



**DISASTER
RELIEF
AUSTRALIA**
BUILT TO SERVE

Strategic Plan 2020-2024



DRA and community members conducting flood relief following severe flooding in Townsville March 2019

Disaster Relief Australia

WHO WE ARE

Disaster Relief Australia is a veteran led disaster relief organisation. We use the unique skills and experience of military veterans and emergency services specialists; our members, to respond to natural disasters and community support operations in Australia and overseas.

WHAT WE DO

We bring hope to communities devastated by natural disasters and emergencies, and we improve veterans' wellbeing by giving them the opportunity to continue to serve and find purpose. In short, we help people on their worst days.

We will be the most trusted and innovative non-government disaster relief organisation in Australia.

A SENSE OF PURPOSE

We offer a unique opportunity to be part of a humanitarian effort with a unified purpose, mission and intensity similar to military service.

PART OF A COMMUNITY

DRA is an extension of the *'tribe'* philosophy that exists in the military and emergency services organisations. We understand the need for community cohesion and support during difficult times.

IDENTITY

We provide veterans an opportunity to be part of something bigger than themselves. This rekindles a sense of belonging, mateship and makes our members feel highly valued.

Our Organisation

Disaster Relief Australia is an Australian company limited by guarantee and is registered with the Australian Charities and Not for Profits Commission. DRA is an Australian Non-Government Organisation (NGO). DRA is a Public Benevolent Institution (a charity), and is endorsed as a Deductible Gift Recipient (DGR) by the Australian Taxation Office. We are committed to the accountability and transparency that is provided through our Corporate Governance Framework.

OUR MISSION

Our mission is to unite the skills and experience of military veterans with emergency services specialists to rapidly deploy disaster relief teams in Australia and around the world in the wake of natural disasters.

OUR PURPOSE

By preparing for and responding to disasters, DRA provides veterans the opportunity to grow beyond their military service. Disaster relief has proven to be a powerful tool to help veterans’ transition back into society and their local communities.

OUR VALUES

Disaster Relief Australia is a professional disaster relief organisation with a unique culture and history. We are dedicated to the service of communities in need and to each other. We are governed by values that place a high value on servant leadership, maturity, integrity, teamwork and determination. We believe that veterans have unique skills and experience that can be harnessed to assist disaster affected communities. We also recognise that veterans have an ongoing desire to serve others and that through service they can grow beyond their time in the military.

The following values underpin our organisation:



COURAGEⁱ

We act without fear or favour in the best interests of the communities we serve and each other.



MATESHIPⁱⁱ

We assume the best about those with whom we serve. Stridently, we look after each other and the community: Mate first, self-second - always.



ENDURANCEⁱⁱⁱ

We know that beyond the next hill is a river and beyond the river another hill. Yet we will march undaunted until we reach those who need us.



SERVICE^{iv}

We serve without expectation of personal gain, recognition or reward.



TENACITY^v

We bring order to chaos with a fierce blend of determination, flexibility and grit.



RESPECT^{vi}

We act with every possible kindness and humanity, and no matter what, hold ourselves to a higher standard. Be respectful : Be respected.

Strategic Plan

The Disaster Relief Australia Strategic Plan 2020 – 2024, helps shape our focus as an organisation, describing our goals, what success looks like, and how we will get there.

OUR VISION I

Our vision is to be the pre-eminent disaster relief organisation in the Asia Pacific, and in doing so, change the narrative around what it means to be a veteran in Australia.

Our annual reports will evaluate our progress towards the goals outlined in this Strategic Plan. We commit to monitoring and evaluating our impact, and based on what we learn, adjusting our course as required to ensure we are always at the leading edge in the delivery of relief to the survivors of natural disasters.

Our Strategic Goals

GOAL ONE:

Our 'Tribe'

"... our members are leaders in disaster relief, humanitarian practice and veteran reintegration"

WHAT SUCCESS LOOKS LIKE

Members are viewed as subject matter experts in the disaster relief field and are widely recognised by the Australian public.

Members actively shape and contribute to advances in domestic and international disaster relief practices.

The image of an Australian veteran is a positive one, with our members favored as the organisation of choice in disaster relief.

New members joining DRA can quickly grow beyond their service, finding new meaning in DRA.

An evidence base that showcases the positive impact DRA has on its veterans.

WHAT WE WILL DO

Recruit, train and retain the highest quality military veterans and emergency services specialists.

Facilitate a culture of lifelong learning and a commitment to professional development through training, mentoring and practical experience.

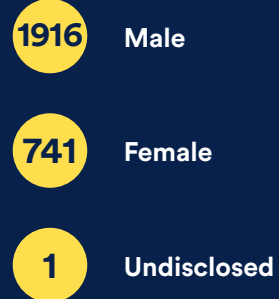
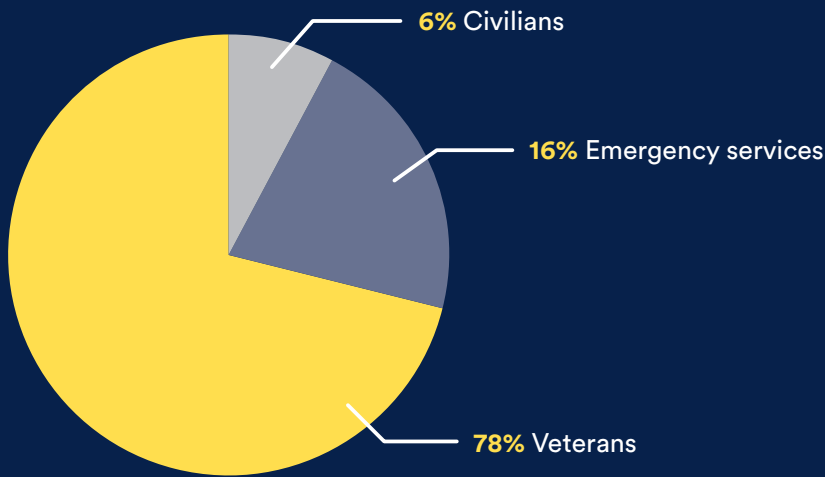
Provide a steady-state engagement model that provides continuous touch points with our Tribe between disaster relief missions.

Capture data to provide an evidence base that proves the positive effects of DRA's model.

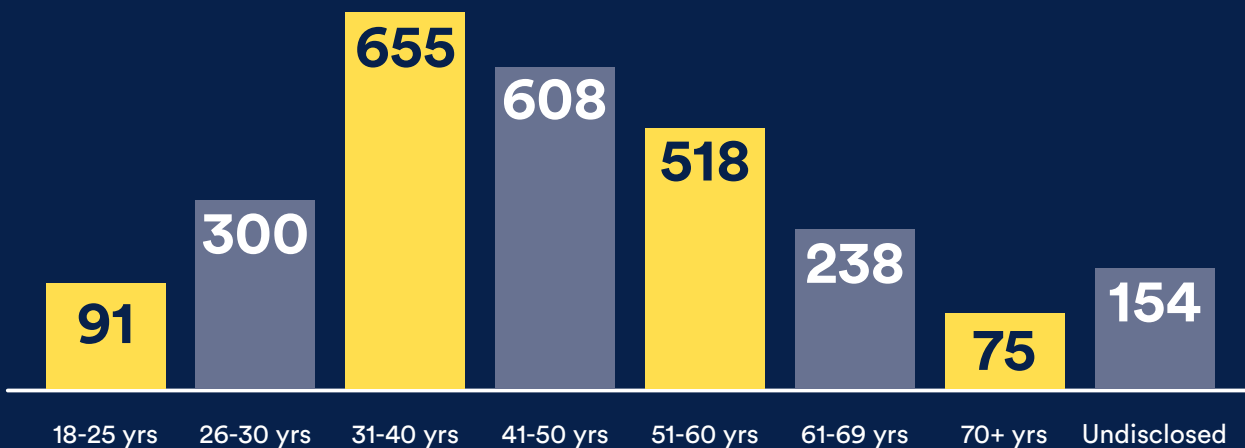
Dual Value Proposition



MEET OUR MEMBERS



2658
Total members
as of 04/05/2020



GOAL TWO:

*Disaster Resilient Communities**“... the leader in disaster mitigation and community preparedness”***WHAT SUCCESS LOOKS LIKE**

10 fully equipped and operational Disaster Relief Teams positioned around Australia and harnessing veterans and emergency services personnel in those locations and surrounding areas.

Disaster Relief Teams are integrated into local, state and national disaster management plans and participate in forums, preparation activities and emergency management exercises.

Response times to mobilise and deploy throughout Australia and overseas are short, scaled to reduce lives lost and mitigate disaster impacts on survivors.

Technology and communications platforms are interoperable with federal, state and local emergency services.

Analysis of Disaster Relief Teams costs demonstrate disproportionate value for money in the delivery of disaster resilience, disaster mitigation and disaster relief capability.

WHAT WE WILL DO

- Recruit, train and equip 3 additional veteran led DRTs (total of 10), across Australia that will deliver expert disaster relief assistance in the wake natural disasters.
- Scale in a uniform and systematic way as funding is made available.
- Show, through action, how the latent leadership and service potential of our nation's veterans and emergency service specialists can be harnessed to build disaster resilience and relief capability.
- Identify and connect with change leaders in the NGO and disaster relief sectors to ensure we are constantly at the cutting edge of both technology and practice.





GOAL THREE:

Disaster Relief Operations

“... to become the pre-eminent disaster relief organisation both in Australia and throughout the Asia-Pacific Region”

WHAT SUCCESS LOOKS LIKE

Swift mobilisation to rapidly deploy Disaster Relief Teams in the wake of natural disasters in Australia and overseas.

Operating within existing international disaster relief frameworks across the Asia Pacific Region, supported by established relationships with government, industry and local communities.

The conduct of disaster risk mitigation and preparedness activities in Australia and overseas, particularly in under resourced and high-risk areas of operation.

Recognised leader in spontaneous volunteer management throughout Australia and a proven track record of connecting businesses to communities through corporate volunteering.

A world class provider of Remotely Piloted Aircraft capability, aerial damage assessment, mapping and Geographic Information Systems (GIS), in Australia and overseas.

The conduct of DRT led, concurrent disaster relief operations anywhere in Australia.

WHAT WE WILL DO

- Deploy highly trained personnel in the wake of natural disasters to deliver timely and effective disaster relief wherever and whenever it is needed.
- Continue to enhance and grow DRA's core suite of operational capabilities.
- Form collaborative partnerships that extend DRA's reach and knowledge within the disaster relief community.
- Provide DRA members a tailored development pathway that ensures they can achieve the highest possible level of operational proficiency.
- Develop new relationships in the Asia Pacific Region through key stakeholder engagement, disaster relief, community support and training activities.

Disaster Relief in Focus

SPONTANEOUS VOLUNTEERS (SPONVOLS) MANAGEMENT

Disaster Relief Australia is implementing a national Disaster Volunteer Engagement Plan (the Plan). The Plan addresses the volunteer '3rd echelon' in Australia's disaster management planning and advocates for the appointment of DRA as the lead agency responsible for the development, training and coordinated deployment of the nation's volunteers; structured, trained and equipped to provide:

- An immediate (localised) disaster response capability – 'Communities on the Front Line', pending the deployment of 1st Echelon – the emergency services.
- A determined, resilient and sustainable community throughout the disaster response and recovery phases.
- A proactive and sustainable disaster relief and community support capability following the recovery phase.
- A national asset consisting of trained volunteers, capable of conducting disaster relief, community support, resilience and preparedness activities.

AERIAL DAMAGE ASSESSMENT TEAM (ADAT)

Disaster Relief Australia will continue the development of the ADAT, utilising the DRA remotely piloted aircraft fleet and internally trained specialists to increase the effectiveness and safety of post-disaster operations. DRA will seek to become the lead agency for the provision of localised post-disaster aerial imagery and mapping data, utilising experience gained over the course of 649 post-disaster flights over the past two years across Australia and Asia-Pacific to provide:

- An immediate disaster response capability, available at short notice 365 days of the year, providing vital intelligence to complement existing manned aviation capabilities.
- Provision of actionable and timely data and intelligence to aid decision making by national and state level emergency management agencies and communities.
- Increased capability through the utilisation of new technology to enable world leading aerial data collection for disaster response and recovery operations in Australia.
- A national asset with highly trained veterans providing intelligence to Australian agencies both at home and abroad.



DRA ADAT conducting earthquake and tsunami damage assessments, Central Sulawesi, Indonesia, October 2018

MEDICAL

Disaster Relief Australia will build on existing medical capability, further developing medical teams to improve the health and wellbeing of communities, emergency services personnel and veterans during disaster relief operations. Working to clinical practice guidelines and in partnership with organisations across Australia and Asia-Pacific, DRA will develop its medical program in order to provide:

- A medical service model that is integrated within the wider DRA operational service capability to attend to the health needs of the DRA workforce and to minimise the health impact of our deployments on the communities we serve.
- Trained wellbeing and welfare associates to assist our workforce and communities through the provision of peer support, initial crisis assistance, comfort and referral to established counselling services.
- Medical support to impacted communities through the deployment of mobile teams resourced for primary care assessments, advanced first aid, and specialist services as required, such as paediatrics, antenatal/obstetrics.
- Accredited, trained and resourced medics, including ex-military medics, paramedics, nurses and doctors on all disaster relief operations.
- Technology-based solutions, such as telemedicine, to bring expert assistance to disaster-affected communities.
- Internationally recognised medical capability through the attainment of the World Health Organisation Emergency Medical Team accreditation.

DISASTER RELIEF AUSTRALIA HAS THE FOLLOWING CAPABILITIES

Disaster Relief Australia has the ability to rapidly deploy reconnaissance in the wake of a disaster.



INCIDENT MANAGEMENT



DAMAGE AND IMPACT
ASSESSMENT



AERIAL DAMAGE ASSESSMENT
AND MAPPING



DEBRIS MANAGEMENT AND
RESTORING ACCESS



MEDICAL, HEALTH AND SUPPORT
TO VULNERABLE COMMUNITIES



LOGISTICS MANAGEMENT
AND AID DELIVERY



SPONTANEOUS VOLUNTEER
MANAGEMENT



WORK ORDER
MANAGEMENT



EXPEDIENT
HOME REPAIR



BUILDING RESILIENCE AND
CAPACITY BUILDING

GOAL FOUR:

A STRONG Organisation

"...aligning our resources to the goals and priorities of the Strategic Plan and remaining accountable for our performance"

WHAT WE WILL DO

Governance

- Continuously strengthen our governance to improve strategic leadership and accountability.
- Ensure we have mechanisms to listen to the views of our stakeholders, communicate effectively and continuously learn to improve our performance.

People and culture

- Recruit and invest in the development of our volunteer and paid staff and provide the support necessary to sustain a high-performance culture.
- Promote a culture of creativity, continuous learning, a bias for action and trust over control.

Manage our finances and resources

- Pursue new sources of funding and in-kind support that provide a diverse and sustainable funding base.
- Align resources to the goals in this Strategic Plan through operational plans and budgets.
- Invest in our people, business processes, systems and technology to enhance efficiency and performance.
- Contain expenditure to ensure that for every dollar invested in Disaster Relief Australia at least \$7 is return to the community in social value.
- Maintain a flat, cost-effective structure.

WHAT SUCCESS LOOKS LIKE

Governance and executive leadership of DRA is strategic, results oriented and accountable.

Our *Tribe* and partner organisations are committed to DRA and benefit from their engagement.

A stable and diverse income stream with demonstrated financial stewardship.

A high level of public awareness and support for our organisation and our members.

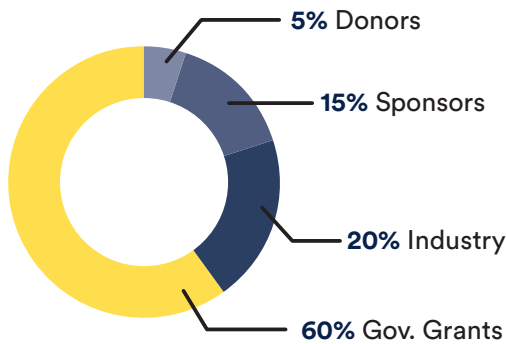
Government and other development actors recognise DRA as leader in disaster relief.

Members are practice leaders in mainstreaming rights-based approaches, gender equality and accountability, and strengthening civil society in developing countries.

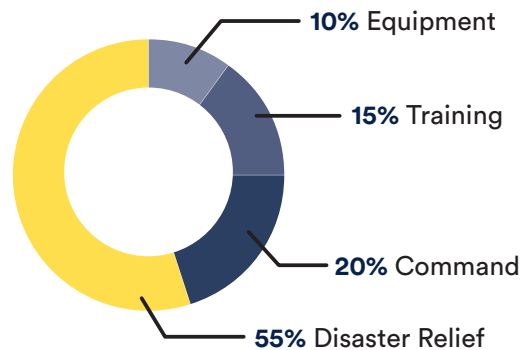
We capture, share and disseminate knowledge and learning drawn from our members, partners and our wider network.

Continuing research about our members that provides a strong evidence base for our approaches to veteran reintegration and wellbeing.

FUNDING



EXPENDITURE



Partners and Stakeholders

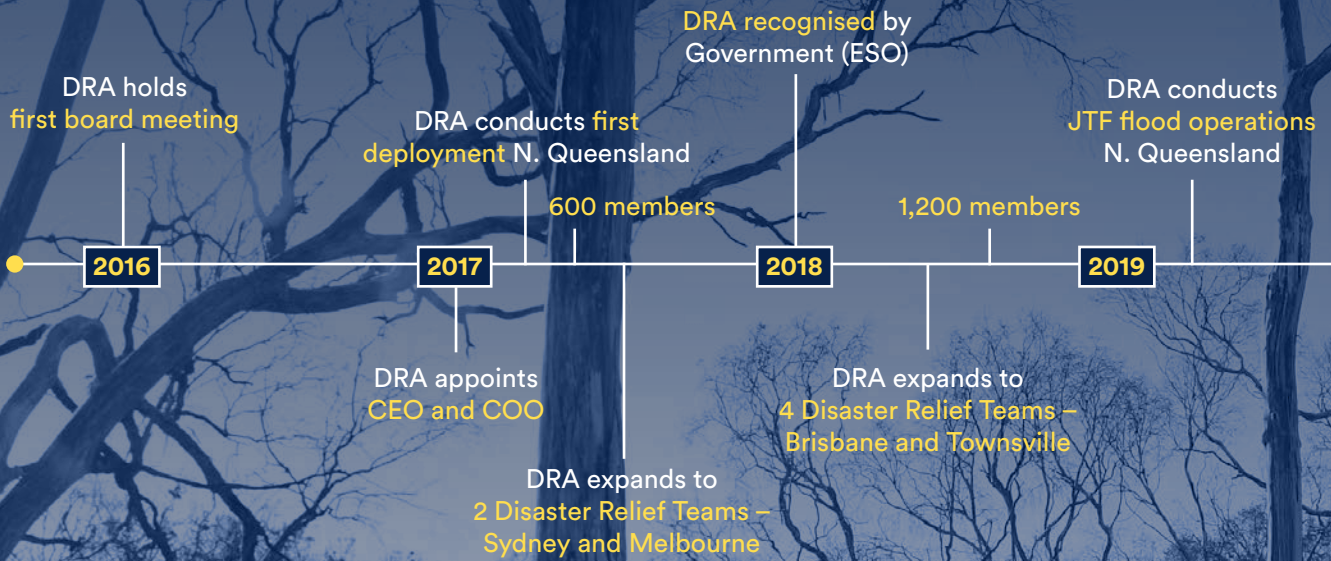
- Collaborate with our stakeholders and partners to promote our vision, shared values and deliver on our mission.
- Ensure the support we receive is used for the purpose it is intended.
- Ensure our partners and stakeholders are recognised for their engagement and support.



Our Timeline

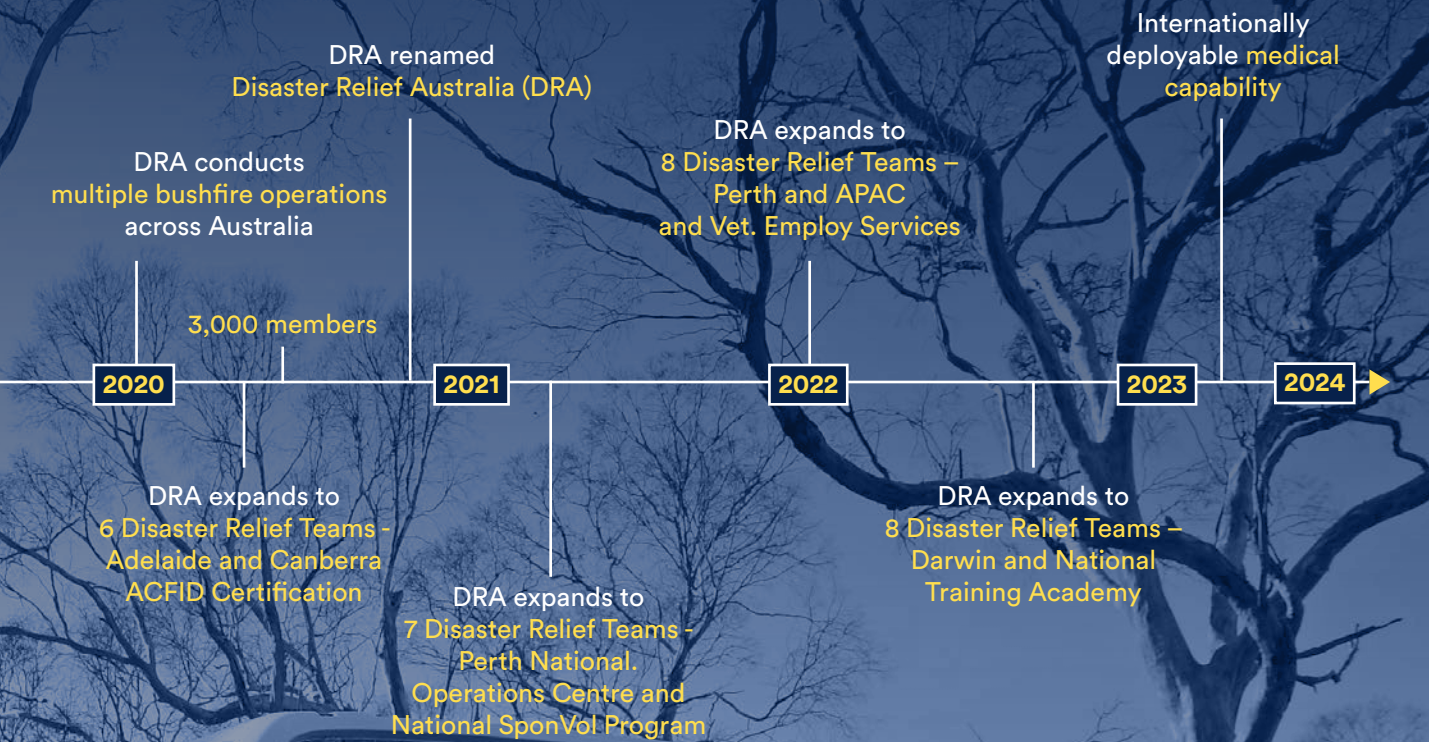
DRA will progressively work towards achieving our goals while remaining fiscally responsible and accountable for the support we receive from government, our donors and our sponsors.

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BUILT TO SERVE





About our Values

Values guide our actions in the absence of policy or formal orders. Culture is the sum of our values and our actions. For that reason: DRA members must live our values every day.

i **Courage**

“Act without fear or favour:” Leadership advice provided to platoon leaders in Vietnam War era pamphlet titled “Junior Leadership on the Battlefield”.

ii **Mateship**

“Mate first, self-second-always:” Is a comment from an unknown WWI Digger. He made the comment after witnessing a mortally wounded AIF soldier lying in a trench, refusing to be treated until the rescuers first dug out his mate, who had been buried by a bombardment.

iii **Endurance**

“Beyond the next hill is a river and beyond the river another hill:” Is a quote from WWII General Mark Clark (circa 1944), commenting on the life of the infantryman in WWII.

iv **Service**

The official WWI Australian Imperial Forces (AIF) Histogrammer, Charles Bean, distilled the definition of ANZAC to: Courage, Mateship, Endurance (the first three of our values) and Sacrifice. We have replaced sacrifice with service out of respect, but also because it better describes the value we are committed to.

v **Tenacity**

The hallmark of servant leadership is to inculcate an unrelenting bias for action in our leaders, captured here as determination, flexibility and grit = Tenacity.

vi **Respect**

Frederick William Baron von Steuben, 1778, Inspector General of the US Continental Army during the American Revolutionary War, noting an officer’s first objective should be to treat his men “with every possible kindness and humanity. This formed the basis for including respect as a value in the US Army.



Disaster Relief Australia

1/299 Elizabeth Street, Sydney NSW 2000, Australia
+61 (02) 8815 8113 | info@disasterreliefaus.org

Disaster Relief Australia unites the skills and experiences of military veterans with emergency services personnel and civilians to rapidly deploy disaster relief teams domestically and around the globe.