occasional activities for selected groups</p>	<p><b>5</b></p> <p>At least annual cross-cultural community-wide all hazards activity engaging multiple organisations</p>	<p><i>Self-Assessment based on local planning documents</i></p>
3.3 Does the community actually meet requirements for disaster readiness (informed public, communication plans, regular drills or exercises, etc.)?	<p><b>1</b></p> <p>Unknown level of awareness by community members</p>	<p><b>2</b></p> <p>Readiness Requirements specified but not widely known</p>	<p><b>3</b></p> <p>Residents routinely informed about readiness requirements</p>	<p><b>4</b></p> <p>Requirements implemented when attention is called</p>	<p><b>5</b></p> <p>Community members act on requirements as commitment to resilience enforced</p>	<p><i>Self-Assessment, use of local documentation, local survey</i></p>
3.4 Do post-disaster event assessments change expectations or plans?	<p><b>1</b></p> <p>Emergency Services/Fire/ Police only</p>	<p><b>2</b></p> <p>Post-event assessment shared at public meeting</p>	<p><b>3</b></p> <p>Post-event questions circulated to all parts of community</p>	<p><b>4</b></p> <p>Responses to questions collected and reported</p>	<p><b>5</b></p> <p>Post-event action plan based on responses includes all community elements (government/businesses/ NGO's)</p>	<p><i>Review of local post-event documents</i></p> <p>This can be determined in advance and provided to each working Group member when the Working Copy is distributed.</p>

## 4. What emergency planning, response and recovery resources are available in your community?

Question	Score					Information Resource
4.1 How comprehensive is the local infrastructure emergency protection plan? (e.g., water supply, sewerage, power system)	<b>1</b> No plan	<b>2</b> Infrastructures identified but no protection plan	<b>3</b> Most individual infrastructure components have plans for some emergencies	<b>4</b> All Individual infrastructure components have all hazard plans	<b>5</b> Infrastructure system is integrated into an all hazards protection plan	<b>Local and state government emergency management planning documents</b>  This can be determined in advance and provided to each Working Group member when the Working Copy is distributed.
4.2 What proportion of population with skills useful in emergency response/ recovery (e.g., first aid, safe food handling) can be mobilised if needed?	<b>1</b> <20% (mostly related to occupation)	<b>2</b> 21-40%	<b>3</b> 41-60%	<b>4</b> 61-80%	<b>5</b> >81% representing all subgroups	<b>Self-Assessment, reports from local organisations, local survey</b>
4.3 To what extent are all educational institutions (public/private schools, all levels including early child care) engaged in emergency preparedness education?	<b>1</b> No role known or identified	<b>2</b> Most schools provide emergency preparedness information to teachers and students	<b>3</b> Most schools provide emergency preparedness education to teachers, students and parents	<b>4</b> Emergency preparedness education with activities occurs in most schools with students, teachers and parents	<b>5</b> Most schools actively participate in emergency preparedness education at community level	<b>Documentation from schools about plans/activities</b>
4.4 How are available medical and public health services included in emergency planning?	<b>1</b> No idea or there are no services	<b>2</b> Expect to rely on existing local services	<b>3</b> Some local services are actively engaged in regional emergency planning	<b>4</b> All local services actively engaged in regional emergency planning	<b>5</b> Public health/medical systemic plan to support response and recovery in place	<b>Self-Assessment based on conversation with health resources</b>
4.5 Are readily accessible locations available as evacuation or recovery centres (e.g., school halls, community or shopping centres, post office) and included in resilience strategy?	<b>1</b> No inventory of places	<b>2</b> Some inventory of places, but locations not well-publicised	<b>3</b> Inventory of all places, but not assessed for suitability as an evacuation centre	<b>4</b> Sites stocked and known but not sufficient for estimated need	<b>5</b> Well-known, sufficient sites with water/ food/ information resources widely advertised and included in all planning	<b>Planning documents and public information records</b>
4.6 What is the level of food/water/fuel readily availability in the community?	<b>1</b> No idea	<b>2</b> Most households dependent on daily external food/water/fuel supply	<b>3</b> Most households have up to 2 days supply of food/water/fuel	<b>4</b> Most households have up to 4 days supply of food/water/fuel	<b>5</b> Most households have over 5 days supply of food/water/fuel	<b>Local plans plus local survey</b>



## Master Copy

(to be completed at the conclusion of the process, on behalf of the group)

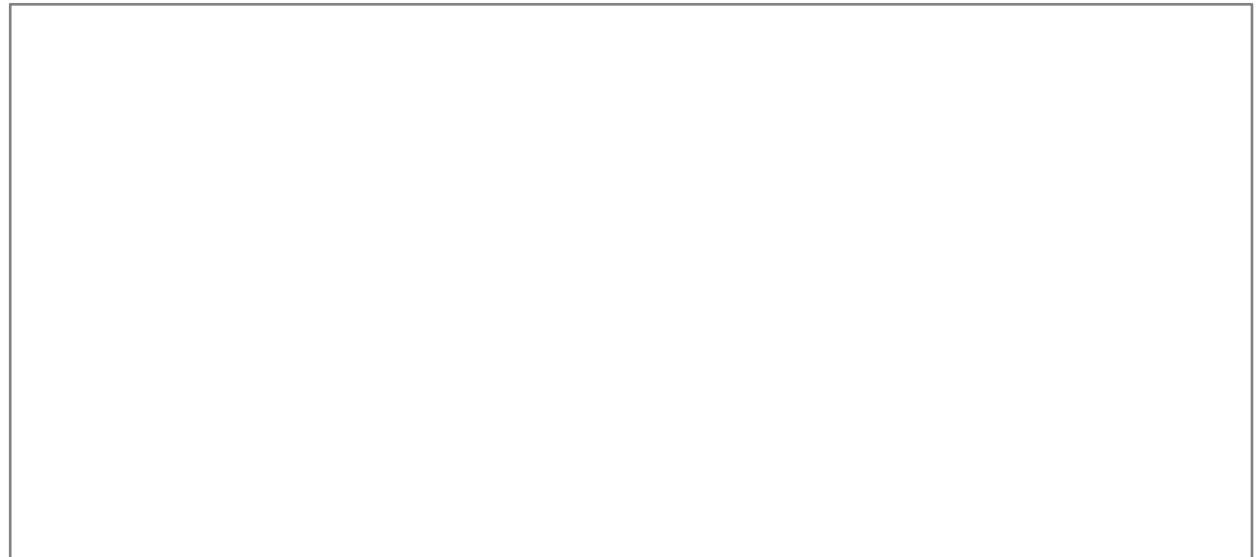
**Community Disaster Resilience Scorecard for .....**



## Date Completed..... Contact Person.....

This Scorecard is one tool associated with the Australian National Strategy for Disaster Resilience, as communities across Australia are being encouraged to take steps to strengthen community resilience in the face of disaster. Each component of resilience is scored from 1 to 5, with 5 being the highest level of resilience. The total score added up on the final page will identify whether your community is in the green zone (likely to bounce back), the red zone (very unlikely to recover, or recover quickly), or somewhere in between, a cautious amber zone.

For many items a consensus judgement must be made by the Working Group. The Working Group Chair must ensure that alternate perspectives on the score are expressed, and discussion allowed before determining the score. If there is substantial disagreement on the correct score, and there well may be, setting the score at a lower level (the less resilient level) rather than a higher one will be a more effective way of continuing to engage members of the community in strengthening resilience. Remember, this is your tool to use to help your community.



# 1. How connected are the members of your community?

Question	Score					Information Resource
1.1 What proportion of your population is engaged with organisations (e.g., clubs, service groups, sports teams, churches, library)?	<b>1</b> <20%	<b>2</b> 21-40%	<b>3</b> 41-60%	<b>4</b> 61-80%	<b>5</b> >81%	<b>Census</b> This is a question asked on the national census, and should be available from the Census web site. If there is better local information, that can be used.
1.2 Do members of the community have access to a range of communication methods to gather and share information during times of emergency	<b>1</b> Don't know	<b>2</b> Has limited access to a range of communication	<b>3</b> Has good access to a range of communication but damage resistance not known	<b>4</b> Has very good access to a range of communication and damage resistance is moderate	<b>5</b> Has wide range of access to damage-resistant communication	<b>Self-Assessment</b>
1.3 What is the level of communication between local governing body and population?	<b>1</b> Passive (government information only)	<b>2</b> Consultation (Government asks questions but does not provide feedback)	<b>3</b> Engagement (Government asks questions and provides feedback on public responses)	<b>4</b> Collaboration (Government works with community to determine best answer to questions)	<b>5</b> Active participation (community informs government on what is needed)	<b>International Association for Public Participation (IAP2) Spectrum</b> <a href="http://www.iap2.org/associations/4748/files/IAP2%20Spectrum_vertical.pdf">http://www.iap2.org/associations/4748/files/IAP2%20Spectrum_vertical.pdf</a>  Information on this item may be found at the above web site; Members of the local government may have done a self-assessment based on this measure. If not, group assessment is needed.
1.4 What is the general relationship of your community with the larger region or rest of the Shire?	<b>1</b> No networks with other towns/region	<b>2</b> Informal networks with other towns/region	<b>3</b> Some representation at regional meetings	<b>4</b> Multiple representation at regional meetings	<b>5</b> Regular planning and activities with other towns/region	<b>Self-Assessment</b>
1.5 What is the degree of connectedness across community groups? (e.g. ethnicities/sub-cultures/age groups/new residents not in your community when last disaster happened)	<b>1</b> Little/no attention to subgroups in community	<b>2</b> Advertising of cultural/cross-cultural events	<b>3</b> Comprehensive inventory of cultural identity groups	<b>4</b> Community cross-cultural council with wide membership	<b>5</b> Support for and active involvement in cultural/cross-cultural events (in addition to previous)	<b>Self-Assessment tied to demographic profile; local survey to assess</b> Smaller towns may have difficulty quantifying this response, but should be able to identify whether or not there are groups within the community that have remained isolated from the general group

Connectedness Score:

25% (5-10)

26-75% (11-29)

76-100% (20-25)

## 2. What is the level of risk and vulnerability in your community?

Question	Score					Information Resource
	1	2	3	4	5	
2.1 What are the known risks of all identified hazards in your community?	<b>1</b> No local focus or mapping on risk	<b>2</b> Local focus on single risk (e.g., fire) but no mapping	<b>3</b> Mapping of single local risk	<b>4</b> Widely available mapping of multiple potential sources of risk	<b>5</b> Widely available mapping includes low probability/high impact events	<b>Emergency Services resources and community information resources</b>
2.2 What are the trends in relative size of the permanent resident population and the daily population?	<b>1</b> Resident population is <20% of the daytime (worker) population	<b>2</b> Resident population is 21-40% of the daytime (worker) population	<b>3</b> Resident population is 41-60% of the daytime (worker) population	<b>4</b> Resident population is 61-80% of the daytime (worker) population	<b>5</b> Resident population forms >80% of the daytime (worker) population	<b>Census or ABS</b> This can be determined in advance and provided to each working Group member when the Working Copy is distributed.
2.3 What is the rate of the resident population change in the last 5 years?	<b>1</b> >30%	<b>2</b> 20-29%	<b>3</b> 13-19%	<b>4</b> 6-12%	<b>5</b> <5%	<b>Census</b>
2.4 What proportion of the population has the capacity to independently move to safety? (e.g., non- institutionalised, mobile with own vehicle, adult)	<b>1</b> <20%	<b>2</b> 21-40%	<b>3</b> 41-60%	<b>4</b> 61-80%	<b>5</b> >81%	<b>ABS, local planning documents</b> Smaller jurisdictions may have some difficulty determining exact proportion, but some estimate should be attempted
2.5 What proportion of the resident population prefers communication in a language other than English?	<b>1</b> >35%	<b>2</b> 25-34%	<b>3</b> 15-24%	<b>4</b> 5-14%	<b>5</b> <5%	<b>Census</b>
2.6 Has the transient population (e.g., tourists, transient workers) been included in planning for response and recovery?	<b>1</b> No transient populations included	<b>2</b> Transient populations identified	<b>3</b> <50% of plans include transient populations	<b>4</b> 51-75% of organisation plans include transient population	<b>5</b> All plans include transient populations	<b>Local planning documents or local survey</b>
2.7 What is the risk that your community could be isolated during an emergency event?	<b>1</b> High risk: only one road in and out	<b>2</b> Some secondary roads available	<b>3</b> Only one main arterial road	<b>4</b> A couple of roads, one of which is a main arterial	<b>5</b> Multiple clear access roads and main arterials	<b>Self-Assessment based on information accessible within community</b>

Risk/Vulnerability Score:

25% (7-13)

26-75% (14-28)

76-100% (29-35)

### 3. What procedures support community disaster planning, response and recovery?

Question	Score					Information Resource
3.1 To what extent and level are households within the community engaged in planning for disaster response and recovery?	<b>1</b> No expectation that households will plan for emergency	<b>2</b> Households get information about emergency planning	<b>3</b> Community education sessions are conducted to assist household emergency planning	<b>4</b> Collaboration occurs with households in planning the community's disaster response	<b>5</b> Active participation by households in planning community's disaster response	<i>Self-Assessment based on review of plans/local documents; may be augmented by local survey</i>
3.2 Are there planned activities to reach the entire community about all-hazards resilience?	<b>1</b> No planned activities	<b>2</b> Groups encouraged to do activities	<b>3</b> Translated materials/distribution to identified groups at risk	<b>4</b> Occasional activities for selected groups	<b>5</b> At least annual cross-cultural community-wide all hazards activity engaging multiple organisations	<i>Self-Assessment based on local planning documents</i>
3.3 Does the community actually meet requirements for disaster readiness (informed public, communication plans, regular drills or exercises, etc.)?	<b>1</b> Unknown level of awareness by community members	<b>2</b> Readiness Requirements specified but not widely known	<b>3</b> Residents routinely informed about readiness requirements	<b>4</b> Requirements implemented when attention is called	<b>5</b> Community members act on requirements as commitment to resilience enforced	<i>Self-Assessment, use of local documentation, local survey</i>
3.4 Do post-disaster event assessments change expectations or plans?	<b>1</b> Emergency Services/Fire/ Police only	<b>2</b> Post-event assessment shared at public meeting	<b>3</b> Post-event questions circulated to all parts of community	<b>4</b> Responses to questions collected and reported	<b>5</b> Post-event action plan based on responses includes all community elements (government/businesses/ NGO's)	<i>Review of local post-event documents</i> This can be determined in advance and provided to each working Group member when the Working Copy is distributed.

Procedures Score:

25% (4-8)

26-75% (9-16)

76-100% (17-20)

## 4. What emergency planning, response and recovery resources are available in your community?

Question	Score					Information Resource
4.1 How comprehensive is the local infrastructure emergency protection plan? (e.g., water supply, sewerage, power system)	<b>1</b> No plan	<b>2</b> Infrastructures identified but no protection plan	<b>3</b> Most individual infrastructure components have plans for some emergencies	<b>4</b> All Individual infrastructure components have all hazard plans	<b>5</b> Infrastructure system is integrated into an all hazards protection plan	<b>Local and state government emergency management planning documents</b>
4.2 What proportion of population with skills useful in emergency response/ recovery (e.g., first aid, safe food handling) can be mobilised if needed?	<b>1</b> <20% (mostly related to occupation)	<b>2</b> 21-40%	<b>3</b> 41-60%	<b>4</b> 61-80%	<b>5</b> >81% representing all subgroups	<b>Self-Assessment, reports from local organisations, local survey</b>
4.3 To what extent are all educational institutions (public/ private schools, all levels including early child care) engaged in emergency preparedness education?	<b>1</b> No role known or identified	<b>2</b> Most schools provide emergency preparedness information to teachers and students	<b>3</b> Most schools provide emergency preparedness education to teachers, students and parents	<b>4</b> Emergency preparedness education with activities occurs in most schools with students, teachers and parents	<b>5</b> Most schools actively participate in emergency preparedness education at community level	<b>Documentation from schools about plans/activities</b>
4.4 How are available medical and public health services included in emergency planning?	<b>1</b> No idea or there are no services	<b>2</b> Expect to rely on existing local services	<b>3</b> Some local services are actively engaged in regional emergency planning	<b>4</b> All local services actively engaged in regional emergency planning	<b>5</b> Public health/medical systemic plan to support response and recovery in place	<b>Self-Assessment based on conversation with health resources</b>
4.5 Are readily accessible locations available as evacuation or recovery centres (e.g., school halls, community or shopping centres, post office) and included in resilience strategy?	<b>1</b> No inventory of places	<b>2</b> Some inventory of places, but locations not well-publicised	<b>3</b> Inventory of all places, but not assessed for suitability as an evacuation centre	<b>4</b> Sites stocked and known but not sufficient for estimated need	<b>5</b> Well-known, sufficient sites with water/ food/ information resources widely advertised and included in all planning	<b>Planning documents and public information records</b>
4.6 What is the level of food/water/fuel readily availability in the community?	<b>1</b> No idea	<b>2</b> Most households dependent on daily external food/water/fuel supply	<b>3</b> Most households have up to 2 days supply of food/water/fuel	<b>4</b> Most households have up to 4 days supply of food/water/fuel	<b>5</b> Most households have over 5 days supply of food/water/fuel	<b>Local plans plus local survey</b>

Resources Score:

25% (6-11)

26-75% (12-24)

76-100% (25-30)

# Community Disaster Resilience Score for: .....

Each section is scored at the bottom of the page. Now that all parts are done, add up all points from the individual elements.

	Red Zone	Caution Zone	Going Well
<b>Overall score</b>	<b>25% (22-33)</b>	<b>26-75% (34-98)</b>	<b>76-100% (99-110)</b>
Connectedness	25% (5-10)	26-75% (11-19)	76-100% (20-25)
Risk/ Vulnerability	25% (7-13)	26-75% (14-28)	76-100% (29-35)
Procedures	25% (4-8)	26-75% (9-16)	76-100% (17-20)
Resources	25% (6-11)	26-75% (12-24)	76-100% (25-30)

<b>Connectedness</b>	
<b>Risk/vulnerability</b>	
<b>Procedures</b>	
<b>Resources</b>	
<b>TOTAL SCORE:</b>	

If your overall score is the number 99 or higher, your community is likely to be extremely resilient to any disaster. If your overall score is below the number 33, your community is much more likely to suffer greatly in a disaster or have great difficulty recovering. Pay careful attention to the scores in each of the four components of resilience. If the individual scores in one area tend to be much lower than in the other three, that aspect of resilience should probably be the highest priority for community action.

***All scores can be very useful in highlighting those aspects of resilience that most need attention from community members, leaders and decision-makers.***

## Reviewing the Scorecard and next steps

At the final meeting of the Working Group, the Scorecard total score will identify the likely resilience of the community, and the total for each of the four components will identify the component area(s) most in need of attention. Based on that, the members of the Scorecard Working Group, the local government and other community members may undertake one or more of the following steps:

- Dissemination and discussion of the community disaster resilience score with community members.
- Development of a Community Resilience Action Plan to raise the score for any items in the red or amber scoring areas. Particular attention should be paid to any items about which there was substantial disagreement on scoring level during the Working Group process.
- Provision of information to all local businesses, organisations and families about steps that would raise the score over time, with encouragement to follow through on the recommended actions.
- Development of a plan for community-level surveys that provide more detailed information about components of the Scorecard, such as ways in which transient community members are being included in plans, or the level of meaningful volunteerism in the community.
- Decision about when to repeat the Scorecard process (12, 18 or 24 months).

# Appendix 1. Glossary

**ABS** – Australian Bureau of Statistics, Australia’s independent and official statistical organisation. Accessible at: [www.abs.gov.au](http://www.abs.gov.au)

**All-hazards** – The approach to planning for potential emergencies and disasters that is inclusive of any type of incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimise disruptions of government, social, or economic activities.

**Census** – The Census provides a snapshot of the nation, with data available at the postal code level. Data are kept by the ABS and are accessible at: <http://www.abs.gov.au/census>

**Community** – A group of people living together within defined geographical and geopolitical area such as a town, district or council.

**Community Resilience Toolkit and Scorecard** – A tool developed by the TRI, with the assistance of communities, to measure community resilience to all hazards.

**Communication systems** – any technically supported network that allows people to maintain contact when not in physical proximity, such as land line and mobile telephone systems, internet-based system, radio or walkie-talkie systems.

**Connectedness** – The degree to which social cohesion and support are offered from one member of the community to another.

**Daily population** – The number of individuals in the community during the usual work day. This includes commuters coming into the community for daily work

activities, but does not count members of the resident population who leave the community regularly for daily work activities.

**Disaster** – A condition or situation of significant destruction, disruption and/or distress to a community.

**Disruptive event** – An unwanted situation which has the potential to become an emergency or even a disaster.

**Emergency** – An event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response.

**Emergency services** – Government and volunteer organisations established to promote and ensure public safety, including police, Country Fire Service (CFS), State Emergency Services (SES) and St. John Ambulance.

**Engaged (Community Engagement)** – The extent to which the members of a community are involved in projects which are beneficial for the local society.

**Health resources** – The complete spectrum of organisations and workers providing services directed toward maintaining or improving health status and responding to illness or injury, including hospitals, mental health workers, general practitioners, public health workers, ambulance, community nurses and allied health professionals.

**Outreach** – The degree to which an organisation or government takes action to make programs and information easily accessible within the community.

**Post-event assessment** – The systematic gathering and critiquing of information regarding the preparation for an impending disaster event, the damage done by the event, and the steps taken to return to the pre-event or higher level of functioning.

**NSDR** – National Strategy for Disaster Resilience, the Australian national policy behind the Community Disaster Resilience Scorecard, with a goal of making all of Australia resilient when faced with any type of disaster. The complete strategy is accessible at: <https://www.em.gov.au/Documents/1National%20Strategy%20for%20Disaster%20Resilience%20-%20pdf.PDF>

**National Disaster Resilience Framework** – The conceptual basis for the ANDRS, accessible at: <https://www.em.gov.au/Publications/Program%20publications/Pages/NationalDisasterResilienceFramework.aspx>

**Resident population** – Individuals or families living full-time in the community (both home owners and renters)

**Resilience** – A community is resilient when members of the population are connected to one another and work together, so that they are able to function and sustain critical systems, even under stress; adapt to changes in the physical, social or economic environment; be self-reliant if external resources are limited or cut off; and learn from experience to improve itself over time. Community resilience is more than the resilience of individuals, families or specific organisations, though all of those are key components of community resilience.

**Social index** – Any numerical scale used to compare social variables with one another or with a reference number.

**Social media** – Web-based and mobile technologies or applications used for the purpose of communication and networking with others.

**Socio-economic Indicators** – Linked information maintained by ABS on social situation and economics that can inform policy-making and decisions. Accessible at: <http://www.abs.gov.au/websitedbs/censushome.nsf/home/seifa>

**Transient population** – People who stay or work in a place temporarily or for a short time, including but not limited to travellers, tourists, temporary workers, students, conference or rally attendees.

**TRI** – Torrens Resilience Institute, a collaboration of the University of Adelaide, Flinders University, University of South Australia and Cranfield University established to improve the capacity of organisations and societies to respond to disruptive challenges which have the potential to overwhelm local disaster management capabilities and plans. Information accessible at:  
<<http://www.torrensresilience.org>>







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