

**Goal:** To reduce the compounding effects of gender on disaster impacts

- Lived Values/Principles:**
- Model effective behaviours through the leadership and conduct of the task force
  - Include affected participants across the plan-do-review cycle rather than 'do solutions to them'
  - Prioritise actions that offer early successes, are systematically desirable, and will bring a lasting desirable effect
  - Ensure all objectives are SMART where possible (Specific, Measurable, Articulate, Realistic and Timely)

**TABLE 1: OBJECTIVES, STRATEGIES & OUTCOMES**

No.	Objective	Strategies	Activities (numbered as per Table 2)	Outcome / Benefit	Achievements 2014-2016
1	To transform the work environments and practices of emergency service organisations so that women find working in them to be welcoming and inclusive.	<ul style="list-style-type: none"> <li>▪ Directly influence fire and emergency service agencies (through senior leaders setting directions, determining behaviours, improving processes and allocating resources), to:               <ul style="list-style-type: none"> <li>- Remove barriers/discouragements to women's participation.</li> <li>- Facilitate solutions (Facilitators/Enablers)</li> </ul> </li> <li>▪ Awareness-raising and providing resources to brigades and at ground-level (e.g. training, information).</li> <li>▪ ESOs to share strategies re: women-friendly work environments (e.g. CFA &amp; MFB to speak to each other).</li> <li>▪ Sharing best-practice strategies, case studies.</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 14, 11	<ul style="list-style-type: none"> <li>▪ Better opportunities and conditions for women in fire and emergency organisations.</li> <li>▪ Better functioning of fire and emergency agencies, including improved support for employees/volunteers.</li> <li>▪ (Women hold traditionally-male roles).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Networking at GAD Taskforce meetings and Advisory Group meetings.</li> <li>▪ Inclusion of community representatives at most meetings.</li> <li>▪ DHHS/GAD Pod Roadmaps.</li> <li>▪ GAD Pod resources, <a href="http://www.genderanddisaster.com.au">www.genderanddisaster.com.au</a>, and 15 Communiqués since August 2015 to a growing distribution list of approx. 900.</li> <li>▪ 'Reflecting on Privileged Positions in Gender Inequality' presentation by Bob Pease, with rich discussion following.</li> <li>▪ Presentation by Sex Discrimination Commissioner, Elizabeth Broderick and Lt. Gen. David Morrison (2014).</li> <li>▪ 'Gendered risk engagement' presented by gender and disaster expert, Dr Christine Eriksen (2015).</li> <li>▪ Presentations on gender equity within then DEPI (2014), ESTA, CFA, VicPol and DELWP (2016) to the GAD Taskforce and consequent discussions.</li> <li>▪ Initial (and now annual) review of ESTA policies and training re. gender equity. Diversity Strategy is now in place. "Diversity Strategies [are] now shared at Executive Level" and 'Keep in Touch' program now used by various organisations (ESTA, Minutes).</li> <li>▪ 3 key EMV documents reviewed to incorporate a gender focus. These are EMV's Risk and Consequence doc; Strategic Plan; and Emergency Plan. Risk and Resilience Framework to have gender and disaster as cross-cutting issue.</li> <li>▪ "MFB have gender discussions as a result of the GAD Taskforce" (Minutes)</li> <li>▪ "Important to have an authorising environment from the top" (Minutes, DEPI, now DELWP).</li> <li>▪ "Sec of DPC reviewing HR policies re flexible positions and parenting" (Evaluation).</li> </ul>

No.	Objective	Strategies	Activities (numbered as per Table 2)	Outcome / Benefit	Achievements 2014-2016
		<ul style="list-style-type: none"> <li>▪ Recruitment, Retention and Leadership – removing barriers (women), plus diverse groups (age) – also, about being in an ESO is a viable option. Promoting benefits of diversity.</li> </ul>			<ul style="list-style-type: none"> <li>▪ GAD Taskforce membership empowers members to take up gender issues directly with senior staff, e.g. Chiefs, Directors, and adds impetus to related initiatives, e.g. Women’s Collective, WAFA.</li> <li>▪ MAV and local Govt. also have greater traction in gender equity efforts as a result of the GAD Taskforce.</li> <li>▪ Three GAD case studies produced for MAV, led by Martijn Gough and including GAD Taskforce members. <ul style="list-style-type: none"> <li>○ <a href="#">Flood Preparation: Gender and Decision Making (Word - 319KB)</a></li> <li>○ <a href="#">Gender and bushfire planning (Word - 318KB)</a></li> <li>○ <a href="#">Recovering from disaster: Men and masculine expectations (Word - 274KB)</a></li> </ul> </li> <li>▪ EMV Gender initiative run by Ken Lay.</li> <li>▪ CFA statistical analysis and working with staff re gender equity progress, e.g. family flexibility.</li> <li>▪ CFA work with Equal Opportunity Commission.</li> <li>▪ Handling of fire emergency at Docklands was explicitly executed with a gender lens, e.g. prioritised single parent households and ensured collection of sex-disaggregated data.</li> <li>▪ Lessons in Disaster training modules x 4 (FV and disaster; Men and disaster; Gender equity and disaster; Living LGBTI in disaster).</li> <li>▪ Mixed audience in piloting of these modules with over 80 participants from MFB, CFA, EMV, VicPol, NGOs, Local Govt. and community.</li> <li>▪ Workshop by Prof. Bob Pease at EM Conference in 2014.</li> <li>▪ EM Conference: 2014 presentations on the GAD Taskforce by members, Daryl Taylor, Steve O’Malley, Steve Fontana, Susie Reid, Rachael Mackay, Helen Riseborough, Frank Archer, with Keynotes by Dr Christine Eriksen, Prof. Bob Pease and Annette Gillespie;</li> <li>▪ MAV Gender Case studies workshop with approx. 14 present.</li> <li>▪ Research Report commissioned by the DELWP. Parkinson, D., Duncan, A., &amp; Hedger, E. (2015) Women in Fire and Emergency Leadership Roles: How can we improve the balance? <a href="http://delwp.vic.gov.au/about-us/women-in-fire-and-emergency-leadership">http://delwp.vic.gov.au/about-us/women-in-fire-and-emergency-leadership</a></li> <li>▪ Article: Parkinson, D., Zara, C., &amp; Davie, S. (2015). Victoria's Gender and Disaster Taskforce. Australian Journal of Emergency Management. Vol. 30. No. 4. Oct 2015: 26-29. <a href="https://ajem.infoservices.com.au/items/AJEM-30-04-08">https://ajem.infoservices.com.au/items/AJEM-30-04-08</a>.</li> <li>▪ Contributions to the current VHREOC Commission Report into discrimination, including bullying, and sexual harassment in CFA and MFB.</li> <li>▪ MUDRI forum topics.</li> <li>▪ Impact of the gender dynamics observation of Taskforce meetings.</li> </ul>

No.	Objective	Strategies	Activities (numbered as per Table 2)	Outcome / Benefit	Achievements 2014-2016
					<ul style="list-style-type: none"> <li>Conversations sparked by conference presentations.</li> </ul>
2	To transform the work environments and practices of emergency service organisations so that men feel encouraged to work against harmful, destructive, conscious and unconscious masculine behaviours to self and others, and feel less pressure to engage in them.	<ul style="list-style-type: none"> <li>Directly influence fire and emergency service agencies (through senior leaders setting directions, determining behaviours, improving processes and allocating resources), to: <ul style="list-style-type: none"> <li>Facilitate solutions (Facilitators/Enablers)</li> </ul> </li> <li>Awareness-raising and providing resources to brigades and at ground-level (e.g. training, information).</li> <li>ESOs to share strategies re: women-friendly work environments (e.g. CFA &amp; MFB to speak to each other).</li> <li>Sharing best-practice strategies, case studies.</li> <li>Recruitment, Retention and Leadership – removing barriers (women), plus diverse groups (age) – also, about being in an ESO is a viable option. Promoting benefits of diversity.</li> </ul>	1, 2, 3, 4, 5, 6, 8, 9, 14, 11, 7	<ul style="list-style-type: none"> <li>Better men's health including reductions in substance abuse, depression and suicide.</li> <li>(Less pressure, more support, less destructive).</li> </ul>	<ul style="list-style-type: none"> <li>Primarily through the Men's Advisory Group discussions and feedback to the GAD Taskforce.</li> <li>Later, men's participation in project based Advisory Groups e.g NEMP Advisory Group 2015-2016 Participation (particularly in 2014-15) by masculinity studies expert, Prof. Bob Pease.</li> <li>Inclusion of LGBTI expertise of Assoc. Prof. Dale Dominey-Howes at Men's Advisory Group in 2016.</li> <li>Men and Disaster training module, attended by over 20 people, including middle managers from key ESOs. (See Evaluation document.)</li> <li>Enarson, E. &amp; Pease, B. (Eds.) Men, Masculinities and Disaster: Revisiting the Gendered Terrain of Disaster. London: Routledge. <a href="https://www.routledge.com/Men-Masculinities-and-Disaster/Enarson-Pease/p/book/9781138934177">https://www.routledge.com/Men-Masculinities-and-Disaster/Enarson-Pease/p/book/9781138934177</a> including Chapter: Parkinson, D. &amp; Zara, C. (2016) 'Men Reveal the Emotional and Personal Costs of the Black Saturday Bushfires in Victoria, Australia' .</li> <li>Article: Zara, C., Parkinson, D., Duncan, A., and Joyce, K. (2016) Men and Disaster: Men's experiences of the Black Saturday bushfires and the aftermath. <i>The Australian Journal of Emergency Management</i>. Vol. 31 Issue 3. <a href="https://ajem.infoservices.com.au/items/AJEM-31-03-15">https://ajem.infoservices.com.au/items/AJEM-31-03-15</a></li> <li>Distribution of men's snapshot: <a href="http://www.genderanddisaster.com.au/wp-content/uploads/2015/06/Doc-032-Women-and-Disaster-Snapshot-5.pdf">http://www.genderanddisaster.com.au/wp-content/uploads/2015/06/Doc-032-Women-and-Disaster-Snapshot-5.pdf</a>.</li> <li>MUDRI Forum topics.</li> </ul>
3	To improve the gender-specific support that men and women in	<ul style="list-style-type: none"> <li>Use the evidence from the research to re-design post-disaster support (including counselling/debriefing), particularly in ESOs/emergency</li> </ul>	1, 2, 3, 4, 6, 7, 10, 11, 12, 13, 14	<ul style="list-style-type: none"> <li>Men and women report a better experience (e.g. accessibility, jobs, risk taking etc.) of the post-disaster period.</li> </ul>	<ul style="list-style-type: none"> <li>Resources now available to organisations and communities through the GAD POD website e.g Lessons in Disaster video, National Gender and Emergency Management (NEMP) GEM Guidelines (including Actions Checklist); and broader awareness of resources such as those on the website, the five gender and disaster snapshots and the 'Disaster is no excuse for violence' postcard.</li> </ul>

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	ESOs and other emergency management organisations receive after disasters.	<p>management orgs. For example:</p> <ul style="list-style-type: none"> <li>- Women's Health Checklists/Snapshots (link)</li> </ul> <p><i>Notes:</i>  <i>Accessibility (for men and women) of appropriate counselling, debriefing.</i>  <i>Long-term nature of debriefing and recovery.</i>  <i>Understand the pressures facing communities.</i>  <i>Work with agencies which provide counselling services.</i></p>		<ul style="list-style-type: none"> <li>▪ HR practices encourage reporting and help-seeking, and respond in a supportive manner (e.g. deal with issues raised).</li> </ul>	
4	To achieve the Objectives 1-3 in ways that improve respect for the needs of diverse groups, for example culture, sexuality, age, in relation to how it intersects with the issue of gender.	<ul style="list-style-type: none"> <li>▪ Directly influence fire and emergency service agencies (through senior leaders setting directions, determining behaviours, improving processes and allocating resources), to: <ul style="list-style-type: none"> <li>- Facilitate solutions (Facilitators/Enablers)</li> </ul> </li> <li>▪ Awareness-raising and providing resources to brigades and at ground-level (e.g. training, information).</li> <li>▪ ESOs to share strategies re: women-friendly work environments (e.g. CFA &amp; MFB to speak to each other).</li> </ul>	1, 2, 3, 4, 5, 6, 7, 9, 11	<ul style="list-style-type: none"> <li>▪ Increase our understanding of how gender intersects with other areas of diversity, and how this affects outcomes of natural disaster.</li> <li>▪ Representation on committees, leadership positions, decision-making.</li> <li>▪ People feel valued</li> <li>▪ People don't feel disadvantaged in relation to their culture, sexuality or age.</li> </ul>	<p>The GAD Pod/DELWP research into barriers for women in fire and emergency roles was instigated by Danielle McKeown as a direct result of her membership on the taskforce and support from Secretary Adam Fennessy and CO Alan Goodwin. Sharon MacDonnell replaced Danielle as the DELWP contact for the research, and led 10 workshops with 200+ staff. A Reference Group headed by then CFA Chief Euan Ferguson extended the learnings.</p> <p>Leaders including Craig Lapsley, Steve Fontana and Adam Fennessy appear in videos promoting gender equality. These have been included in training, on Gender and Disaster website, sent to mailing list of almost 1,000 people with expertise and interest in EM.</p> <p>Good Practice example of the GAD Taskforce itself was shared internationally at conferences in Yokohama, Tokyo 20/7/14 and Copenhagen 2/12/15.</p> <p>The work of leading LGAs, e.g. MRSC, and of MAV has been promoted through the GAD Taskforce.</p> <p>The Monash Uni/EMV Compendium.</p>

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		<ul style="list-style-type: none"> <li>▪ Sharing best-practice strategies, case studies.</li> <li>▪ Recruitment, Retention and Leadership – removing barriers (women), plus diverse groups (age) – also, about being in an ESO is a viable option. Promoting benefits of diversity.</li> </ul>			<p>2015/16 Attorney-General’s Department - National Emergency Management Project (NEMP) All on Board: Incorporation of national gender and EM guidelines</p> <p>\$96,030</p> <ul style="list-style-type: none"> <li>• OUTCOME 1 : The GEM Guidelines were accepted by UNISDR PreventionWeb – <a href="http://www.preventionweb.net/publications/view/50289">http://www.preventionweb.net/publications/view/50289</a></li> <li>• OUTCOME 2: Contributor to Australian Institute of Disaster Resilience (AIDR) review of Community Recovery (Handbook 2) and Evacuation Planning (Handbook 4) and a new handbook to be developed for spontaneous volunteers.</li> <li>• OUTCOME 3: ‘National GEM Guidelines’ presentation by D. Parkinson at Emergency Management Conference, Pullman Hotel, Melbourne. 13/7/2016</li> <li>• OUTCOME 4: ‘National GEM Guidelines’ presentation by D. Parkinson and J. Jeffrey at MUDRI Forum: Progressing Community-based Resilience, Monash University. 7/7/2016</li> <li>• OUTCOME 5: Use of the guidelines by AG Dept. personnel in writing and reviewing EM sector policies and principles.</li> </ul> <p>The process of the GEM Guidelines project directly involved over 500 key EM personnel nation-wide, raising awareness and drawing on their expertise.</p> <p><b>2015/16 NDRGS Lessons in Disaster</b></p> <ul style="list-style-type: none"> <li>• OUTCOME 1: Four piloted and packaged training modules – available online for download: FV and Disaster; Men and Disaster; Gender Equity and Disaster; Living LGBTI and Disaster.</li> <li>• OUTCOME 2: Approx. 22 middle managers (as well as volunteers and some community members) attended each of 4 training modules:</li> <li>• OUTCOME 3: Article in The Monthly Taylor, J. Cultural hazards: How do emergency services respond to the LGBTI community? <a href="https://www.themonthly.com.au/issue/2016/february/1454245200/jenana-taylor/cultural-hazards">https://www.themonthly.com.au/issue/2016/february/1454245200/jenana-taylor/cultural-hazards</a></li> </ul>

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					<ul style="list-style-type: none"> <li>OUTCOME 4: DPC funding for LGBTI and EM Department of Premier and Cabinet – Research project: ‘Identifying the experiences and needs of Lesbian, Gay, Bisexual, Transgender and Intersex communities before, during and after emergencies in Victoria’. Partnership project with Liam Leonard, Director, GLHV@ARCSHS. Ongoing working association with Professor Dale Dominey-Howes.</li> </ul>
5	To improve the gender-specific support that men and women, along with boys and girls, throughout the community receive after disasters.	<ul style="list-style-type: none"> <li>Leverage, link with and influence existing organisations, community groups and initiatives so they reduce the unwanted effects of gender on disaster outcomes (for example, by endorsing other proposals and initiatives and identifying best practice).</li> <li>Focus on groups which influence the community – Engaging and influencing those groups, then sharing best-practice, providing resources.</li> <li>Capability-building within community (look to best-practice, fundamental skills needed to enable this).</li> </ul>	1, 2, 3, 4, 6, 8, 9, 10, 11	<ul style="list-style-type: none"> <li>Better functioning of communities before, during and after fires and emergencies.</li> <li>Reduced violence particularly against women.</li> <li>Better sustaining of livelihoods (including employment) after disasters.</li> </ul>	<ul style="list-style-type: none"> <li>“For the first time, 000 is now gathering FV data through 000 calls.” (ESTA, minutes).</li> <li>Many endeavours to reduce VAW in disaster contexts, e.g. Community Service Announcement and development of resources (see 6. Below); conference presentations, webinars, etc. For example: <ul style="list-style-type: none"> <li>Poster presentation on Men and Disaster/ Oral presentation on VAW after disaster at the Population Health Congress 9/9/15, AND Women and Climate Change at NCCARF and PHAA forum 6/9/15, Hobart, Tasmania, AND ACOSS in Melbourne 3/9/15</li> <li>The Disaster Agender: An exploration of women’s vulnerability and resilience during natural disaster. Invited as panel presenter by the Global Women’s Project at Trades Hall, Melbourne. 23/11/2016</li> <li>RMIT Disaster Resilience Conference (Older Men), October 2014, Keynote presentation alongside Prof. John Handmer at the RMIT Researchers’ Forum on men’s vulnerability and risk in disaster. 13/10/14</li> <li>Violence Against Women in Times of Disaster Webinar to 1800 RESPECT <a href="http://bit.ly/1m5qNe7">http://bit.ly/1m5qNe7</a> 16/12/2015</li> <li>‘Women and Climate Change’ presentation by GAD Pod at On Topic, Deakin University (Burwood campus). 16/6/2016</li> </ul> </li> <li>Journal articles and book chapters: <ul style="list-style-type: none"> <li>Men and Disaster: Men’s experiences of the Black Saturday bushfires and the aftermath. <i>The Australian Journal of Emergency Management</i>. Vol. 31 Issue 3. <a href="https://ajem.info services.com.au/items/AJEM-31-03-15">https://ajem.info services.com.au/items/AJEM-31-03-15</a></li> <li>Women and Children. In R. Walker &amp; W. Mason (Eds.), <i>Climate change adaptation by community based health and social service organisations</i> Collingwood: CSIRO Publishing. 2015 <a href="http://www.publish.csiro.au/nid/21/pid/7323.htm">http://www.publish.csiro.au/nid/21/pid/7323.htm</a></li> </ul> </li> </ul>

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					<p>The impact on women's health of climatic and economic disaster position paper In Australian Women's Health Network (Ed.). Drysdale, Vic.: AWHN. <a href="http://bit.ly/2aenVa4">http://bit.ly/2aenVa4</a> 2014</p> <ul style="list-style-type: none"> <li>▪ MFB MLO, Steve O'Malley's Chief Officer's Scholarship (to the UK) 2015 on 'Partnering in the prevention of violence against women'.</li> <li>▪ Training in Identifying FV after Disasters has been conducted throughout the life of the taskforce, e.g. to date in 2016, over 100 people have been trained in several locations in Victoria.</li> <li>▪ Funding application seeks to embed this training across Victoria – See FRRR Community Group Futures in 13 below.</li> <li>▪ Current funding application to FRRR, supported by Community and Neighbourhood houses; Nurses and Midwives Federation and Women's Health services across the State, with letters of support from MFB, CFA, Gippsland Women's Health, Macedon Ranges Shire Council, Women's Health Victoria, Australian Nursing &amp; Midwifery Federation, Women's Health East, Goulburn North East Association of Community Centres, Upper Murray Regional Neighbourhood House Network, The aim is to provide training through these organisations to communities on the four LID modules.</li> <li>▪ Signed declaration that VAW is not acceptable at any time, including after disasters, by the leaders in the GAD Taskforce, for 16 days of Activism, 2015.</li> <li>▪ (Unsuccessful) Submission to DPC drew together ESOs, inc. MFB and CFA with Islamic Council of Vic and Muslim Women's Human Rights Council to increase community cohesion and reduce gender inequality.</li> </ul>
6	To embed a gender lens across culture and systems relating to disasters to improve community outcomes following future disasters.	<ul style="list-style-type: none"> <li>▪ Leverage, link with and influence existing organisations, community groups and initiatives so they reduce the unwanted effects of gender on disaster outcomes (for example, by endorsing other proposals and initiatives and identifying best practice).</li> <li>▪ Build gender into community resilience</li> </ul>	1, 2, 3,4, 7, 9, 10, 11, 13, 15	<ul style="list-style-type: none"> <li>▪ Widespread understanding of gender and disaster issues, underpinned by evidence.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Worked with 1800 RESPECT on Community Service Announcement across Australian ABC radio and TV over 2015/16 and 2016/17 fire seasons, and to develop a suite of resources for workers and women on the 1800 website, and through their helpline.</li> <li>▪ DHHS 2016 Addressing family violence in communities recovering from emergencies: A strategy to integrate family violence services with emergency recovery V 1.1 (1 August, 2016). Melbourne: DHHS. (Recommends the use of GAD Pod Roadmaps and training.) <a href="http://bit.ly/2cvgUw">http://bit.ly/2cvgUw</a>.</li> <li>▪ "Implicit acceptance and understanding of the need to consider gender in EM relief and recovery [by DHHS]" (Sue Jamieson, minutes).</li> <li>▪ Regular reports from Vic Pol on TF Salus and efforts to proactively address issues of systematic sexual harassment and work towards changed culture. And reports on support program for return to work after childbirth.</li> </ul>

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		<p>programs and communication.</p>			<ul style="list-style-type: none"> <li>▪ Shared resources, e.g.: <ul style="list-style-type: none"> <li>○ Reports from Red Cross reps on national and international Disaster and GBV events and reports.</li> <li>○ Recommended gender audit tools (by Prof. Pease).</li> <li>○ MAV factsheets, WHGNE snapshots, Up to you for 72, Women’s Voices from the Floodplain, Fiery Women</li> </ul> </li> <li>▪ Engagement through DHHS enabled endorsement of documents to address gender and EM issues, which in turn led to ongoing engagement with national groups, such as AIDR and ANZEMC committees (now undergoing change).</li> <li>▪ MUDRI and EMV’s ‘Community-based resilience compendium’ <a href="http://www.monash.edu/_data/assets/pdf_file/0003/462468/Compendium-14042016.pdf">http://www.monash.edu/_data/assets/pdf_file/0003/462468/Compendium-14042016.pdf</a>.</li> <li>▪ Contributions to United Nations EM documents: <ul style="list-style-type: none"> <li>○ Contributed to the UN Sendai Framework <i>Words Into Action</i> document - Implementation guides. 2016</li> <li>○ Contribution from Prof Archer at Sendai World Congress on DRR</li> <li>○ Contributed GEM Guidelines to UNISDR prevention web</li> <li>○ Women-led sustained efforts give birth to key Gender &amp; Disaster body, many Australian “firsts”. In M. Cocchiglia (Ed.), <i>Women’s Leadership in Risk-Resilient Development</i>. Bangkok, Thailand: UNISDR. <a href="http://www.unisdr.org/we/inform/publications/42882">http://www.unisdr.org/we/inform/publications/42882</a></li> </ul> </li> </ul>
7	<p>To ensure efficient and responsive Taskforce planning, reflective of gender equity and representative of the principles of the</p>	<ul style="list-style-type: none"> <li>▪ Apply SMART principles (including evaluation)</li> <li>▪ Secure a sustainable funding and resource base.</li> <li>▪ Gender equity of Taskforce and working groups.</li> <li>▪ Reflective practice of Taskforce (challenging each other, for example: language, how transformation happens in complex environments)</li> <li>▪ Communication strategy.</li> </ul>	<p>16 (Plus ‘Works Program’ Activities)</p>	<ul style="list-style-type: none"> <li>▪ Funding secured.</li> <li>▪ Gender-balance of meetings.</li> <li>▪ Training sessions.</li> <li>▪ (Note: Evaluation of Taskforce meetings?)</li> </ul>	<ul style="list-style-type: none"> <li>▪ During the 3-years, 14 meetings were held with average attendance of 18 people.</li> <li>▪ Gender dynamics observations at each meeting.</li> <li>▪ Mid tenure evaluation showed high satisfaction with efficiency, accuracy and timeliness of meeting correspondence and implementation.</li> <li>▪ 10 Advisory Group meetings.</li> <li>▪ Communication strategy about the GAD Taskforce was not implemented.</li> </ul>



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	foundation document.				

## TABLE 2: TASKFORCE ACTIVITIES / WORKPLAN

This table was designed to suggest activities that GAD Taskforce members could use to achieve the strategies and objectives in the table above. The highlighted column gives an example of each.

No.	Activity	Tasks	Resources/Assets	Responsibility	Timeframe
1	Raise awareness of the prevalence, issues and impacts on ESOs of gender inequality at a Brigade/Station level. Develop some resources to assist facilitators to lead a session illustrating positive behaviours to promote inclusion for women and conscious and unconscious male behaviours that are harmful / destructive towards healthy working relationships with women.	<ul style="list-style-type: none"> <li>▪</li> </ul>	LID Training with (approx. 80) middle managers from ESOs. Included CFA and MFB personnel. NEMP GEM Guidelines		High Priority
2	Identify the range and frequency of behaviours across recruitment, retention and leadership to assess the current baseline of gender inequality within ESOs and identify constructive behaviours	<ul style="list-style-type: none"> <li>▪</li> </ul>	DELWP research. NEMP GEM Guidelines		
3	Identify opportunities to share strategies for gender equality between ESOs	<ul style="list-style-type: none"> <li>▪</li> </ul>	Presentations at GAD TF meetings; EV Conference presentations and others as in Table above. NEMP GEM Guidelines		
4	Audit and assess the current baseline of gender equality issues within each ESO, including identifying existing examples of local ESO and community cultures that support either women well, men well or both. Review past efforts to changing ESO and volunteer cultures in relation to gender, with a view to learning what worked and didn't work.	<ul style="list-style-type: none"> <li>▪ Implement Gender Audit in each ESO, using the WHIN/WHO audit tool.</li> <li>▪ Undertake survey in each ESO regarding the use of gendered language/metaphor – and its effects.</li> <li>▪ Assess adequacy of peer support models.</li> <li>▪ (Idea: Refer to Lakoff's work)</li> </ul>	DELWP report summarised gender demographics of key ESOs, and researched in-depth the barriers to women in fire and EM leadership roles. Presentations GAD TF CEOs/COs presented in-depth gender analysis, as in table above.		High Priority

No.	Activity	Tasks	Resources/Assets	Responsibility	Timeframe
5	Identify and seek to champion positive behaviours highlighted by the audit across ESOs to provide some quick win opportunities that can be implemented effectively		Presentations at GAD Taskforce meetings by members and invited speakers.		
6	Provide support to the groups that the audit identified as supporting women well, men well or both, for the purpose of helping those cultures build on and share their practices more widely. The people involved are to be asked what they consider to constitute support.		Resources produced, e.g. Roadmaps, films on GAD website, articles, GEM Guidelines etc.		
7	Train key and influential ESO leaders & staff – on harmful, destructive, conscious and unconscious masculine behaviours to self and others highlighting consequences such as family violence and organisational / localised cultures.	<ul style="list-style-type: none"> <li>▪ Implement Training in: <ul style="list-style-type: none"> <li>- Gender Equity (in each ESO)</li> <li>- FV after Natural Disasters (in each ESO, Victorian Government, Case Managers)</li> <li>- Identifying Family Violence (for GPs, allied health professionals, Vets, agricultural industry).</li> </ul> </li> <li>▪ (Idea: Pull together diverse groups around a <i>theme</i>, rather than a strict agenda/direction. Must be well-facilitated.)</li> </ul>	LID Training Modules and associated videos on: <ol style="list-style-type: none"> <li>(1) FV and Disaster</li> <li>(2) Men and disaster</li> <li>(3) Gender Equity and disaster</li> <li>(4) Living LGBTI in disaster</li> </ol> Presented and available online.		
8	Review and change agency recruitment and performance processes so they better associate merit with desired gender-related behaviours.		CEO/CO presentations to GAD TF. Contributed to VHREOC review. NEMP GEM Guidelines – Action Check List		
9	Facilitate conversations that support diverse participants to learn from differences and broaden the understanding they have of gender-related issues and their personal choices and contributions to maintaining them.		Presented at (and co-organised): 3 annual EM Conferences in Diversity Stream; Claire Zara Memorial Oration at 2 plenary sessions of EM Conference; 2 sessions at AFAC 2016 conference to 100 and 140 in audience; WAFA 2016 (40)		
10	Identify and implement ways of engaging women better in planning processes across the emergency management spectrum (which is characterised as planning, preparedness, response and recovery), with particular priority on recovery.		Ways are identified in the GEM Guidelines documents (3), and in the Roadmaps resource.		

No.	Activity	Tasks	Resources/Assets	Responsibility	Timeframe
11	Change practices on data collection so that the data expressly identifies sex-related and age-related information including women's participation in emergency service organisations, women in family violence after disaster, and the effect of particular disasters on women and men's health and well-being (such as the numbers, extent and proportions of men and women who have to take time off work or access services).	<ul style="list-style-type: none"> <li>All ESOs/agencies collect sex-disaggregated data</li> </ul>	Sex disaggregated data collection is promoted as a basic step. Basic data on women's participation in ESOs was compiled across a number of ESOs in the DELWP research in 2015.		
12	Incorporate into relief and recovery arrangements the need to address male health and well-being issues.	<ul style="list-style-type: none"> <li>Implement M.Tuckey tool (Gold standard) in ESOs (or other options) for debriefing staff.</li> <li>Implement peer support models in ESOs (for educating men).</li> </ul>	<p>The GEM Guidelines incorporate the need for gender-specific support</p> <p>Enarson and Pease's book on Men, Masculinity and Disaster addresses this specifically.</p>		
13	Identify and influence existing community development programs and men's health programs to address post disaster understanding of how communities will be impacted.		Through community based training modules as in table above (see No 5.)		
14	Analyse the gender-based work behaviours, structures and expectations that wider society sanctions, that disaster-related work accentuates and that are unhelpful to transforming gender-related aspects of agency culture.		<p>DELWP research.</p> <p>Current LGBTI and EM research through DPC.</p> <p>Chapter in CSIRO book (ed. Rae Walker).</p> <p>AJEM articles from GAD TF members.</p>		
15	Support action-research initiatives such as by WHGNE with NDRGS.	Actively support new and commencing initiatives with a wide range of partners e.g DPC funded LGBTI project, application for FRRR Community Group Futures Program funding for community based delivery of LIDS training	<p>Supported NDRGS submission – successful and now complete.</p> <p>Supported the DELWP project – successful and completed</p>		

No.	Activity	Tasks	Resources/Assets	Responsibility	Timeframe
			Supported NEMP submission – successful and now complete.		
16	Identify possible further actions.	<ul style="list-style-type: none"> <li>▪ Systematically review the recommendations from the gender and disaster reports – ‘The way he tells it’ and ‘Men on Black Saturday’</li> </ul>			

See below for meetings.

## MEETINGS

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14 <sup>th</sup> March 2014 (19 in attendance)
30 <sup>th</sup> May 2014 (18)
12 <sup>th</sup> August 2014 (Invited presentation by Elizabeth Broderick and David Morrison) (19)
31 <sup>st</sup> October 2014 (Featuring presentation by Prof. Archer on the Unaligned Force) (13)
12 <sup>th</sup> December 2014 (16)
27 <sup>th</sup> March 2015 (Featuring presentation by Ken Shymanski, CEO ESTA on gender) (20)
12 <sup>th</sup> June, 2015 (Apology from scheduled presenter) (19)
11 <sup>th</sup> August, 2015 (Featuring presentation by Comm. Ross Guenther on gender equity initiatives in VicPol) (20)
20 <sup>th</sup> October, 2015 (Invited presentation by Dr Christine Eriksen) (27)
14 <sup>th</sup> December, 2015 (Featuring presentation by Sharon MacDonnell, Senior Advisor, Office of CFO, DELWP and Commander Ross Guenther, Victoria Police on Taskforce Salus) (16)
7 <sup>th</sup> March, 2016 (Featuring presentation by Joe Buffone, Chief Officer, CFA) (20)
9 <sup>th</sup> June, 2016 (Presentations from 6 GAD TF members on gap in knowledge on communities and Disaster) (18)
Forthcoming final meeting 16 <sup>th</sup> November, 2016
29 <sup>th</sup> July 2014 SPECIAL WORKGROUP MEETING: 11 members met for the day to produce workplan draft. (11)

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## ADVISORY GROUP MEETINGS

An additional 10 Advisory Group meetings were held during the 3-year life of the GAD Taskforce. This group predated the GAD Taskforce, as the Men's Advisory Group. A core group of people have remained on this Advisory Group since 2013 as it expanded for the NDRGS/NEMP Advisory Group, and now the LGBTI Advisory Group. The meetings were:

### MEN'S ADVISORY GROUP

30/10/2014

27/3/2015

12/6/2015

11/8/2015

20/10/15

### NEMP and NDRGS LID ADVISORY GROUP

25/2/2016

15/4/2016

9/6/2016

8/9/2016

### LGBTI ADVISORY GROUP

16/11/2016