



FIRE SERVICES  
COMMISSIONER  
VICTORIA

# Community Fire Refuges Pilot Program Evaluation Report

June 2014

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**This evaluation report provides an overarching view of the Pilot Program as a whole including a summary of Program outcomes, outputs and observations. It does not include the Annexes and extensive project documentation produced as part of the pilot.**

## Background

Victoria is leading the development of Community Fire Refuges (CFRs) not only in Australia, but internationally.

The 2009 Victorian Bushfires Royal Commission recommended that Victoria should strengthen the range of shelter options available for the community in the face of fire, and should introduce a comprehensive approach to shelter options including the development of standards, the replacement of the 2005 Fire Refuges Policy and the designation of CFRs where other bushfire safety options were limited.

On 1 August 2012, the Victorian Minister for Planning issued Ministerial Direction No. 4 – Construction Requirements for Community Fire Refuges (MD4) for implementation by Victorian Government departments and public bodies.

The Victorian Government then released a Community Fire Refuges (CFR) Policy and committed to establishing three CFRs in Yarra Ranges Shire as a Pilot program during the 2012/13 fire season. The Victorian Fires Services Commissioner (FSC) was given responsibility for the Pilot program.

Ultimately, two CFRs were established at East Warburton and Ferny Creek and a third was established at Blackwood.

A third Yarra Ranges Shire location was initially identified as a viable option for a CFR, and the co-located sports and church facility at Millgrove Primary School chosen as the site, it was decided that in spite of a rigorous initial positive selection inspection, the building at Millgrove was not suitable for a CFR. DEECD, FSC and Yarra Ranges Council undertook a feasibility study to assist with determining the most suitable options available for establishing a CFR within the school site. It was eventually decided that the only suitable site was on the current CFA site. A project to build a suitable CFR, informed by the findings of the original pilot program, will commence later in 2014.

In the meantime, Yarra Ranges Council, CFA and FSC worked together to establish a Neighbourhood Safer Place – Place of Last Resort at the oval next to the Millgrove Primary School for the 2013/14 fire season.

The Pilot comprised the identification, construction/adaptation of two suitable, existing buildings and the building of a new Refuge. It incorporated the development of procedures manuals and supporting documentation for the activation, operation and deactivation of CFRs.

The outcomes of the Pilot will be key factors in determining how and where possible future CFRs will be located. If the Pilot program is considered to have been a success, CFRs may be established in other locations across Victoria where there are limited safety options; where there is limited access in and out; where leaving early is not an option; and where a Neighbourhood Safer Place (NSP) cannot be established.

## Context

The Pilot program has reflected the complexity of developing end-to-end processes including vegetation management, building designs and standards and operational procedures for what is considered a high-risk program that has never been attempted before, while ensuring the safety of people who will use these buildings to seek refuge.

The Pilot program has shown how complex and challenging it has been for all agencies to work on a new concept in community safety and emergency management. Although timelines were stretched, it has proved invaluable to take the time needed to make sure it was done right.

The priority principle for this Pilot program was always that the protection of life is paramount and the learnings from this Program have been substantial.

## The Program

All agencies involved in the Program were committed to working together to complete a complex program under tight timeframes and demonstrate that CFRs can be successfully installed and operated.

Because this is the first time such a program has been undertaken, a range of complex issues including appropriate location, site assessment, building standards, capital works requirements, liability issues and community involvement all took more time than was initially estimated.

The Pilot program was successful in helping everyone, including government, to understand the challenges and opportunities involved in establishing CFRs. This will prove critical for the establishment of future CFRs

Local communities played a vital role in development of the operation procedures manual and systems approach to activation, opening and deactivation of the CFR and took on more ownership of the program as it progressed. Their insights, inputs and locally-based experience provided the answers to many of the major issues.

The Fire Services Commissioner's Policy and Practices and Procedures (later revoked) provided a sound foundation and were effective in providing a good starting point. The evaluation has recommended a number of changes that can provide significant improvements in future Programs.

The Program has produced legacy documentation for use by future CFR program teams setting out technical design and engineering criteria and other considerations to be applied in relation to site identification, fuel hazard assessment, and annual review guidelines to ensure compliance with the CFA Act and FSC policy, and MD4 for CFRs.

## Evaluation

The FSC tasked two independent consultants (Mr Dudley McArdle, Principal Consultant, DMac Directions; and Mr David Draffin, Emergency Management Consultant) to undertake an independent evaluation of the Program. Their task was to undertake an evaluation of the process used to conduct the Pilot including the community engagement methodologies employed, the learnings from the establishment of the CFRs, identification of improvements for the establishment of any subsequent CFRs and collection and evaluation of feedback from communities and agencies participating in the Program. Mr McArdle evaluated the processes involved in the establishment of CFRs at East Warburton and Ferny Creek; Mr Draffin evaluated the processes involved in the establishment of the CFR at Blackwood.

The evaluation addressed the process used to establish the CFRs. It also considered the suitability of the current policy and proposed guidance for future program management of CFRs. It was not an assessment of any person, agency or organisation. It was not a test, a validation or an audit of CFRs. Neither was it an evaluation of the efficacy of CFRs in the overall context of Victoria's suite of fire preparedness measures, nor an evaluation of change in attitude/behaviour of community members.

## This Report

The FSC required the draft evaluation report(s) to be provided to him by 30 April 2014 for consultation with stakeholders, with the final report(s) to be published by 31 May 2014.

This evaluation report consists of an overarching view of the Pilot Program as a whole, with a summary of Program outcomes and outputs and observations. It includes as Annexes the two individual, detailed, stand-alone evaluation reports.

## The CFR Pilot Program

### Objectives

The Community Fire Refuge Pilot Program objectives were to:

- Develop State Guidelines for the activation, deactivation, operation and management of CFRs based on the National Performance requirements and Guidelines currently under development by the Australian Building Codes Board (ABCB);
- Test the State CFR policy, practices and procedures to ensure they are functional, practical and achievable;
- Ensure maximum community involvement and participation;
- Establish and apply cooperative and supportive partnerships between key agencies involved - DEECD, CFA, VicPol, SES, Councils, Vic Roads.

## Guiding Principles

The principles guiding the establishment of the Pilot CFRs were:

- Protecting the life and safety of individuals during a bushfire is paramount when planning for a CFR.
- Identification and establishment of CFRs is a shared responsibility between community, State and local governments and the emergency services.
- The decision to establish a CFR must be risk- and evidence-based and only considered when other suitable survival options/strategies are not feasible or are likely to fail.
- CFRs must provide a greater level of protection from the immediate life-threatening effects of a bushfire than other available public shelter options.
- CFRs will have no planned role in the recovery or relief arrangements subsequent to bushfire events.
- CFRs may have a role in specific evacuations recommended by an Incident Controller.
- Operational planning and management of a CFR is a shared responsibility between Government agencies, emergency services and the community.
- Planning and coordination for the activation and operation of CFRs must be achieved at the local level involving the community in partnership with local government, agencies and emergency services. Systems and processes must be simple and easy to use to ensure local ownership and sustainability.
- Community education and engagement in all aspects of operational planning including its purpose, operation, closure and transition processes are an integral part of the operation of a CFR.
- Local management must include clearly defined roles and responsibilities for day-to-day coordination, activation, deactivation, operation and security of a CFR.
- Active defence of a CFR must be considered during operational planning and must be included in community, brigade, and district operations plans.
- CFR readiness must be assessed prior to days where the FDR is likely to reach or exceed Severe to ensure it is fit for purpose.
- Operational planning for the use of a CFR must include consideration of traffic management and evacuation planning.

## Scope

During the Program, feedback was received from stakeholders that the objectives and scope of the Pilot Program did not go far enough.

It was proposed that CFRs need to be considered as part of a comprehensive and integrated bushfire shelter and safety policy that is evidence-based and includes how all refuges interact with other safety options as well as community resilience, warnings, evacuations etc.

While these considerations were not part of the Program, FSC recently commissioned development of a Bushfire Shelter Options discussion paper and questionnaire. It explores the various safety and shelter options currently available to the Victorian community. Its objective is to stimulate reflection and generate discussion by challenging the current thinking and policy around safety and shelter options. It also considers their interdependency with other risk mitigation strategies such as warnings, community information and education to inform a review of existing, and development of new, policy and legislation for the future.

***In Scope:***

- Assessment and identification of CFR sites;
- Building design and standards;
- Community consultation and endorsement;
- CFR access and egress;
- Capital works requirements;
- Design and construction of CFR components, technical requirements and procedures;
- Community engagement and participation;
- Systems approach to activation, opening and deactivation of a CFR;
- Operational procedures;
- Signage;
- CFR designation and operational procedures;
- Arrangements for CFR ongoing maintenance and readiness; and
- Evaluation of the entire process including a report for the Fire Services Commissioner

***Not in Scope:***

- The guiding principles;
- The performance of an agency or an individual;
- The policy framework on CFRs;
- An evaluation of any attitude/behaviour of community members.

**Process/Governance**

The FSC allocated an experienced, senior full-time Program Manager who was seconded from CFA to the Pilot. It was his responsibility to engage all relevant stakeholders and to ensure an efficient and effective process for the establishment of the CFRs. He drew all of the relevant players together to contribute effectively to the program. He ensured that he was accessible to all parties and demonstrated an essential commitment to collaborative and transparent issue resolution.

The Program was governed through the following committees:

- Bushfire Construction Advisory Panel
- Joint Operations Working Group
- CFR Pilot Advisory Board
- DEECD CFR Working Group
- Joint Agency Working Group:
  - Performance Requirements Working Group
  - Operations Requirements Working Group
  - Community Engagement Working Group.

- Executive Leadership Group
- Service Delivery Group

## Outputs

A significant range of documentation was produced as a legacy of the implementation of the three Pilot CFRs:

- Operational Procedures Manual
- CFR Signage Manual
- Draft CFR Program Management Guidelines
- Standard Operating Procedure - Operational requirements for a Community Fire Refuge (CFR)
- Community engagement model
- CFR Communications Plan including: media releases, flyers, open days plan
- FSC Stakeholder Updates
- CFR Exercise report
- Dangerous tree assessment and reports for key access roads to the CFRs
- Building Construction Advisory Panel Design and Approval methodology for CFR's
- National Handbook - Design and Construction of Community Bushfire Refuges (Australian Building Codes Board)
- Roadside Fuel and Dangerous Trees Assessment Guidelines
- Joint-Use Agreement (between Minister for Education, School Councils and FSC)
- Memorandum of Understanding (between CFA and FSC)
- Audit and Maintenance Assessment Guidelines and Report Template
- CFR Evaluation Frameworks
- FSC endorsement and designation report
- Amended MD 4 Guide effective from 11 November 2013
- Revised CFR Policy issued November 2013
- Bushfire Shelter Options Discussion Paper.

## Outcomes

In the opinion of the evaluators, the Program has had a successful outcome.

### **Yarra Ranges**

All building works were completed and both CFRs endorsed by the FSC as fit for use on 26 November 2013 and designated by the Yarra Ranges Council on 13 December 2013.

Community exercises to test the CFRs and Operational Procedures Manuals were completed on 12 October 2013 at Ferny Creek and 13 October 2013 at East Warburton.

The Operational Procedures Manuals for both refuges were signed by the Fire Services Commissioner on 26 November 2013.

Community open days enabling the communities to inspect their CFRs were held on 16 November 2013 at the East Warburton Primary School and 24 November 2013 at the Ferny Creek Primary School with community attendance of:

- East Warburton: 130 adult participants representing 23% of residents.

- Ferny Creek: 302 adult participants representing 30% of residents. A small percentage of these were from neighbouring townships of Sassafras and Olinda

The Minister for Police and Emergency Services, the Hon. Kim Wells officially declared both CFRs open on 14 December 2013.

### **Blackwood**

All building works were completed and the Blackwood Fire Station/CFR endorsed by the FSC and designated by the Moorabool Council on 20 December 2013.

A community exercise to test the Blackwood CFR and Operational Procedures Manuals was completed on 17 December 2013.

A community open day enabling the communities to inspect their CFRs was held on 20 December 2013 with in excess of 100 (30%) adults participating.

The Minister for Police and Emergency Services, the Hon. Kim Wells officially declared the Blackwood CFR open on 19 January 2014.

There are communities and individuals whose lives may one day depend on these CFRs. The reality is that many people are not going to leave early despite comprehensive warnings. Communities become complacent; many cannot afford to upgrade their houses or purchase a private bunker to survive the passage of bushfire. CFRs may become many people's last resort and may be the determining factor if people live or die. This pilot has proved that CFRs can be established to achieve that outcome.

## **Summary of Observations**

- None of the CFRs were used to protect communities during the 2013-2014 fire season.
- Feedback from responses to the FSC discussion paper "Bushfire Shelter Options" will provide vital input to future CFR policies and implementation.
- Future program teams can rely on the willingness and ability of agencies to work collaboratively across the range of issues that coalesce to establish a CFR.
- Although access to the work done during this trial will hasten progress, estimates range from 12 to 18 months required to successfully establish a CFR given the "normal" level of resources.
- Agencies should recognise and allow for the significant resources required for the implementation of CFRs.
- Ongoing legacy commitments to established CFRs and to future CFR implementations need to be clearly articulated.

### **Policy**

- A detailed review of the Policy should be undertaken before the next fire season, before further CFRs are established. The review should incorporate the observations of this Pilot and should address issues such as:
  - CFRs must only be considered where no other shelter options are viable.
  - State accepts liability.
  - Designation by State, not Municipality.
  - Ongoing maintenance must be the building owner responsibility, i.e. DEECD, CFA etc.
  - Funding and over-all governance should be State-managed by a State department/agency, i.e. Emergency Management Victoria or CFA
  - The Policy must call up the ABCB Handbook and revoke MD4 and Guide, but include the valuable administrative and operational parts of MD4 and Guide



- For every Municipal- and State-owned building in very high and extreme bushfire risk areas which is to be upgraded or constructed, part of the standard process should now be to determine if that community needs a CFR and if yes, it becomes part of the building program.
- 'Ownership' of the Policy must be clearly identified. It would seem reasonable for CFA, because of their accountability for public safety, to have that ownership.
- It is essential that all agencies fully support and commit to the objectives of such future programs before they begin.
- Changes to the Building Legislation at both the State and Federal levels will be required to ensure that the use of buildings as CFRs is covered by the Building Act 1993 and Building Regulations 2006.
- The building owner must check that a prospective CFR building complies with the BCA and authorised approval given before their selection and before any announcements are made.
- Cognisance must be recognised of the time taken for the preparation and contracting out of building works and approvals, given that many other actions are dependent on those processes
- The standards to which future CFRs are built will require regular review.

### ***Program Management and Governance***

- The Governance arrangements were deemed appropriate for the program. Some amendments may need to be made for future CFRs taking account of changes to the Policy and greater community involvement.
- The draft CFR Program Management Guidelines will provide reference for future CFR Program teams.
- The work by the Bushfire Construction Advisory Panel was essential to the success of the Pilot. Their assessments, confirmations and participation must be included in future CFR programs.
- A representative Joint Agency Working Group (and appropriate sub-groups) should be convened for future CFRs to ensure the right mix of facility and community engagement issues are addressed.
- CFA involvement in the deliberations of the various committees and working groups was essential, consistent and authoritative.
- Appropriate full-time staff must be allocated to program-manage the establishment of CFRs.

### ***CFR Site Selection***

- Development of a 'CFR Site Selection Guide' as part of the Project Management Guidelines would assist future program teams. This guide could include a checklist of key considerations when choosing a site. Each program team brings a different skill set and knowledge base so a standardised approach would be beneficial.
- The CFA Bushfire attack assessments were vital to the deliberations of all other stakeholders. However, CFA must ensure that their assessments are risk - and evidence-based to ensure they reflect actual risk and not default values. Future programs could utilise the revised BAL assessment methodology developed by the Building Construction Advisory Panel. This was beneficial when considering the different facing aspects of the building
- Lack of car parking spaces was an issue for Blackwood and needs to be addressed in future design and building requirements. If car park provision was made a requirement then it would become an important consideration in the site selection process.

**CFR Access/Egress**

- Establish a standardised, state-wide approach to roadside vegetation management when selecting roads for critical access/egress to a CFR. At present, no such approach exists and vegetation management for a CFR program is optional.
- If vegetation management around CFRs is deemed to be essential, a process needs to be put in place to resource and fund future programs which include on-going maintenance.

**Construction of a Purpose-Built CFR**

- The construction of a new building as compared to a retrofit was deemed much more cost effective and easier to undertake. This is the recommended approach for future CFR developments.
- Ensure the construction team is fully briefed on the CFR requirements by the building design team before construction begins.
- The short construction and commissioning timeline for Blackwood was not sufficient to conduct thorough testing procedures. Provide adequate time to undertake testing in future constructions.

**Technical and Operational Issues**

- The building owner must check that a prospective CFR building complies with the BCA and authorised approval given before their selection.
- Emergency Service Agencies should consider ways of attempting to make available at least one member to help operate the CFR when it is open.
- No more than three CFRs should be implemented in any given municipality at any one time.
- Agencies should recognise and allow for the significant resources required for the implementation of CFRs.
- The Operational Procedures Manual adopted for the trial should be used as a model for future CFRs.
- Ongoing legacy commitments to established CFRs and to future CFR implementations need to be clearly articulated.
- Allow sufficient lead time in future CFR programs to fully test new technology before CFR designation.
- The two-weekly fire season readiness checks need to be conducted by a party or contractor with the ability to fix or act on problems immediately. Following a standard process would assist the task and make the outcomes sustainable.
- Council support is essential for the establishment of CFRs. Inclusion of CFRs in Municipal emergency plans is obligatory.
- The role of VicRoads together with Councils in ensuring road access is an important part of the establishment of CFRs.
- Municipal planning decisions must take account of CFR considerations.
- Significant Council personnel resources (numbers of personnel and skills) are required to fulfil the Council's responsibilities, particularly in the area of community engagement, education development and implementation programs. Future CFR program teams would do well to emulate the processes and procedures implemented by the Yarra Ranges and Moorabool Council Emergency Management Teams.
- For the purpose of the Pilot the responsibility for designating CFRs was transferred to the FSC. This was a temporary arrangement which will be reviewed as part of the review of the Policy.
- State Guidelines for the establishment of CFRs will be produced based on the experience gained from the Pilot.

- The position of prospective owners of CFRs should be taken into account when deciding on future sites.
- An MOU or similar document should be signed by the major parties to finalise arrangements for the establishment of CFRs.
- Cognisance must be recognised of the time taken for the preparation and contracting out of building works and approvals, given that many other actions are dependent on those processes.
- The Operational Procedures Manual, the community information and education plan, the community-agency agreement and the community governance arrangements for each of the three towns and their refuges should be used as exemplars for the establishment of future CFRs.
- The checklist at the Practices and Procedures is a useful listing of what is required of a CFR.
- As community involvement in CFRs becomes more common, greater attention will need to be paid to their 'eligibility' criteria.
- The Operational Procedures Manual is designed to empower community members to carry out all of the necessary actions without the presence of an agency member.
- A comprehensive, ongoing program around CFRs, their use and their place in community bushfire planning must be implemented and evaluated across all communities.
- Agencies should incorporate appropriate strategies into their 'vulnerable populations' planning.
- The Policy, Program Management Guidelines and Operational Procedures Manual should be reviewed before the beginning of each fire season to ensure currency and maintenance of CFRs as a viable last-resort, shelter-in-place option for communities. The 'owner' of the Policy should bear the responsibility for this review. It should be conducted as part of an ongoing education/training/exercising regime.
- Further evaluation will be required, particularly addressing community engagement, education, exercising and feedback.
- After the pilot is complete, FSC is urged to implement a more wide-ranging evaluation, incorporating the place of CFRs in the broad range of Shelter options for communities.

### ***Community Engagement, Consultation and Education***

- A communications specialist should be recruited to facilitate community engagement. The facilitator must be attuned to communication needs, as well as to community group facilitation. Good lines of communication between the facilitator, local government, local CFA and FSC corporate communications is essential to ensure no issues fall through the cracks.
- Establish the Community Working Group at the start of the program and ensure their scope of involvement is as broad as possible. The involvement of a Community Working Group in the community engagement and communication process was very beneficial. The challenge for future community engagement programs will be to understand the scope of the consultation required. Exploring local considerations such as access pathways, traffic considerations, signage location and community education will provide the foundations for future community engagement.
- Ensure that a member from the Building Construction Advisory Panel attends key community meetings to provide insight into the underpinning principles behind the development of CFRs. Their input in this program was invaluable.
- The attendance of the Fire Services Commissioner at community meetings was very well received and very influential.
- Establish a single point of contact for the Community Working Group (the facilitator representing FSC worked well – was not perceived as being from Council or local CFA)

- With future CFRs that utilise CFA stations similar to Blackwood, ensure the local CFA Brigade is represented on the Community Working Group – CFA members from the Blackwood Group contributed great local knowledge and often provided a voice of reason.
- Different communities require different, flexible engagement strategies. The different outcomes and processes applied during the Pilot should be accessed and referenced in future CFR programs. Local government is best placed to play this coordination role.
- Early in the process (perhaps even in the introductory session) provide a briefing to the community on the local bushfire risk so everyone has a basic understanding of issues such as the effects of radiant heat, basic bushfire behaviour, why travel on roads is dangerous etc. It should be provided in written format to enable community members to 'take it away' to study and discuss.
- Ensure that all facts and information (including the expectations of the community and of the agencies) are available from the start, to establish and maintain community trust.
- Future program team members must be prepared to be open and transparent with the community, making sure they understand that the process may be very involved and may last longer than just one fire season.
- Program team members must be prepared to argue from an evidence base against the parochial views of some community members (and some agency representatives) because not everyone will agree with the overall direction of the program or with all aspects of the management of the CFR.
- Communities should be offered the opportunity to sign a community/agency agreement to help all parties understand how shared responsibility between communities and government can be formalised.
- CFA should ensure websites and Community Information Guides accurately reflect the situation concerning particular CFRs.
- CFA and other agencies' representation at community meetings (by both regional and local members) was well received by the community members and added credibility to discussions.
- The Communications Plan should be used as a guide for communications about future CFRs.
- The implementation of an open, certified, comprehensive and genuine consultative process with the community is a very powerful but very complex process which needs to be carefully planned and adequately resourced.
- Establishment and maintenance of trust between communities and agencies is difficult, fragile and tenuous, but ultimately absolutely essential for a positive outcome. Much of its success depends on the consistent input and engagement from local agency staff. Different strategies are required in each community. This work is well placed in Councils.
- Exercises and open days were essential elements of the community engagement and education program.
- The exercising and education program must be implemented as soon as possible after building works are complete.

### ***CFR Designation***

- It is important to have the necessary legislation in place regarding liability and indemnity before any other CFRs are constructed.
- Designation would be best managed at the State level.
- Development of a documented process or a 'Guide to CFR Designation' would assist future CFR programs. The process utilised for this program was disjointed with the direction unclear at times.

## The differences between the two Programs

The key differences between the Yarra Ranges and Blackwood programs were the facilities, their methods of construction and how they are used.

- The Yarra Ranges Pilots used two separately-located DEECD buildings and modified or retro-fitted them to meet CFR safety standards.
- The Blackwood Pilot was a purpose-built fire station with CFR requirements written into the design. It was deemed by the Building Construction Advisory Panel that this approach was much simpler and easier to manage. Working with an emergency service organisation (CFA) removed the need to sell the principles and concepts of bushfire survival in a CFR. They were on board and cooperated from the very beginning.

It provided another prompt that when new government buildings are proposed in fire-prone communities, consideration should be given to incorporating a CFR into the planning and construction.

There is no doubt that application of the lessons learned in the development of the Yarra Ranges CFRs, the use of the documentation that had been produced and the experiences of the key players (adjusted to fit the local environment) all contributed to ensuring that the implementation of the Blackwood CFR took significantly less time and flowed much more smoothly.

## The way ahead

The challenge facing communities in choosing to establish CFRs in the future is how does the community maintain the level of awareness and carry it through to the next one, ten or thirty years? The pilot program JAWG gave this question limited attention, but the following suggestions for maintaining the current level of awareness were offered in the light of this underlying principle:

*The responsibility for supporting and maintaining community CFR ownership and awareness lies with the community.*

Maintenance of community CFR awareness is a shared responsibility between the community, the CFA and the Shire Council because they all have input into promoting community bushfire survival planning. An arrangement needs to be made between these three to undertake the following:

- Decide on the viability and desirability of a CFR in their community;
- Establish a process for its implementation;
- Send regular invitations to the community through the CFA Brigade and network/local information sources to visit the CFR and become familiar with refuge operations (for example, include 'CFA Sunday' as a regular open day for the CFR);
- Include information about the CFR in Fire Ready Victoria and Bushfire Planning Workshops (trainers need to be updated about CFRs and the updates reflected in their presentation/discussion);
- Include advertising in the local media prior to every fire season;
- Conduct pre- and post-fire season meetings with Community Working Groups to assess community education needs. (Moorabool Shire Council facilitates these via the MFPO); and
- Provide residents with a fridge magnet displaying community alert sirens and CFR information.

*NB: This will be a good starting point, but is not necessarily the end point.*

## Annexes:

- A. Report of Evaluation of the Yarra Ranges Community Fire Refuges Pilots Program 2012-2014.
- B. Blackwood Community Fire Refuge Pilot Program Report