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RESPONSE

Official Journal of the Australasian Institute of Emergency Services



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Level 2, 310 King Street, Melbourne
GPO Box 2466, Melbourne 3001
Ph: (03) 9937 0200
Fax: (03) 9937 0201
Email: admin@cwaustral.com.au
ACN: 30 086 202 093

EDITORIAL TEAM

Editor: Kristi High
Associate Editor: Ron Jones LFAIES

Send articles for inclusion to:
Email: editor@aies.net.au

WEBSITE

www.aies.net.au

WEBSITE CONTENT

The website has sections for each State as well as National Areas. If you have ideas for State Division content, please contact your State Secretary, for National content, email web@aies.net.au Please be aware that all content must go past the National Secretary prior to web publication to ensure it meets required guidelines.

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Autumn 2018 • National Emergency Response

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FRONT COVER

Supporters of Malmsbury Fire Brigade (CFA, Victoria) Captain Tony Stephen's strategies on diversity and inclusion. Feature Article on Page 20.
Photo supplied from CFA.

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NEW MEMBERS

The Australasian Institute of Emergency Services is pleased to announce the following emergency services people joined the AIES between January and March 2018.

NAME	STATE	ORGANISATION
Andrew Hillman	NSW	Ambulance
Phillip Newlyn	NSW	St John Ambulance
Jonty-Jack Bruce	NSW	Rural Fire Service
Mark Elm	NSW	SES
Peter Struk	NSW	SES
Glenn Thompson	NSW/NZ	Fire and Emergency New Zealand
Craig Samuel	NSW	Rural Fire Service
Stephen Thomas	SA	Sea Rescue
Frank Woolfe	SA	SES



<http://au.linkedin.com/groups/Australian-Institute-Emergency-Services-3844281>
or log in at au.linkedin.com and search for 'Australasian Institute of Emergency Services' under 'Companies'.



www.facebook.com/aies.online

AIES Annual General Meeting 2018

The AIES National Council invites all members of the Institute to the 2018 Annual General Meeting.



Date: Saturday 19 May
Time: 5pm followed by dinner at 6.30pm
Venue: Ibis Hotel Brisbane, 27-35 Turbot Street, Brisbane

Please RSVP to attend the AGM and the dinner to AIES National Treasurer, Jenny Crump at treasurer@aies.net.au



FROM THE PRESIDENT'S DESK

Steve **Jenkins**, FAIES

National President

In this edition I welcome you all to 2018 with the news that the Institute's name is now officially the Australasian Institute of Emergency Services. The subtle change from 'Australian' to 'Australasian' now provides the opportunity for colleagues involved in the emergency services, emergency management and the organisations that support them, including academia representatives in New Zealand, South Pacific and Asian nations, to formally apply for membership and be welcomed into the institute.

The name change was formally endorsed by the membership at the Annual General Meeting in Melbourne last year. My thanks to Company Secretary Bob Maul and National Treasurer Jenny Crump for their efforts to bring this change into effect.

I also have pleasure in advising that a number of members in South Australia have volunteered to nominate for election to reform a divisional management committee for that state. Notification of a general meeting for South Australian members will be disseminated in the near future.

I look forward to seeing South Australia once again having their own representative on the National Board. My thanks to those members who have come forward and offered to participate in the divisional management of the Institute.

As many of you may have noticed, the Institute's website has been experiencing some functionality issues. The Board has for some time been having discussions and considering options in terms of our Internet service provider. As I prepared this report, the Director for Membership and website manager were in the process of migrating the Institute's website and membership database to a new ISP. This migration is now complete, and there has been a noticeable improvement in the performance of the website and membership portal. If members have sent emails

to AIES email addresses prior to commencement of the new service, unfortunately, due to the issues with the provider, those emails would not have been received. Please resend them. My thanks to the Director for Membership Wayne Coutts and Web Manager Craig Rice for their efforts.

I have previously mentioned a number of times that the Institute is a member organisation of the Australian Emergency Management Volunteers



The subtle change from 'Australian' to 'Australasian' now provides the opportunity for colleagues involved in the emergency services, emergency management and the organisations that support them, including academia representatives in New Zealand, South Pacific and Asian nations, to formally apply for membership and be welcomed into the institute.

Forum (AEMVF). As such, members of the Institute are able to nominate to attend Volunteer Leadership Programs (VLPs) which are being conducted at various locations around the country throughout the year. Details about the VLPs, their locations and dates, and nomination forms are available on the Australian Institute of Disaster Resilience website at www.aidr.org.au/programs/volunteer-leadership-program/

VLPs are being conducted in regional areas, so please, check the list and see if there is one happening near you. Kindly note, that nominations must be endorsed by the executive of the delegate's organisation, which, in the case of the AIES, is the National President, president@aies.net.au

Notification in relation to the 2018 Annual General Meeting (AGM) will soon be disseminated. This year it is being held on Saturday 19 May in Brisbane at the Ibis Hotel, Turbot Street, Brisbane City. The AGM will be followed by the annual dinner. Advice in relation to the

guest speaker for the annual dinner will be provided soon. We are negotiating with a high profile representative from the emergency services in terms of their availability. The date for the AGM coincides nicely with the Australian and New Zealand Disaster and Emergency Management Conference being held at The Star, Gold Coast on Monday 21 and Tuesday 22 May.

On 20-22 June 2018, the National Volunteering Conference will be held at the International Convention Centre in Sydney. The conference theme is 'Ignite Invigorate Inspire'. As a member organisation of the AEMVF, the AIES has been allocated a complimentary registration for an emergency management volunteer. I must stress, this complimentary registration is for a 'volunteer' in an emergency service organisation – paid personnel are not eligible. If you are interested in attending as the AIES nominee, please submit your expression of interest as soon as possible to president@aies.net.au ●



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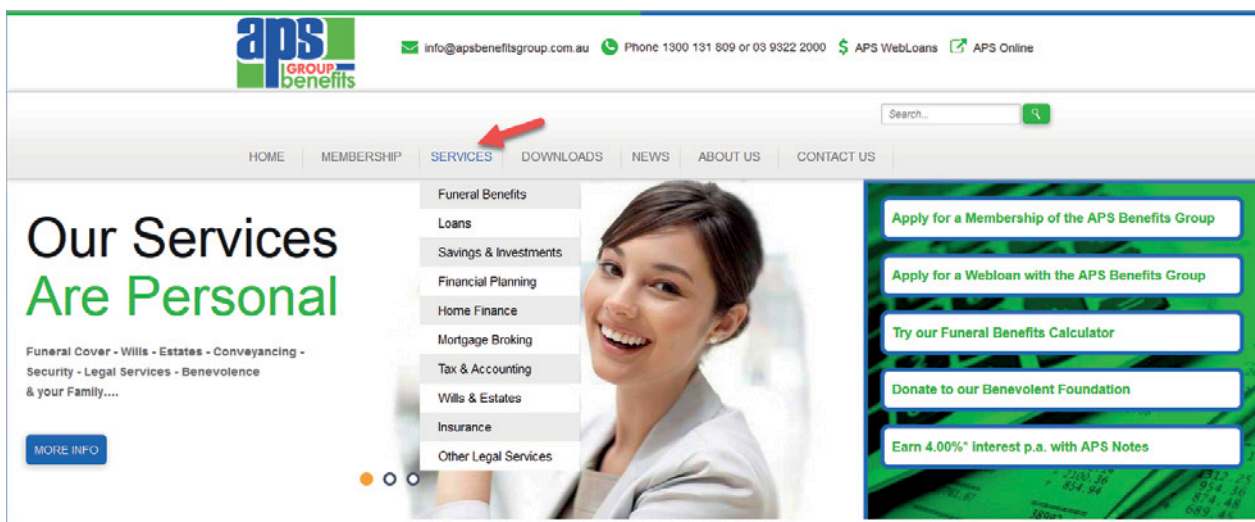
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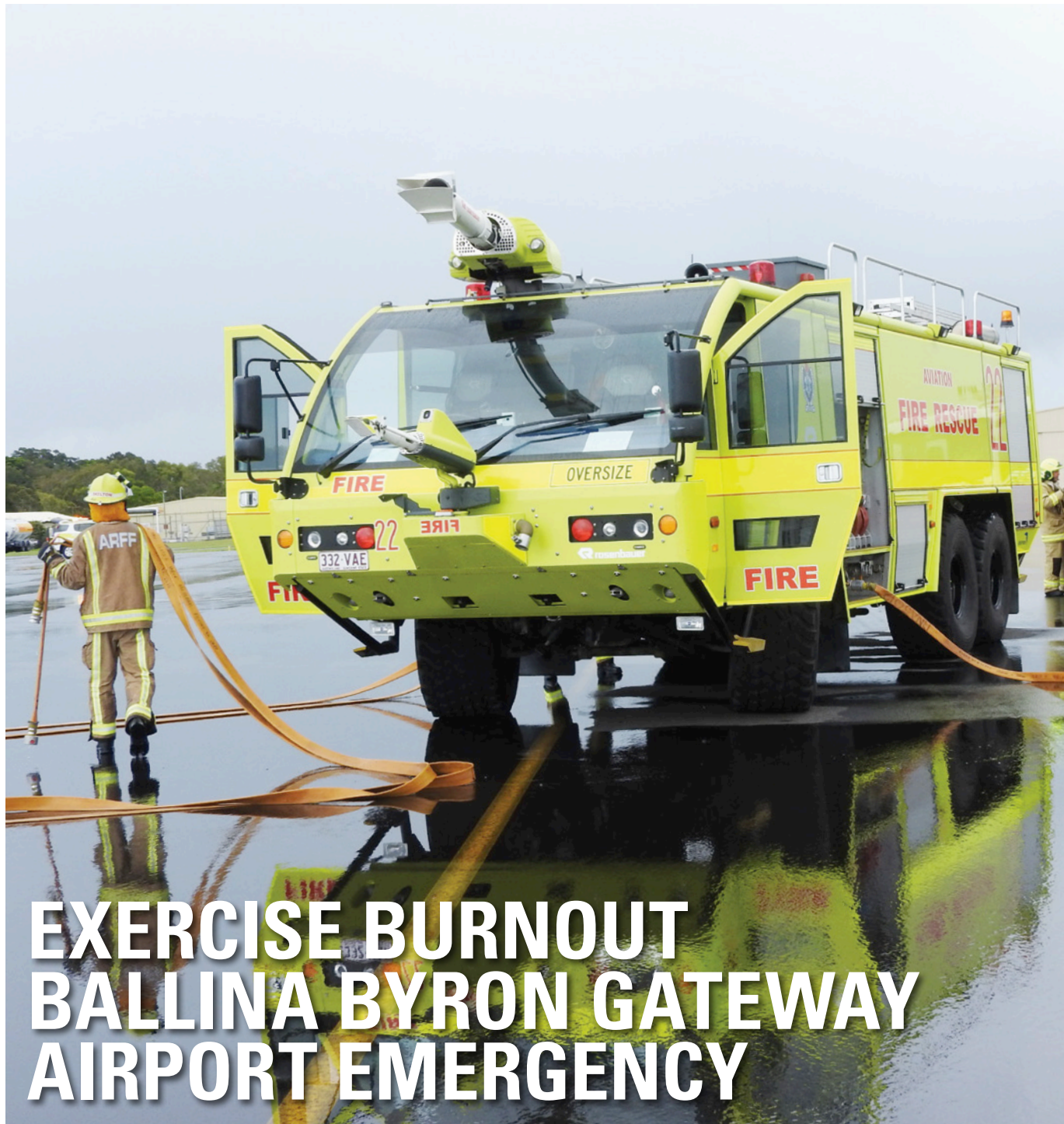
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EXERCISE BURNOUT BALLINA BYRON GATEWAY AIRPORT EMERGENCY

Ballina Byron Gateway Airport (BBGA) is the heart of the Northern Rivers region of the far north coast of NSW, providing tourists, businesses, locals, movie stars and rock bands access to this special part of Australia.

By Jill **Brix** MAIES

Principal Consultant, Avisure



The airport lies in the North Creek catchment, which flows into the mighty Richmond River and into the Pacific Ocean.

Managing the environment at the airport is a high priority for Ballina Shire Council, BBGA's owner and operator.

In 2017, I was commissioned by the airport to assist BBGA's Chief Operating Officer Kylie Hardy and Acting Airport Operations Supervisor Howard Ludgate to facilitate a Tabletop on 13 September.

This was followed by a Full Field exercise on 22 November 2017 to

practice a response to a large fuel spill on the regular public transport apron.

Exercise Burnout was created, and the scope of the exercise extended to two casualties and a notional fire and terminal evacuation.

Local ground handling agents, Aus Flight Handling and Oceania Aviation, played the part of notional airlines Byron Air and Rainbow Airlines. A tractor was used to simulate an A320 on the bay adjacent to the spill in the Full Field exercise.

A great turnout by the local emergency response agents, Exercise

Burnout was deemed a success.

It demonstrated that BBGA has a response team comprised of skilled professionals who demonstrate collegiality, collaboration and cohesion to support the overall response to an incident at the airport.

Brian Job from Sky High Aviation refuelling received an acting award at the Emergency Committee meeting on 24 January 2018 for providing realism into the exercise and making the ARFF work hard — having to revive him three times. ●

Living with PTSD? We Can Help

Moving Beyond Trauma is a 5-day residential program at the Quest for Life Centre in Bundanoon, NSW designed to assist first responders with PTSD reclaim their lives.

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ESTA'S GAMES WINNER

ESTA's Janet Rowe has been awarded the winner of the 2017 Stuart Taylor Memorial Award for 'Best Performance of the Games' in the Victoria Police and Emergency Services Games.

The trophy is awarded for excellence not only in the field of competition but also for enthusiasm and willingness to be involved in all aspects of the Victoria Police and Emergency Services Games.

Janet was presented the award by the President of the Victoria Police Games Federation/Victoria Police Deputy Police Commissioner, Andrew Crisp, at the end of last year.

Janet has competed in the games for the last four years in pool swimming, open water swimming and water relay.

She has worked for the emergency services sector in Commercial Services for 15 years, including the past 13 years at ESTA and two years at Victoria Police. She has always been active and competitive due to her background in

national championship horse riding and also from being in the army, where she participated in all the internal competitions, such as running.

Due to running so much in the military, Janet had knee operations which prohibit her from taking up running-based sports. To get involved in the games, as well as keep fit, Janet chose to take up swimming-based activities.

"Don't let your skill level or fear of not being good enough hold you back from getting involved in the games," she said.

"I quickly felt very comfortable in participating in an emergency services games. Everyone was so welcoming and encouraging."

Janet has recently taken part in the Victoria Police and Emergency Services

Games held in March 2018, and will compete in the Australasian Police and Emergency Services Games.

"What I like the most about the Victoria Police and Emergency Services Games is the friendships that are made, the team spirit and sense of belonging and community," Janet said.

"From a personal perspective, it's a great opportunity to set yourself a goal in a supportive and safe environment." ●

The full list of Stuart Taylor Memorial Award recipients can be found here: <http://www.emergencyservicesgames.org.au/vpsg/stuart-taylor-memorial-award>

ROAD CRASH RESCUE



WARNING: This story is likely to pull at the heart strings.
For anyone experiencing PTSD please contact: Lifeline – 13 11 14 Beyond Blue - 1300 22 4636



Nick Bell has been a fire officer with the NT FRS for more than 25 years. He has two main passions in life – motor vehicle accident prevention and White Ribbon. Here, Nick uses his creative writing flair to describe the horror that emergency services personnel experience when families are torn apart by road crashes. While the core aspects of this story are based on real events, it draws together 20 years experience of attending to MVAs to provide anonymity to the family involved.

By Nicholas (Nick) Bell



Watch Commander, Northern Territory Fire Rescue Service – Operations

THE FAMILY

It was the week before Christmas. The minivan and its three passengers travelled at the speed limit on Tiger Brennan Drive on its way home. The grandparents of the little girl in the back glanced at each other and smiled as yet another squeal of delight came from the back seat. The six-year-old was playing Tinkerbell on her Nintendo and loved every minute of it. The elderly lady and her husband had taken their son's daughter to the waterslide for the afternoon to give her parents a break. They went on an outing like this at least once a month. "Gives us time to connect with our grandchild," she would tell her son. Her son and daughter-in-law were so happy that the grandparents took the time and encouraged their precious daughter to go each time an outing was suggested. It was a close and loving family.

It had been a long, hot afternoon, perfect for a day at the waterslide but the heat had taken its toll on the driver. The grandfather was tired and shifted in his seat as he gripped the steering wheel. His face and arms were sunburned and the muscles in his shoulders ached. The little girl had insisted that he join in the fun in the water and inevitably he'd been the one to have to throw her around as she shrieked with laughter. He was paying for that now, he thought, as he tried to roll his shoulders. He had also forgotten his sunglasses that day and he was paying for that too. He squinted his tired eyes against the bright sun that was directly in front of him, fighting to concentrate on the road ahead. "Home soon," he thought.

THE CRASH

Jack, his wife Estelle and their grandchild never knew what hit them. A four-wheel drive vehicle travelling in the opposite direction ploughed into the front right side of the minivan. As it went it tore the van open like a sardine can, crushing the front of the van against the two elderly passengers. The four-wheel drive vehicle had hit with such force that the van had concertinaed at the front, pushing the front of the van against the driver and passenger, crushing them into their seats, trapping them exactly where they had been the moment of impact. The sound was enormous, deafening and terrifying. Two vehicles, nearly two tonnes each, travelling at a hundred kilometres per hour at each other in the opposite direction had met with devastating results. The sheer energy of the impact had produced a chilling sound of tearing metal, exploding glass and shattering plastic but they could be replaced. The torn and smashed limbs could not. Metal, glass and plastic can, to some extent, absorb impact but soft human flesh and fragile bone involved in violent smashes cannot. The sound of bodies being literally ripped apart was a sickening and unnatural one. Bones splintered and flesh was torn from its victims as the vehicles met, each trying to absorb the other's inertia but failing to do so. The four-wheel drive vehicle speared off and away from the minivan, out of control, coming to rest on its side fifty metres from where the horror had started. Its driver was dead. The minivan with the damaged family spun around twice with enormous violence and stopped, facing the direction from which it had come. Silence.

THE HORROR

Barely conscious, Estelle tried to open her eyes. She didn't know it but one of her eyes would never open again. It had been penetrated by multiple shards of glass as her head had hit the windscreen shattering it and spraying pieces of it everywhere. She couldn't move her body at all and she could scarcely breathe. The dashboard of the van was sitting on her chest, pushing hard and the firewall was crushed against everything on her body below that. She started to cry, her one good eye allowing her to see her wonderful husband of 42 years bleeding out all over the wrecked minivan's floor. The blood was a thick, deep, rich red colour of blood that told of a broken human body that could never be repaired. Jack, her kind and gentle man, was dying and he wasn't awake to say goodbye to her. Her one good eye filled with tears of desperate sadness. She was in terminal shock herself and her brain only registered what she saw in front of her but she could just make out the wail of the distant sirens. Help was coming but it would be too late, she knew, as her mind drifted off into the terrible darkness.

Despite the seatbelts they had been wearing, the beautiful little girl had been ejected from the minivan during the two violent pirouettes it had done after impacting with the four-wheel drive. Her fragile little body had been ripped from her seat and hurled through the side window, head impacting with glass, little neck snapping as bone met safety glass that simply could not withstand the magnitude of the physical forces that come with high-speed crashes. Crumpled and silent the child now lay in her own spreading pool of blood, dying quietly on the road.

THE FIRE FIGHTERS

The sight in front of him sickened the fire officer as the truck pulled up in front of the crash site.

"VZ8AP, this is Darwin 63," said the officer over the radio, voice tight with emotion and high anxiety.

"This is Control, go ahead 63," was the reply.

The girl in the control room knew that the situation report was not going to be good news. She had received numerous emergency calls to the accident rung in from horrified motorists who had come across the devastation.

"Control, we have arrived on scene. Two vehicles involved. Three persons trapped, major injuries sustained, children involved, ambulance crews required as soon as possible. We will be on scene for an extended period. I want police to block off the road at both ends and divert traffic for the duration of this call," he continued.

"Roger Command, ambulance already notified and will be there shortly, police informed of your request," Control replied.

The fire officer hated motor vehicle accidents (MVAs); they were the worst kind of jobs the fire service had to respond to because of the human wreckage. The officer moved quickly around the scene sizing up the situation. He hated seeing people in distress. The blood and gore was one thing but the victims' screams were what he really struggled with. But they weren't screaming at this one. The cars had hit at great speed, that was obvious, but the area looked as if a bomb had hit it. To the untrained eye it would have been impossible to tell just what the hell had happened but to the fire fighters frantically setting up the rescue equipment it was obvious. The skid marks, the point of impact, the positioning of the vehicles and the spread of debris told the whole terrifying story. The driver of the four-wheel drive had obviously lost control and crossed over to the wrong side of the road. In a split second he had realised his fatal blunder and stood on the brake pedal sending the heavy vehicle further out of control as he overcorrected. The minivan and its innocent victims were in the wrong place at the wrong time. Given that there were no skid marks from the minivan, the fire officer

knew that the family probably did not even know that the finger of death had pointed them out for execution, leaving the driver no time for evasive action. Twisted, distorted, barely recognisable pieces of metal lay everywhere, every window of the two vehicles had exploded out covering the bitumen road in a blanket of glass. A headlight here, a bumper there, plastic, rubber, glass and twisted metal all around.

While the crew set up the rescue equipment, the officer briskly walked around the scene sizing up the problem and the challenge that lay ahead. In a few quick strides he reached the closer of the two vehicles, the four-wheel drive. The vehicle was on its side and the officer crouched down to look in the smashed windscreen to inspect the victim inside closer. It was not the fire fighters' job to pronounce a victim dead, that was for the paramedics to decide, but the officer could see that this man had breathed his last. There was not a drop of blood to be seen but the crazy angle of the man's head in relation to his body told of the massive force inflicted on the fragile neck. The bruising at the base was sickening and black, the head twisted almost full circle, dead eyes looking straight at the would be rescuer, body still strapped into its seat, the stench of alcohol strong. Empty beer cans lay strewn around as if to decorate the macabre scene. His hands were shaking and he felt sick as he sprinted the short distance to where his crews were tending to the child.

The minivan was half the length the manufacturer had intended. Pushed in at the front with such vicious force that the two elderly people were stuck fast and their extrication would take a lot of time and care. It would be a delicate operation to free them. That was not his priority now however – the child was.

Each and every motor vehicle accident presents a unique set of problems that the rescuers must overcome. No two accident scenes are the same. Each has its own set of challenges, hazards and dangers. The fire crews knew that for the van's occupants, time had just about run out. The ambulance officers had arrived and with the fire fighters were frantically working on the broken and dying little girl as she lay silently on the bitumen road. They were trying to get saline drips into the victim to counteract the

deep shock from blood loss and were bandaging, trying desperately to stop the thick, dark, rich red coloured blood leaking out from her little body. The fire fighters working over the child were frantic. With first aid kits and respiratory equipment desperate to find a sign of life, desperate to hear a little cry, anything that would tell them that this beautiful little girl might just make it.

A race against the clock had begun for the ambulance and fire crews to stabilise the three victims and get them to the hospital, giving them the greatest chance for life.

The jaws of life, as the general public called them, was in fact a combination of two distinct pieces of equipment. The cutters looked very much like a pair of giant scissors. They are hydraulically operated giving them enormous cutting power and could, in fact, sever almost any part of a smashed car. The spreaders, an oversized pair of pliers, could open and close with similar strength, designed to pry open squashed and twisted metal. There was plenty of that to go around here, thought the officer as the crews took up their positions and got to work.

Two fire fighters were at the front of the minivan working on freeing the grandparents, and things were not going well. Not well if you were watching the clock because although the seasoned firemen were working fast, it was too slow for the critically injured couple. Both fire fighters had been to plenty of MVAs but they felt especially sick this time. Having to work in so close to the horrifically injured couple, covered in their blood and hearing their ragged breathing was giving rise to enormous stress. Those throwaway comments that people made about 'getting used to it' and being 'desensitised' were so very wrong. If anything, it brought on more stress and anxiety with each and every response to an MVA. You can never get desensitised to the sounds of someone dying and these three family members were a close-knit unit that had now been blown apart. The fire fighters working at freeing the couple from the minivan wrestled with the incredibly heavy cutters and spreaders trying bit-by-bit to chop pieces of the car away. With their faces so close to the dying couple, the fire fighters could not help but look at them. It was horrific. The



old man was smashed badly. It looked like his right leg had almost been completely torn off and was hanging by only a few sinews. There was blood absolutely everywhere and the two fire fighters could not help but be covered in it. The more senior one looked at his partner and he thought they looked like two surgeons in an emergency room up to their armpits in gore. The elderly man was drifting in and out of consciousness and his damaged head was being supported by one of the ambulance officers. A very large pool of blood had formed on the floor of the van where his feet were and it was starting to set and congeal. It looked like soft jelly and it smelled like death. The man had lost too much of it. He was so drenched in his own blood that it was impossible to tell what the rest of his injuries were. A quick glance at the woman told the fire fighter that she was trapped fast and only her right arm was free. Her arm, despite the splintered bones poking through, was trying to reach for her husband's hand and her good eye, through its tears, was searching for him. The other eye was a mess. Blood, ooze and clear fluid leaked from a massive penetrating wound. It ran down her cheek and onto the bright floral dress she had worn for the fun day that they'd planned.

Crush victims rarely live when freed from a wreck. As the dashboard of a car smashes against their chest, stomach and legs, blood and normal fluid flow in the body is severely restricted. In most cases it simply stops flowing and the person dies on the spot. If they are lucky they get to live for a few more minutes, just until the rescuers can get the crushing weight off them. The paramedics were trying to get out of the way of the firemen as they cut, pushed and twisted the metal, fighting for the victims' lives. The more senior of the two fire fighters had tears running down his face as he worked. He looked at his mate. So did he.

The fire fighter watched the two men as they fought to free the elderly couple. He knew they were doing it tough and walked over to them, reaching out, putting a hand on each of their shoulders.

He spoke quietly to them as he bent low, close to their ears, offering words of encouragement but knowing that they

were empty words. Time was running out for all of them.

He wheeled around and went to back to the six-year-old girl. The fire fighters working on her were in deep distress, their actions frantic, hands pushing down on the small chest, trying to get the life back into her, taking turns for compressions and then breaths. Her injuries were terrible and the impact of the four-wheel drive had ripped the life from her, leaving her almost unrecognisable as the bright young girl she was a few minutes ago. Like all people who work on the frontline with road crash rescue, the fire fighters working on that girl that day were deeply committed to the fight for life on behalf of the daughter, granddaughter and niece they now sweated over.

The fight for her life was on and it was furious with drips, tubes, oxygen and bandages all being applied. She wasn't moving and deep down the officer knew she never would.

He squatted down next to his crew members to help. He was astonished to see that the little girl was starting to stir. She was gaining consciousness and he felt a small leap of joy in his heart amongst the complete carnage of the horror he was witnessing. Amazingly the team working on her had managed to get her back and her blue eyes were fluttering open.

Her little moans were the sign of life that the crew wanted to hear. With two firemen, the fire officer and an ambulance officer looking over her she opened her eyes, looked at them, whispered, "Mummy, please help me. Please mummy, where are you?", and then she died.

Her massive internal injuries had conspired against the rescue team's best efforts and she could not be saved. The powerful sight of her blonde hair, her perfect skin, her pretty face covered with blood and eyes glazed over was an image instantly and irrevocably seared into the memories of the team as they looked at each other in complete shock. They started to work on her again but the fight was lost.

THE FUNERAL

One week after the crash and a day after Christmas, the funeral for the two grandparents and the little girl was held. The cathedral was packed. The immediate and extended family

sat in the front rows, heads down, sobbing with the pain and loss they felt. The family was broken and could never be fixed. For them it was over and they were destroyed, destined to go through the rest of their lives on automatic, never really taking any sort of joy from life because their parents and daughter were gone.

The three coffins were lined up at the front. There was a picture in a frame atop each of the coffins. The photos were of the three victims that each coffin contained with the photo frames positioned so that they were looking back at the congregation of sobbing relatives. Throughout the service the priest had talked of healing and forgiveness but there was to be none of that on this day.

The fire officer quietly slipped into the back of the church and took a seat. He was looking for closure, something that would assuage the deep sense of sadness, sorrow and loss he too felt after the accident. Although he had only known the three people in the coffins for a very short time, the connection had been deep and had impacted him like no other. He felt broken inside and wanted desperately to be fixed somehow. As he lifted his head to look forward, his eyes caught the sight of a little boy with a single flower leave his seat in a pew at the front of the church.

The boy went to the smallest of the three coffins, paused and then placed the flower on the top of the coffin in exactly the place the little girl's heart would have been. As the little boy turned around to go back to his seat, the fire officer could clearly see the tears streaming down the face of the boy.

The fire officer started crying too. The scene had ripped the officer's heart out and his head had fallen into his hands for the rest of the service. He didn't stop crying for three days after that. ●

**Please don't
drink and drive.
Our families love
and need us.**

WHAT HAS HAPPENED TO MY HERITAGE? DISASTER RECOVERY IN CHRISTCHURCH AND KATHMANDU

By Catherine Forbes

This paper was presented by the author, Catherine Forbes, at the Australia and New Zealand Disaster Management Conference held on the Gold Coast in 2017. It examines the impacts of disaster on the cultural heritage of two cities affected by catastrophic earthquakes – Christchurch, New Zealand and Kathmandu, Nepal.

The response and recovery in Christchurch and Kathmandu have been very different in each city, as have the outcomes for both the cultural heritage and the people living in these cities.

This is the result of different attitudes towards the value of cultural heritage to the city, its people and its future, as well as different capacities to respond, different attitudes to risk, different levels of wealth and different types of government intervention.

CULTURE AS A HUMAN RIGHT

Culture is recognised as a basic human right and is thus protected under International Human Rights Law. This is because culture is integral to being human and that people are incomplete without it. The culture of a community develops over time and expresses the social meaning of life within the community (Holloway, 1969). It is complex and includes knowledge, beliefs, morals, custom and law, but also expressions of creativity and intellectual achievement, such as art, literature, music, buildings and landscapes (Deacon, 1997).

Places of cultural significance enrich people's lives, often providing a deep and inspirational sense of connection to community and the landscape, to the past and lived experiences in the present.

These places are important expressions of cultural identity and reflect the diversity of our communities, telling us about who we are and the past that has formed us (Australia ICOMOS, 2013). These places are our inheritance, to be passed on to our children, our grandchildren and future generations.

HAGUE CONVENTION, 1954

Cultural heritage is also protected under International Humanitarian Law. The 1954 Hague Convention (UNESCO), which arose out of the ruins of war-torn Europe, promotes the protection of cultural heritage in times of armed conflict. But in more recent years, recognising the importance of cultural heritage to the identity, coherence and well-being of communities, UNESCO (United Nations Educational, Scientific and Cultural Organisation), Red Cross and Blue Shield (the cultural equivalent of the Red Cross) – the key organisations responsible for making governments aware of their obligations under the convention – have also promoted the protection of culture, cultural property and places of cultural significance in times of disaster. This is because, whether the destruction is intentional or not, the impact of its loss to society is essentially the same. Further, the protection and survival of cultural heritage is considered intrinsic to the successful, cohesive and healthy recovery of damaged communities.

CASE STUDIES: CHRISTCHURCH AND KATHMANDU

Over the last two years, as an expert member of ICOMOS (UNESCO's International Council on Monuments and Sites), I have had the rare opportunity to review the impacts of the earthquakes on the cultural heritage of both Christchurch and Kathmandu, as well as the recovery of each city. I have visited both cities and spoken with representatives of government, local authorities, local community members, practitioners and other stakeholders.

This presentation gives a brief overview of the impact of the earthquakes on the cultural heritage of each city, and then the impacts of the response and recovery process, considering the actions taken and the consequences of those actions for the heritage of each city. By comparing and contrasting the two, I seek to find a way forward that will not only protect human life in future disastrous events, but also the culture that is intrinsic to that life.

EARTHQUAKE DAMAGE CHRISTCHURCH

The Canterbury earthquakes have had an immense impact on the built heritage of Christchurch, particularly its nineteenth century and early twentieth century unreinforced masonry buildings,





Christchurch earthquake, 2010. Photo by Richard Walker.

built before modern earthquake building codes were introduced. The brick and stone buildings of its principal educational institutions, government buildings, museums and galleries, theatres, churches and historic houses and commercial buildings all suffered very badly. The towers and spires that had been the landmarks of the city fell, as did some of the historic building facades that gave the city streetscapes their distinctive character. Among the great losses to the city were the tower and spire of Christ Church Anglican Cathedral and the towers and chancel of the Catholic Basilica of the Blessed Sacrament. The Anglican cathedral was the icon of the city and its centerpiece. The city had been built around it and was named after it.

Thus its loss was deeply felt. It should be noted, however, that despite the failures, many of Christchurch's historic buildings were still standing in the immediate wake of the earthquakes and their failure was not the major cause of death. Most deaths occurred with the catastrophic collapse of modern reinforced concrete buildings.

KATHMANDU

The historic buildings of Kathmandu were also severely damaged. Several of the tiered brick and timber temples, for which the city is famous, collapsed, as did portions of the palace complexes that housed important museum collections. The large hemispherical stupas were also damaged, as were many traditional shop houses that

formed the tightly woven streetscapes and squares of the city.

Many of these structures, which were hundreds of years old and had passed through many earthquakes before, were strongly associated with the Nepalese national identity. But they were also part of everyday life for the people of Kathmandu as many were important religious sites, where daily offerings were made, spiritual counsel was sought and seasonal festivals took place.

EMERGENCY RESPONSE CHRISTCHURCH

In Christchurch, the response to the first earthquake to hit the city in September 2010 included a humanitarian response, followed by debris removal from the streets and securing of dangerous buildings for assessment and then, if necessary, demolition.

Normal heritage and planning legislation applied and demolition could only be undertaken with Council consent. Owners were encouraged to repair their damaged buildings and severely damaged buildings were dismantled for future reconstruction.

Consideration was given to strengthening or removal of elements that could pose a risk to the public in future events as falling debris, such as chimneys and heavy decorative cornices (Forbes, 2017a).

After the second earthquake of February 2011, the city had to be evacuated and large areas, including the whole city centre and many residential areas, were cordoned off for safety and security reasons – the 'red zones'. A state of emergency was declared and following search and rescue efforts, the clean up began. To a large extent this was organised by Civil Defence with trained emergency response and recovery teams from all over New Zealand and abroad. For safety reasons, the local community was generally excluded from the clean up in the most severely affected areas.

KATHMANDU

The emergency response in Nepal was less well organised. The local police and military were assisted by several international search and rescue teams, but the local community, monks and priests also played a major role. Evacuation of people was not enforced,



Kathmandu earthquake, 2015. Photo by Jonathan Khoo.

although many residents did evacuate themselves and only small areas of the city were closed off to prevent people re-entering the disaster zone. Again, although the initial focus was on saving human lives and retrieving the dead, there was also a considerable effort made to salvage items from the wreckage that were of cultural importance, such as religious artefacts, documents, carvings and other artworks (Jing *et al*, 2016).

DAMAGE ASSESSMENT CHRISTCHURCH

The New Zealand government established the Canterbury Earthquake Recovery Authority (CERA) within a month of the disaster, giving the authority wide sweeping powers to facilitate an efficient recovery. In doing so they suspended all legislation designed to protect New Zealand's cultural heritage and removed all approval authority from Christchurch City Council, which, in normal circumstances, would have been responsible for protecting the city's heritage and planning the city's future (Forbes, 2017a).

Engineers were engaged to assess the damage and, with the authorisation

of CERA, a two-year process of mass demolitions began across the city. Although many owners of heritage properties protested in the courts and the council organised qualified heritage engineers to peer review damage assessments, very few heritage buildings were saved. Safety and economic hardship were used to argue their demise, even though it was demonstrated that the buildings were repairable. This had a very significant impact on Christchurch's heritage and resulted in the loss of almost 50 per cent of the city's heritage listed buildings, including many historic timber buildings, which with only minor interventions could have been made safe and code compliant. Some significant historic elements were salvaged and stored for possible reuse in the rebuilding of the city.

KATHMANDU

In Kathmandu there was not the same sense of urgency to clear the debris from large areas of the city – only the major streets. Even though recovery was focused on critical infrastructure, hospitals, schools and housing, cultural heritage was considered to be essential

to the nation's future, its identity and social cohesion, as well as its economic development. Therefore, heritage buildings were not demolished unless they were on the verge of collapse. Heritage structures were secured and stabilised wherever possible until detailed damage assessments could be undertaken. Components of collapsed or demolished buildings, including timber posts and beams, decorative elements, bricks and tiles, were gathered, sorted and stored for future reassembly, as per the local custom (Jing *et al*, 2016).

RECOVERY PLANNING CHRISTCHURCH

In planning the recovery of Christchurch, the Council invited the local Christchurch community to contribute to the process through the 'Share an Idea' program. Many Canterburyans identified reconnecting with their heritage and their environment as a high priority. The Draft Central City Recovery Plan (Central City Plan), adopted in December 2011, identified heritage as an important contributor to the city's identity and future, and acknowledged the community's concerns regarding its loss. But it also noted the challenges



of maintaining safety and economic viability of heritage structures and proposed a pragmatic approach to their retention, which allowed changes of use, substantial structural interventions and façade retention only (not interiors) (Christchurch City Council, 2011).

Unfortunately, the city's intentions were not reflected in actions taken. Many demolitions were approved by CERA in order to facilitate the clearing and redevelopment of the city. Although the Central City Plan included revitalisation of some key historic precincts, such as Cathedral Square, there was an emphasis on new large-scale anchor projects, several of which have since been abandoned due to lack of funds. The rebuilding of Christchurch has taken far longer than initially anticipated, and six years on, as a result of the city's closure for two years, the relocation of the population, the demolitions and the cost of rebuilding, the city still remains substantially empty (Forbes, 2017a).

KATHMANDU

In Nepal, although there has been some replanning to accommodate new infrastructure, including a new water

supply system, the city has remained open and active. As people have little money and no insurance, in many cases they have continued to occupy the damaged structures despite the dangers. Demolitions have occurred, but not on the same broad scale as in New Zealand, leaving the city comparatively intact. As recovery of the city's heritage was ranked fourth among the nation's recovery priorities, there has been little debate over its reconstruction. It is regarded as essential (Forbes, 2017b).

SOCIAL AND SPIRITUAL IMPACTS OF LOST CULTURAL HERITAGE CHRISTCHURCH

The impact of lost heritage on the identity of Christchurch and its people has been immense. Local Canterburyans do not recognise their city nor do they like visiting it. It is now a wasteland without any of its landmarks, special places or familiar streetscapes. Even non-church goers mourn the loss of the cathedral and continue to fight in the courts to prevent its demolition (Gates, 2014; Forbes, 2016). Although worshipers have been accommodated in a beautiful cardboard cathedral designed

by world renowned architect, Shigeru Ban, the Cathedral Square, which had historically been the centre of the city and the heart of its celebrations, farewells and homecomings, lies formless and empty. The people mourn the loss of their theatres and meeting places, the commercial streetscapes that they used to frequent and the places that held special memories for them. They mourn the loss of their city.

Artists have endeavoured to reclaim the city by installing commemorative or reflective artworks that aim to reconnect the city with its past and instill life where there is currently little or none. The 'Planted Whare' constructed in front of the cathedral by artist Chris Heaphy was designed to provide an affirmation of life and existence in the presence of loss, and the 'Tree Houses for Swamp Dwellers', created by Julia Morison attempts to re-engage the city with its natural environment. An arcade of timber arches reflecting the city's Gothic heritage provides a temporary gateway into the city (Forbes, 2016).

KATHMANDU

In Kathmandu, despite the loss of significant buildings, including the

city's namesake and most historic structure, Kasthamandap, there has been a concerted effort to ensure that customary activities continue. Although structures have collapsed or been severely damaged, their sacred elements have been protected and access provided to allow people to continue making their daily offerings or seek spiritual counsel as needed. Cultural festivals, which included parades through the disaster affected streets, were revitalised as soon as possible after the disaster as they were considered important to reuniting the community and contributing to its emotional and spiritual healing in the wake of the disaster.

RECOVERY OF CULTURAL HERITAGE

CHRISTCHURCH

Recovery of Christchurch's heritage has been a slow and painful process, but there have been some successes. Through the community consultation process, the new Resilient Greater Christchurch Plan (Christchurch City Council, 2016) has included much greater recognition of the city's Maori heritage and the importance of the Maori understanding of the connection between people and the land.

Christchurch City Council has committed to the repair and refurbishment of its own historic buildings, including the city's Town Hall, a significant piece of Christchurch's modern heritage, and the Canterbury Provincial Council Building (currently stabilised and protected until funds become available in the future). The Bridge of Remembrance over the Avon River has been repaired, the Isaac Theatre Royal has been rebuilt, including its historic façade and interior, and the city's historic Arts Centre, comprising a collection of over 20 neo-Gothic stone structures, is gradually being repaired and reopened to the public, one building at a time. On the reopening of the Great Hall and Rutherford's Den, many of those present expressed their excitement at regaining their heritage with tears of joy (Forbes, 2016, 2017a).

KATHMANDU

In Kathmandu, the giant Bauddanath stupa has been repaired and rededicated and the people are again



Nepalese citizens race into the streets of Kathmandu, Nepal, in response to a 7.3 magnitude aftershock hitting the country. Photo: DVIDSHUB.

circumambulating its base as they pray and meditate. Several of the temples have been rebuilt and palaces repaired. The reconstruction is ongoing and will be for many years, but the pilgrims are returning and the city is alive with activity (Forbes, 2017b).

'A PLACE TO STAND'

The Maori refer to 'turangawaewae' – 'a place to stand'. It is their place in the world – the place where they feel empowered and connected. In Australia, our Aboriginal people talk about 'being in country' – their country to which they belong. But this is not just an attachment experienced by indigenous societies. Most people have a place that they feel strongly connected to, a place they call home, a place where they feel they belong and which represents their heritage (Forbes, 2016).

In a disaster situation, we focus very strongly on physical needs, and to a slightly lesser extent the psychological and emotional needs resulting from the losses experienced.

But how often do we consider the psychological or spiritual hurt associated with the destruction of the community's cultural inheritance? Although we talk about saving our family photographs, heirlooms and other memorabilia, we give little attention to saving our communal heritage, even though it contributes to our community identity and social cohesion. We are expected

to remain stoic, bear the loss and move on (Dalziel, 2016a, 2016b). Yet, when culturally significant places are destroyed, there is an enormous outpouring of grief within the community. At the same time, we should also recognise that it is people's spiritual and social attachment to a place and/or a community that provides the strength and determination to rebuild.

CONCLUSION

From the two case studies presented, it is clear that one city has survived far more intact than the other, when it comes to its cultural heritage, and that, whilst lacking in many other ways, including ensuring the physical safety of its people, Kathmandu has been able to retain a strong sense of cultural identity. The people are resilient and keen to rebuild, but not at the expense of their heritage.

Our cultural heritage is part of us and it is important. It tells about who we are and where we have come from. But it is also part of our daily lives, connecting us to the places we live and the communities that we are a part of. It contributes to our memories, our perception of the world and our sense of self. If we want to protect culture as well as people, then we must develop a new approach in the field of disaster and emergency management. We need to look for a middle path, one that ensures both the safety for people and their cultural inheritance.



Kathmandu earthquake, 2015. Photo by Jonathan Khoo.

ABOUT CATHERINE FORBES

Catherine Forbes is an Australian architect with 30 years' experience in cultural heritage conservation. She has specialist training in international humanitarian action (Red Cross), health issues in humanitarian emergencies (U.Syd) and disaster risk management for cultural heritage (UNESCO). Catherine is a member of Blue Shield Australia (cultural equivalent of the Red Cross), ICOMOS (UNESCO's International Council on Monuments and Sites) and ICOMOS's International Scientific Committee on Risk Preparedness (ICORP). In recent years, Catherine has been invited to undertake detailed reviews of the disaster impacts on cultural heritage sites in both Christchurch and Kathmandu and their post-disaster recoveries.

Although our heritage places must develop and implement their own disaster risk management plans to mitigate risks and minimise damage during catastrophic events, these places will also depend on the goodwill and actions of emergency responders –

treating them with respect and not as debris to be discarded – and government – prioritising them in both emergency planning at district, state and national levels, and in post-disaster recovery planning. In this way we may be able to save both lives and culture. ●

GIVING AUSTRALIA 2016

Latest findings on giving and volunteering

New findings on individual giving and volunteering were released at the end of 2017 as part of the Giving Australia 2016 report series.

Two more reports – *Giving Australia 2016 Individual Giving and Volunteering* and *Giving Australia 2016 Business Giving and Volunteering* – are the latest to be released from five research reports undertaken by Giving Australia 2016.

CEO Volunteering Australia Adrienne Picone said, "Volunteering Australia is proud to be recognised as a sector partner in the largest-ever research conducted on giving and volunteering in the country."

The Individual Giving and Volunteering report provides insights on volunteering, including trends, innovations and challenges for those who are giving their time and money to a diverse number of causes.

Highlights include:

- An estimated total of 932 million hours were volunteered during 2016.
 - Females volunteered an average of 138 hours during the year (46.9%), while males volunteered an average of 130 hours (40.3%).
 - Those who volunteered (87.4%) also engaged in charitable donation.
- The Business Giving and Volunteering report focuses on giving and volunteering by small, medium and large businesses that represent a significant contribution to the Australian not-for-profit sector.

Highlights include:

- Business volunteering in the workplace is increasing, with 63% of large companies having a workplace volunteering program, 30% of mid-sized businesses, and 6% of small business (though many small businesses indicated

- they would like to get involved in workplace volunteering).
 - Almost 90% of large businesses reported allocating more resources to volunteering, compared to 10 years ago, and wanted to see more of their workforce participating in workplace volunteering.
 - Almost three-quarters of large businesses, or 72%, indicated they encouraged employee giving by allocating paid time for volunteering.
- Giving Australia 2016* is led by the Australian Centre for Philanthropy and Nonprofit Studies at QUT and sponsored by the Prime Minister's Community Business Partnership.

For more information about Giving Australia 2016, please visit www.communitybusinesspartnership.gov.au/about/research-projects/giving-australia-2016/ ●

DIVERSE AND INCLUSIVE BRIGADES – BETTER OUTCOMES FOR COMMUNITIES

Photo supplied from CFA.

Diverse and inclusive brigades not only deliver positive outcomes for our community, they are vital to ensure brigades are sustainable into the future.

By **Tony Stephens**

Captain of Malmsbury Fire Brigade, CFA (Victoria)

The light bulb moment for me came as an officer several years ago. A young woman in our community said she didn't think she could join the brigade as she thought there was a rule that only physically fit men could join. She wasn't being sarcastic; this was the perception of someone who had had little exposure to the brigade and didn't see the brigade as part of the community.

This led me to think about the role of the brigade in the community, apart from responding to fires and incidents and community education. Deeper and more effective community engagement must have equal billing and importance, particularly if we are to truly meet the community expectations and needs and, as a brigade, we want to recruit and retain members of the community who might not have previously seen CFA as a worthwhile volunteering option.

For some members of the community, joining the local fire brigade can be a daunting prospect, particularly for minority groups, younger people, those from non-English speaking backgrounds or in some cases women who may only see brigades with predominately male membership. By breaking down the barriers, truly engaging with our community, and identifying their needs and requirements, we not only build a healthier and more resilient community, but we also open the doors to a more diverse and inclusive brigade membership. This in turn leads to better service delivery and a more sustainable brigade into the future.

Our brigade is in a township of around 700 people, and has an increasing number of tree changers, LBGTI, retirees and commuters. Increasing the diversity and inclusiveness of

our brigade is necessary if we are to continue serving our community. The traditional membership base of farmers and members who live locally is clearly drying up and our turnouts are increasing. If we have over 50 per cent of our town's population who do not see volunteering with the brigade as an option, how can we build a more resilient community and how can we sustain our capability into the future?

Some simple initiatives may include:

- **Work in partnership with the community to identify local risk and develop response plans.** A community that is involved in identifying local risk, what is important to them and having input into response plans gives them ownership over their community brigade. By being invested in the process they



in turn become more resilient and can respond and recover to a greater level when emergencies impact them.

- **Use of social media.** Not only to promote brigade activities, but to make community members feel they belong to the brigade and that we belong to them. Include lots of photos of CFA members going about their activities. Include profiles and messages from members who don't fit the traditional membership base. Isolated or vulnerable community members may also feel more connected with those around them.
- **Have a visible presence at community events.** Turn every community event into a community education opportunity. This not only works towards reducing the number and impact of fires and other emergencies, but lets us have a conversation with our community about what we do and what's in it for them.
- **Hold more brigade organised events.** Events not only serve to raise money, but they also bring the community together (and bring visitors into town), show that we are here for the community and are looking to benefit all.
- **Include the community and members in any internal brigade planning.** Communicating what the brigade wants to achieve in coming years and seeking their input as to what they see as important. Not only does the community feel involved but they may seek their own opportunities to fundraise or contribute in some way to the brigade.
- **Connect and work with other community groups.** There is strength in numbers and when applying for grants or needing help with brigade events. Other community groups' support is vital.
- **Put a face to the names.** Letting the community know who the members are, their jobs, interests and motivations in being a member puts a human face to the role and shows that any member of the community can contribute in some way.
- **Invest in and grow your members.** By investing in, developing and supporting your members, they feel valued. Helping with job applications, providing IT and a quiet space for online learning and where members can do schoolwork or university assignments gives them a sense of belonging and support and aids in retention.
- **Visible signs of support for minority groups.** Simple signs of support such as flying the Aboriginal or Gay Pride flag or attending minority group events go a long way to establishing trust and can open up a dialogue that may aid in recruiting more members.
- **Seek member input and delegate authority where possible.** Seeking members' input on key decisions and identifying where the brigade needs to head gives them ownership. Delegating authority where appropriate and possible lets them grow and engages them on a deeper level with the brigade. By delegating, the workload can be shared and more diverse views sought.
- **Elevate non-firefighting roles to equal status and importance.** This not only indicates how important those non-traditional roles are but it shows the community and those members who are transitioning out of firefighting due to various circumstances, that there is a place for them that is important and has a positive impact in the brigade and community. This also gives community members not able to perform a firefighting role the opportunity to contribute in a meaningful way.

- **Be a leading, visible presence during town emergencies and during recovery.** Whether it is during storms, floods or other emergencies, contributing where you can and being visible shows the community we care about them. By aiding in recovery, even in simple ways, and following up with them later, shows we are there for them.

By placing community engagement as an equal priority as response and community education, there is clearly an increased burden of workload and challenges. The workload should take care of itself in the medium to long term as more members join, and existing members become more engaged and active.

As a leader in the brigade and community, challenges will lie in bringing the members and community along with you. If our culture reflects society and community expectations then the overwhelming majority will continue on the journey and new members will join.

By clearly defining the expected boundaries of behaviour and dealing with those who work outside these boundaries then the silent majority will step up. By empowering members to step up, raise issues and deal with inappropriate behaviour (where appropriate and possible) your future brigade leaders are born.

Risk lies in not modelling appropriate behaviour, not dealing with inappropriate behaviour or imposing only the individual's vision on the brigade. Leaders need to 'walk the talk' and set the standard, otherwise the community and members will lose trust, and in turn service delivery will be impacted. Members and the community need to have input and own the direction of the brigade.

For us, having a diverse and inclusive brigade is not a choice, but necessary to effectively serve our community, now and in the future. It is not only the right thing to do, and what CFA and the community expects, but

crucial to building a more engaged and resilient community and a more effective brigade. An engaged, resilient, vibrant and connected community has improved mental health outcomes and has reduced instances of suicide and domestic violence.

As more women, younger and diverse members have joined our brigade, our service delivery has improved. Morale has increased and a sense of fun is emerging. We can see that a new generation of leaders is ready to step up.

In an increasingly disconnected world, (despite modern technology), individuals are connecting with others and becoming more engaged within their community. They are learning new skills, making new friends and feeling worthwhile and involved. The benefits are numerous.

To build more resilient communities and more sustainable brigades, building diversity and inclusion through community engagement isn't an option, it's a necessity. ●

CFA PLANS FOR NEW MEMORIAL

Victoria's Country Fire Authority (CFA) has announced a memorial site will be part of its newly established Victorian Emergency Services Memorial.

The memorial, which will be located at the Treasury Gardens in Melbourne's CBD, will include CFA, MFB, VICSES, Forest Fire Management Victoria (FFMV), Ambulance Victoria and Life Saving Victoria.

CFA Acting Chief Officer Gavin Freeman said CFA worked with the families and brigades of those on the memorial to get their views on what the new memorial should look like and where it should be placed.

"We want to continue to honour, respect and remember those who lost their lives in the line of duty so it was important for us to connect with those families and brigades to help us find the best possible location," Mr Freeman said.

"Treasury Gardens is the perfect place and it reflects the wishes from those involved.

"It provides the necessary solemnity



required for a memorial and is easily accessible where the community can also pay their respects."

Valerie Clarke lost her father Norman Robinson in the 1943 Tarrawingee fire. Norman was one of 10 men who died in what remains one of the greatest loss of firefighters in the line of duty in Victoria's history.

"Treasury Gardens is not only a beautiful location, it also allows easy access for country people like myself and my extended family to pay tribute to my father and all the other brave people who gave their lives protecting others," Mrs Clarke said.

The new memorial is expected to be complete by mid-2019. ●

MEMBERSHIP INFORMATION

Membership forms are available online at www.aies.net.au

NATIONAL COUNCIL

National Secretary
Australasian Institute of Emergency Services (General Council)
Unit 102, 141-143 Elizabeth St, Sydney, NSW 2000
Ph: (08) 8347 2126 Mobile: 0401 996 432
Email: secretary@aies.net.au
National Website: www.aies.net.au

AUSTRALIAN CAPITAL TERRITORY

The Secretary – ACT Division of Australasian Institute of Emergency Services. PO Box 504, Civic Square, ACT 2601
Email: secretary.act@aies.net.au

NEW SOUTH WALES AND NEW ZEALAND

The Secretary – NSW Division of Australasian Institute of Emergency Services. PO Box 4019, Kingsway West, NSW 2208
Email: secretary.nsw@aies.net.au

QUEENSLAND AND NORTHERN TERRITORY

The Secretary – QLD Division of Australasian Institute of Emergency Services. PO Box 590, Fortitude Valley, QLD 4006
Email: secretary.qld@aies.net.au

SOUTH AUSTRALIA

The Secretary – SA Division of Australasian Institute of Emergency Services. PO Box 10530, Adelaide Business Centre, SA 5000
Email: secretary.sa@aies.net.au

TASMANIA

The Secretary – TAS Division of Australasian Institute of Emergency Services. PO Box 1, Lindisfarne, TAS 7015
Email: secretary.tas@aies.net.au

VICTORIA

The Secretary – VIC Division of Australasian Institute of Emergency Services. PO Box 37, Essendon, VIC 3040
Email: secretary.vic@aies.net.au

WESTERN AUSTRALIA

Email: secretary.wa@aies.net.au

THE INSTITUTE'S AIMS

To provide a professional body for the study of the roles and functions of Emergency Services and Emergency Management Organisations throughout Australasia, and the promotion and advancement of professional standards in these and associated services.

THE INSTITUTE'S OBJECTIVES

- To raise the status and advance the interests of the profession of emergency management and counter-disaster services administration.
- To represent generally the views and interests of the profession and to promote a high standard of integrity and efficiency in the skills of emergency and counter-disaster administration.
- To provide opportunities for association among members and students to promote and protect their mutual interest.
- To facilitate full interchange of concepts and techniques amongst members.
- To bring to the notice of the public such matters that are deemed to be important for safety and protection of the community and to promote research and development of emergency services generally.
- To establish a national organisation to foster international co-operation in counter-disaster services administration.

THE INSTITUTE OFFERS

- An opportunity to be part of a progressive Australasia-wide Institute dedicated to the progression and recognition of the Emergency Service role in the community.
- An independent forum where you can be heard and your opinions shared with other emergency service members.
- A journal with information from institutes and other sources around the world in addition to the interchange of views between Divisions in Australia, as well as access to the Institute website.
- Reduced fees for members at Institute Seminars and Conferences and an information service supplied by professional experienced officers.
- A Certificate of Membership.

- The opportunity to use the initials of the particular membership status after your name.
- Corporate members receive a bronze plaque free of charge and can advertise on the AIES website, as well as provide articles for inclusion in the Institute's journal.

MEMBERSHIP

Costs
Nomination Fee: \$30.00
Annual Subscription: \$60.00
Fellows: \$80.00
Corporate Subscription: \$500.00
Note: Institute Fees may be tax deductible.

Classes

There are four classes of membership:

- Members • Fellows • Life Fellows • Corporate

There are five categories of affiliation with the Institute that may be offered to persons who do not meet the requirements for membership:

- Associate • Student Member • Retired Member
• Honorary Member • Honorary Fellow

ELIGIBILITY

Applications for membership will be considered from persons who are at least eighteen years of age and who:

- Are members of a permanent emergency service or associated service, or
- Are volunteer members of emergency or associated services.

Admission as a member may be granted if in the opinion of the General Council the applicant meets all other conditions of membership and passes such examinations and/or other tests as may be required by General Council.

MEMBERS

Our members come from

- Ambulance Service • Community Services • Emergency Equipment Industry • Emergency Management Organisations • Fire Services • Health, Medical and Nursing Services • Mines Rescue • Police and law enforcement agencies • Safety Officers • SES • Transport Services • Volunteer Marine Rescue • Volunteer Rescue Associations



AIES CONTACTS

GENERAL ENQUIRIES	Email: enquiries@aies.net.au	National Secretary Unit 102, 141-143 Elizabeth St SYDNEY, NSW, 2000
NATIONAL COUNCIL		
President Steve Jenkins FAIES	Email: president@aies.net.au Phone: 0412 753 790	
Vice President Scott Milne FAIES	Email: vice.president@aies.net.au Phone: 0400 332 780	
Acting National Secretary Robert Maul LFAIES	Email: secretary@aies.net.au Phone: 0400 521 304	
National Treasurer Jenny Crump MAIES	Email: treasurer@aies.net.au Phone: 0418 726 224	
National Membership/Systems Administrator Wayne Coutts MAIES	Email: membership@aies.net.au Phone: 0458 410 998	PO Box 2469 CHERMSIDE QLD 4032
AUSTRALIAN CAPITAL TERRITORY		
President Scott Milne ESM FAIES	Email: president.act@aies.net.au Phone: 0427 688 856	
Secretary Phil Gaden MAIES	Email: secretary.act@aies.net.au Phone: 0413 137 761	PO Box 504 CIVIC SQUARE ACT 2601
NEW SOUTH WALES/NEW ZEALAND		
President Position Vacant	Email: president.nsw@aies.net.au	
Vice President Robert Maul LFAIES	Email: vicepresident.nsw@aies.net.au Phone: 0400 521 304	
Secretary Gordon Blair FAIES	Email: secretary.nsw@aies.net.au Phone: 0448 722 435	PO Box 4019 KINGSWAY WEST NSW 2208
QUEENSLAND/NORTHERN TERRITORY		
President Shane Rae MAIES	Email: president.qld@aies.net.au Phone: 0427 254 4848	
Treasurer/Secretary Jenny Crump MAIES	Email: secretary.qld@aies.net.au Phone: 0418 726 224	PO Box 590 FORTITUDE VALLEY QLD 4006
SOUTH AUSTRALIA		
President Position Vacant	Email: president.sa@aies.net.au	
Secretary Position Vacant	Email: secretary.sa@aies.net.au	PO Box 10530 ADELAIDE BUSINESS CENTRE SA 5000
TASMANIA		
President Ron Jones LFAIES	Email: president.tas@aies.net.au Phone: 0427 008 705	
Secretary Peter Geard FAIES	Email: secretary.tas@aies.net.au Phone: 0418 515 649	PO Box 1 LINDISFARNE TAS 7015
VICTORIA		
President Rod Young, MAIES	Email: president.vic@aies.net.au Phone: 0407 045 832	
Secretary Richard Lodder, MAIES	Email: secretary.vic@aies.net.au Phone: 0406 393 650	PO Box 37 ESSENDON VIC 3040
WESTERN AUSTRALIA		
President Position Vacant	Email: president.wa@aies.net.au	
Secretary Position Vacant	Email: secretary.wa@aies.net.au	
NATIONAL EMERGENCY RESPONSE JOURNAL		
Editor Kristi High	Email: editor@aies.net.au Phone: 0407 366 466	





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AUSTRALIAN & NEW ZEALAND DISASTER AND EMERGENCY MANAGEMENT CONFERENCE

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PRESENTER ABSTRACTS CLOSING 5 FEBRUARY

