

# OPERATIONAL FRAMEWORK OVERVIEW

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# The Grit and Resilience

PROGRAM

## OPERATIONAL FRAMEWORK OVERVIEW

UPDATED AUGUST 2021

# OPERATIONAL FRAMEWORK OVERVIEW

## THE GRIT AND RESILIENCE HEART FRAMEWORK

The Grit and Resilience Heart Framework is the way in which the Program team will coordinate and support the Community to engage with the Program activities.

This framework represents the “middle” component of the program’s structure. It is designed to articulate the flows and rhythms of how the program will achieve the overarching mission of the Grit and Resilience program.

Our research did not identify a pre-existing fit for purpose framework; therefore, this framework has been developed specifically for the Grit and Resilience Program to meet the unique composition of the program.

The following document will outline:

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## RATIONALE: METAPHOR OF HEART FOR OPERATIONAL STRUCTURE

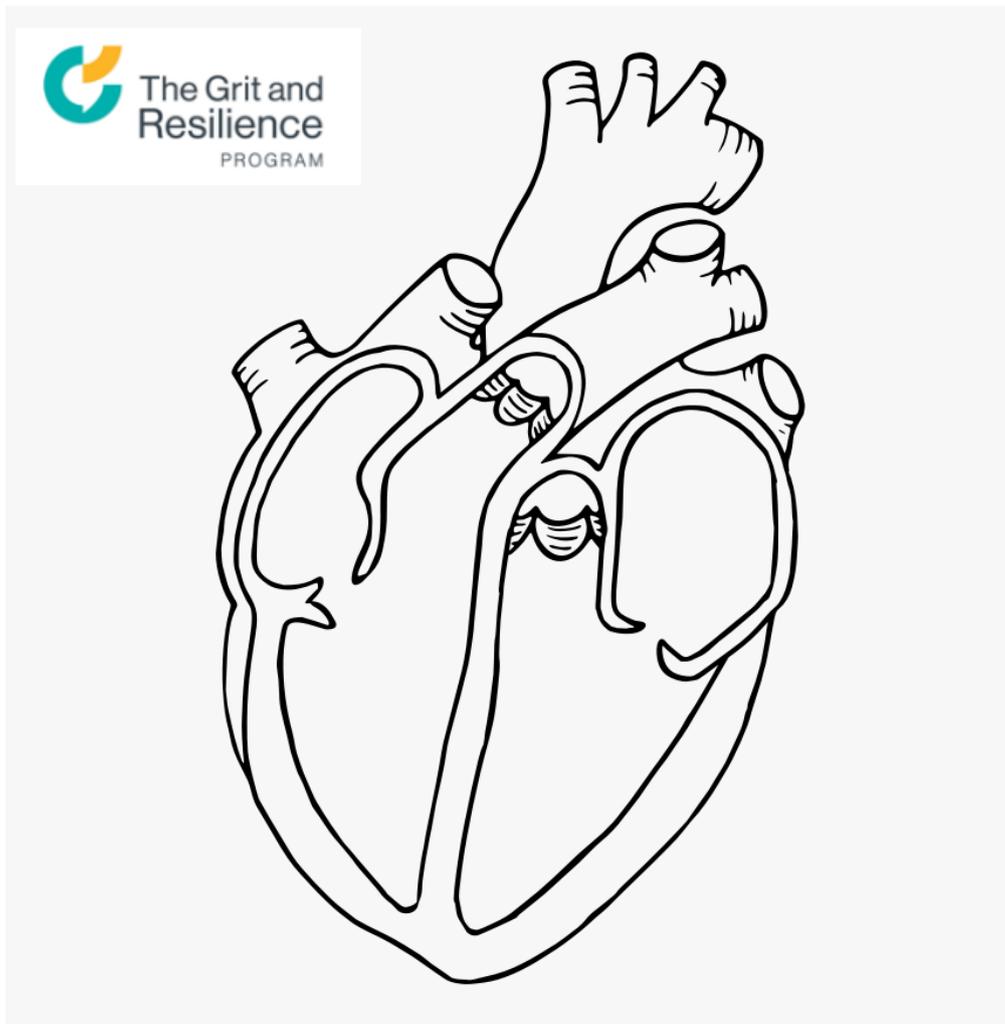
The operational structure of the Grit and Resilience Program has been conceptualised using the analogy of a heart. The heart is considered symbolic of the operational structure of the Grit and Resilience Program because:

- The structure of a heart illustrates the concept of different parts with different functions working together to achieve a common purpose.
- The different parts of a heart interact and move together in synchrony.
- Suicide prevention is work that comes from the heart: it requires empathy, passion, care, and warmth.

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- Having the 'heart of a lion' demonstrates bravery and courage, that is what the Rural City of Wangaratta community are demonstrating by tackling the issue of suicide prevention and community mental health and wellbeing together.



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## WHAT THE COMMUNITY TOLD US

### Introduction

Between the months of May and June 2020, the Grit and Resilience Program embarked on a community wide engagement strategy, with the key outcomes of:

- Multi-modal approach to engagement enacted to 'capture' as many Community Members as possible.
- Community Members aware of activities within the Grit and Resilience space, with option to engage.
- Community Members sign up for further engagement and participatory activities/ opportunities in Phase 2.

The outcomes achieved were as follows:

- 293 community members completed the survey
- 35 community members completed a "deep dive" conversation with the Program Coordinator.
- 4 key themes were harvested from the survey results and were opened-up to the community to vote on their priority.
- 244 community members voted on their top two priorities (Creating Connections and Including and Involving)

Along with informing the Grit and Resilience Program on what activities and priorities they would like to see happen within the municipality, the Wangaratta LGA also informed the Program *how* they would like to be involved, and they include:

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### Spectrum of engagement

*"People need to be able to offer what they can and be appreciated for it with no judgement."  
"There has to be pathways to connection for all people in the community."*

Community survey results indicate:

- Inclusion is fostered through opportunities which require minimal resources (time, money, commitment) from participants.
- Lower levels of engagement represent pathways to increased connection with changing circumstances.
- All levels of engagement are valuable and nourishing to community members.

### Come together to work on a problem

*"Times of adversity often brings out the compassion giving nature of people in our community; however, it is the times in between that is often overlooked and the contact and follow up falls by the wayside and this is often the time when we need it the most."*

*"Creating things together..." - survey respondent on what makes them feel connected to the community.*

*"When we have something that impacts others, we stand together and come together as a strong supportive community."*

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Community survey results indicate a sense of community is created when we have:

- Shared experiences and spaces.
- Purposeful group activities.
- A place to contribute.

## **Action Plan Development**

The development of the Program activities within the Grit and Resilience Program needed to have a multi faceted approach applied to them to ensure that they not only addressed the needs of the community, but they aligned with best practice and current theories to ensure the best outcome for the community.

The following approach was conducted to construct the three action plans:

1. All surveys results and deep dive conversations were reviewed.
2. All identified activities were extracted and placed in a spreadsheet.
3. Spreadsheet was themed and grouped to develop potential activities.
4. Activities were allocated into appropriate action plan.
5. Each activity was mapped against the Blackdog Lifespan framework.
6. Each activity was then mapped against the Grit and Resilience Program aims and objective.
7. Each activity was then mapped against filters for the program (are they universal interventions?, are they targeting a particular cohort?, are they engaging the whole LGA (locations) across Wangaratta? Are they inclusive to first nations peoples? Etc.)
8. All activities were then placed into a matrix.
9. A focus group was held with community members to test assumptions and application of filters, theories and frameworks.
10. Focus group reviewed all relevant activities and priorities based on matrix.
11. Action plans developed based on recommendations and reviewed again by focus group.
12. Action plans finalised.
13. Action plans then developed in easy English format, video format and full format and presented to the whole community.

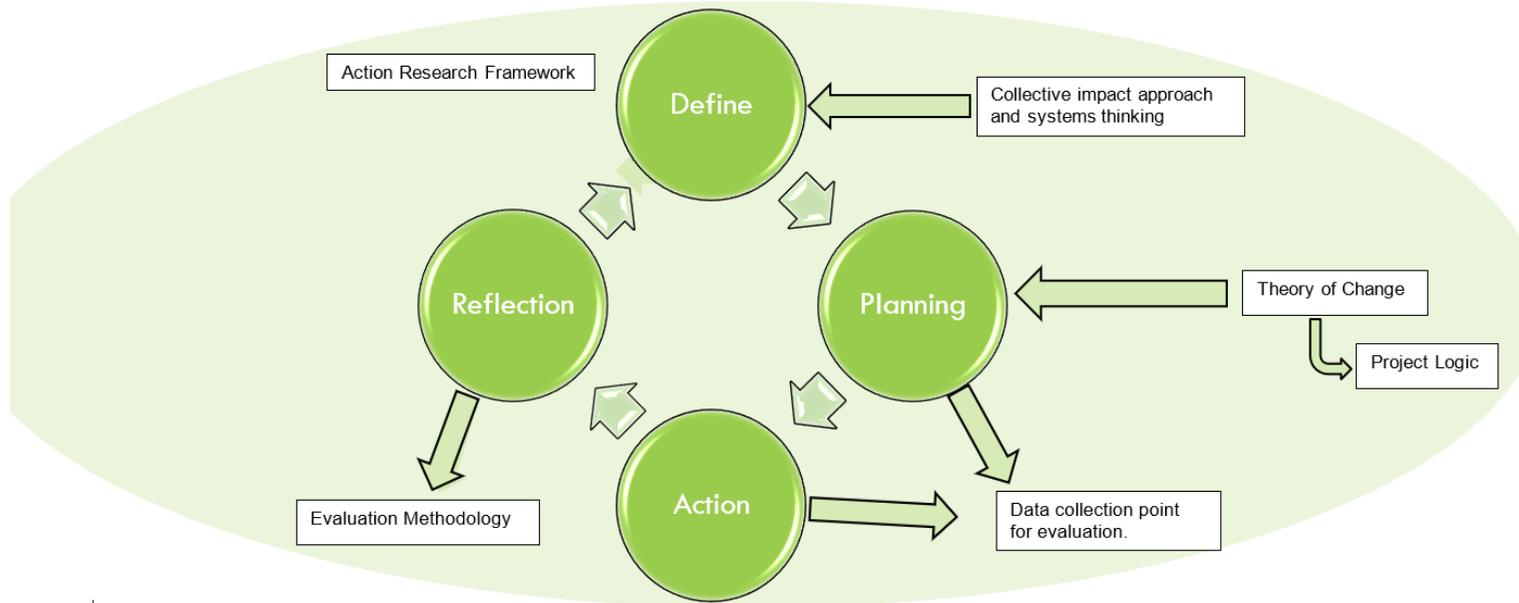
\*Please see all three action plans, which are located at the end of this document

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## THEORIES UNDERPINNING PROCESS AND ACTIONS

1. [Collective impact](#)
2. [Participatory action research/ Co-design](#)

1.1 Guiding framework for the Grit and Resilience Program.



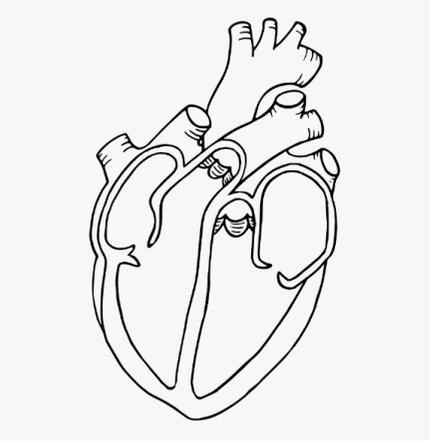
## OPERATIONAL STRUCTURE OVERVIEW

Using the analogy of a heart, the functions, connections, and relationships that are required within the operational component of the Grit and Resilience Program are outlined below. Collective impact, the theory underpinning this framework, is also explained in reference to this analogy.

This document will also examine the ways in which the parts will interact, the crosscut of learnings, and the specifics of activities within each section.

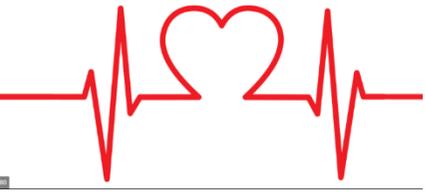
# OPERATIONAL FRAMEWORK OVERVIEW

## Heart: An analogy for the framework of the Grit and Resilience Program

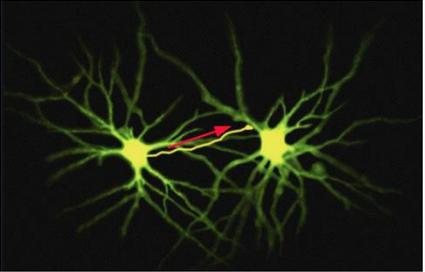
Symbol	What does a heart do?	Analogy to G&R	Summary
<p>Right &amp; left atriums Right &amp; left ventricles</p> 	<ul style="list-style-type: none"> <li>• The right atrium receives oxygen-poor blood from the body and pumps it to the right ventricle.</li> <li>• The left atrium receives oxygen-rich blood from the lungs and pumps it to the left ventricle.</li> <li>• All four chambers work together in a continuous and coordinated effort to keep oxygen-rich blood circulating throughout the body.</li> </ul>	<ul style="list-style-type: none"> <li>• There are several major separate components of the G&amp;R Program: The Consortium, 3 x operational groups, the Program Team, and the Evaluators.</li> <li>• Each group has a different role. They 'do' different things and their intensity will be dependent on their function at any given time.</li> <li>• The operational groups impact collectively, to achieve a common purpose.</li> <li>• The operational groups need to work together in a continuous and coordinated way to keep the vision moving throughout the community.</li> </ul>	<p>Just as the heart has different moving parts, the Grit and Resilience Program has different groups serving different functions.</p> <p>The different parts of the heart must work together to sustain and nourish the body. In the same way the different parts of the Program must work together to improve the grit, resilience and connection of our community.</p>

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## Heart: An analogy for the framework of the Grit and Resilience Program

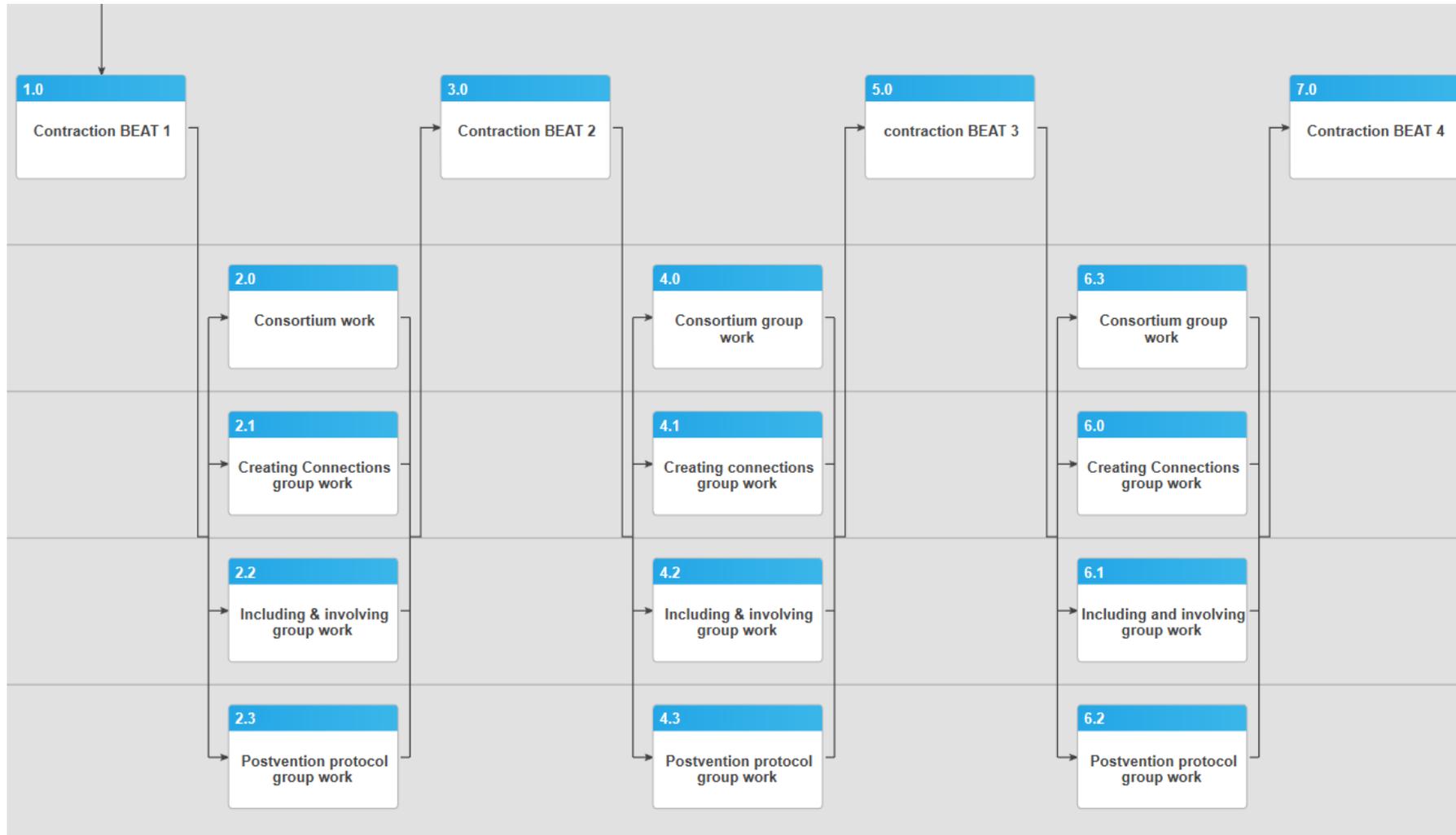
Symbol	What does a heart do?	Analogy to G&R	Summary
<p><b>Heartbeat</b></p> 	<ul style="list-style-type: none"> <li>The heartbeat is created by the pumping of the heart, facilitated by the alternating contraction and relaxation of its moving parts.</li> <li>The rhythms of this movement send blood throughout the heart, and onto other parts of the body.</li> </ul>	<ul style="list-style-type: none"> <li>The Program has many moving parts with distinct purposes (Consortium, Program Team, Operational group's, community).</li> <li>These parts must work together to achieve the collective mission of <i>"building a mobilised community that will change the environment in which we live."</i></li> <li>As the individual groups contract, (come together as a whole) and relax (move back into distinct working groups), the Program's collective vision will be reinforced.</li> <li>Coming together, and then moving apart to work on smaller group tasks is anticipated to increase inspiration and motivation through recognition of the importance and overarching purpose of activities.</li> <li>Increased motivation is projected to increase momentum to "push" initiatives out into the community.</li> </ul>	<p>The different parts of a heart contract and relax, to achieve a common purpose – sustaining life.</p> <p>By coming together and moving apart, the following is reinforced:</p> <ul style="list-style-type: none"> <li>Collective purpose and meaning</li> <li>Motivation</li> <li>Momentum</li> <li>Connection</li> <li>Ownership</li> <li>Efficacy</li> </ul> <p>Strengthening these elements increases the effectiveness of interventions, <i>'to nourish the well-being of the community.'</i></p> <p>By coming together and moving apart, we will <b>build a mobilised community to change the environment in which we live.</b></p>

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Heart: An analogy for the framework of the Grit and Resilience Program			
Symbol	What does a heart do?	Analogy to G&R	Summary
<p><b>Electrical impulse</b></p> 	<ul style="list-style-type: none"> <li>The electrical impulse begins in the upper right chamber of the heart.</li> <li>It spreads throughout both the right and left atria causing them to contract evenly.</li> <li>It is a very important structure in the heart because it connects and ensures synchrony of the top and bottom chambers.</li> </ul>	<ul style="list-style-type: none"> <li>The Collective Impact Framework provides the ethos of the Program.</li> <li>The message of Collective Impact travels throughout all parts of the Grit and Resilience Program.</li> <li>The message of Collective Impact relays the methodology of a common agenda, shared measurements, mutual activities, communication and backbone support within and across the whole program.</li> <li>Ensuring this impulse is strong and healthy throughout the duration of program, and within all components is extremely important to the Grit and Resilience Program's integrity.</li> </ul>	<p>The heart is regulated by an electrical impulse, which sends a message throughout the heart to ensure synchrony and consistency.</p> <p>Reiterating the message of Collective Impact throughout all parts of the Grit and Resilience Program, ensures the Program's activities are delivered consistently and in line with the Program's values of:</p> <ul style="list-style-type: none"> <li><b>Actively working together</b></li> <li><b>Communicating with each other and all members of our Community with respect, honesty and in good faith</b></li> </ul>

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## PROCESS FLOW



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## PROCEDURE – BEAT 1

### 1.0 Contraction BEAT 1

Grit and Resilience Program, Grit and Resilience Program Team, Grit and Resilience Consortium, Creating Connections Working Group, Including and Involving Working Group, Postvention Working Group, First Person Consulting (Evaluators).

- a Define parameters (co-design)
- b Conduct Heartbeat Roadshow
- c Plan for activation
- d Construct a plan for when we will all meet next (BEAT 2)

**NOTE Embedded resources:**

Program Team  
Budget

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### 2.0 Consortium work

Grit and Resilience Consortium

- a Governance
- b Evaluators
- c Comms and Marketing Strategies
- d Strategies relevant to the entire program

**NOTE Embedded resources:**

Program Coordinator

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### 2.1 Creating Connections group work

Creating Connections Working Group, Grit and Resilience Program Team, First Person Consulting (Evaluators).

- a Define Parameters (co-design)
- b Understand activities within the system
- c Plan for activation

**NOTE Embedded resources:**

Community Connector  
Budget

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### 2.2 Including and Involving group work

Including and Involving Working Group, Grit and Resilience Program Team, First Person Consulting (Evaluators).

- a Define Parameters (co-design)
- b Understand activities within the system
- c Plan for activation

**NOTE Embedded resources:**

Community Connector  
Budget

# OPERATIONAL FRAMEWORK OVERVIEW

## 2.3 Postvention group work

Postvention Working Group, Grit and Resilience Program Team, First Person Consulting (Evaluators).

- a Define parameters (co-design)
- b Understand groups as a system
- c Plan for activation

**NOTE Embedded resources:**

Postvention Officer  
Budget

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## PROCEDURE – BEAT 2

### 3.0 Contraction BEAT 2

Grit and Resilience Program, Grit and Resilience Program Team, Grit and Resilience Consortium, Creating Connections Working Group, Including and Involving Working Group, Postvention Working Group, First Person Consulting (Evaluators).

- a Reaffirm collective impact impulse
- b Connect actions to collective output and co-design
- c Activate spectrum of engagement
- d Mutually reinforced learnings
- e Group show and tell (sharing of visions and progress and demonstrating how it connects to overall mission).

**NOTE Embedded resources:**

Program Team  
Budget

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### 4.0 Consortium group work

Grit and Resilience Consortium

- a Governance
- b Evaluators
- c Strategies underpinning the entire program

**NOTE Embedded resources:**

Program Coordinator

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### 4.1 Creating Connections group work

Creating Connections Working Group, Grit and Resilience Program Team, First Person Consulting (Evaluators).

- a Activation of co-design work
- b Reflection
- c Consolidation of learnings into future planning

**NOTE Embedded resources:**

Community Connector  
Budget

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# OPERATIONAL FRAMEWORK OVERVIEW

## 4.2 Including and Involving group work

Including and Involving Working Group, Grit and Resilience Program Team, First Person Consulting (Evaluators).

- a Activation of co-design work
- b Reflection
- c Consolidation of learnings into future planning

**NOTE Embedded resources:**  
Community Connector  
Budget

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## 4.3 Postvention group work

Postvention Working Group, Grit and Resilience Program Team, First Person Consulting (Evaluators).

- a Activation for co-design work
- b Reflection
- c Consolidation of learnings into future planning

**NOTE Embedded resources:**  
Postvention Officer  
Budget

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## PROCEDURE – BEAT 3

### 5.0 Contraction BEAT 3

Grit and Resilience Program, Grit and Resilience Program Team, Grit and Resilience Consortium, Creating Connections Working Group, Including and Involving Working Group, Postvention Working Group, First Person Consulting (Evaluators).

- a Reaffirm collective impact impulse
- b Connect actions with collective output and co-design
- c Reinvigorate spectrum of engagement
- d Mutually reinforced learnings
- e. Sustainability planning

**NOTE Embedded resources:**  
Program Team  
Budget

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### 6.0 Consortium group work

Grit and Resilience Consortium

- a Governance
- b Evaluators
- c Strategies underpinning entire program

**NOTE Embedded resources:**  
Program Coordinator

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## 6.1 Creating Connections group work

Creating Connections Working Group, Grit and Resilience Program Team, First Person Consulting (Evaluators).

- a** Activation of co-design work
- b** Reflection
- c** Consolidation of learnings into future planning

**NOTE Embedded resources:**  
Community Connector  
Budget

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## 6.2 Including and Involving group work

Including and Involving Working Group, Grit and Resilience Program Team, First Person Consulting (Evaluators).

- a** Activation of co-design work
- b** Reflection
- c** Consolidation of learnings into future planning

**NOTE Embedded resources:**  
Community Connector  
Budget

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## 6.3 Postvention group work

Postvention Working Group, Grit and Resilience Program Team, First Person Consulting (Evaluators).

- a** Activation of co-design work
- b** Reflection
- c** Consolidation of learnings into future planning

**NOTE Embedded resources:**  
Postvention Officer  
Budget

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## PROCEDURE – BEAT 4

### 7.0 Contraction BEAT 4

Grit and Resilience Program, Grit and Resilience Program Team, Grit and Resilience Consortium, Creating Connections Working Group, Including and Involving Working Group, Postvention Working Group, First Person Consulting (Evaluators).

- a** Reaffirm collective impact impulse
- b** Connect actions with collective output and co-design
- c** Activating sustainability plans
- d** Mutually reinforced learnings
- e** Analyse data collected throughout operational framework to determine next phase.

**NOTE Embedded resources:**  
Program Team  
Budget

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## STRUCTURE OF BEAT 1 (COVID STYLE)

Due to a COVID outbreak within Melbourne (May 2021), the uncertainty of gatherings, and reluctance of community to do so, a variation to the BEAT 1 was enacted to ensure we received maximum engagement and feedback during these uncertain times.

The first Heartbeat was held in a 'Cuppa and Chat' format from the 12th – 16th of July 2021 at various locations across the Rural City of Wangaratta. This included:

- Glenrowan Bakehouse: Monday 12th July (10am - 11am)
- Wangaratta Library: Tuesday 13th July (10am - 11am)
- Milawa Bakery: Tuesday 13th July (12pm - 1pm)
- Bertsy & Co, Wangaratta: Wednesday 14th July (10am - 11am)
- The Oven, Cheshunt: Thursday 15th July (10am - 11am)
- The Plough Inn, Tarrawingee: Thursday 5<sup>th</sup> August 12pm – 2pm\*
- Springhurst Community Park: Thursday 5<sup>th</sup> August 3pm – 4pm\*

\*The last two events were originally scheduled for Friday the 16th of July but were cancelled due to the COVID-19 lockdown (#5).

During this time, social media and traditional media campaigns were also used to promote the Heartbeat and to encourage people to sign up for the activities. At the end of the Heartbeat, 14 people in total signed up or expressed an interest in the activities through the 'Cuppa and Chat' format.

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## TIMELINE

	Action	Start Date	Finish Date
1.	Heart Framework design and implementation	2/09/2020	30/06/2021
2.	Present framework to Consortium	04/09/2020	11/09/2020
3.	Receive feedback from Consortium	11/09/2020	23/09/2020
4.	Review feedback and update framework	23/09/2020	30/09/2020
5.	Consortium approved Operational Framework (Heart Framework)	14/10/2021	14/10/2021
6.	Submit Project Logic and budget to PHN	30/09/2020	14/10/2020
7.	Contract variation executed	30/09/2020	28/05/2021
8.	Advertise Program Positions	March 2021	March 2021
9.	Recruit Positions	30/03/2021	09/04/2021
10.	Program Team On-Boarded	3/05/2021	3/05/2021
11.	First Heartbeat	12/07/2021	16/7/2021
12.	Second Heartbeat	October 2021	October 2021
13.	Third Heartbeat	February 2022	February 2022
14.	Fourth Heartbeat	May 2022	May 2022
15.	Evaluation of Heart Framework	June 2022	July 2022
16.	Implement Heart Framework recommendations based on evaluation outcomes	July 2022	September 2022
17.	Execute the amended Heart Framework	September 2022	June 2023

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## CONCLUSION

This Operational Framework will be enacted for a total four 'beats'.

Within every beat, monitoring mechanisms will be enacted to collect data and understand the efficiency, effectiveness, buy in, individual activity outputs, and the impact of collective action.

The Operational Framework will be reviewed after the fourth beat and will incorporate findings from the data harvested throughout beats one-four.

It is expected that by working within this strategic framework, the Grit and Resilience Program and the community will be positioned to deliver some very sound and considered activities.

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## ACTION PLANS FOR WORKING GROUPS

### Creating Connections

Through the Grit and Resilience community survey, you told us that creating connections with people in our community is vital for good mental health and wellbeing, and that these connections can happen during small everyday interactions. They are when our local barrister knows your order; when you are walking down the street, and someone smiles at you; or when your new neighbour come over to introduce themselves. You also told us that sometimes you aren't sure how to build connections in the community, when you are not connected to a sporting group or a local school, so it is important that there are lots of different ways for us to create connections.

This activity will support fostering and embedding connectedness within our communities, by increasing the kinds of opportunities we have available to connect.

Activity	Description	How will it work?	What will this activity achieve?	Resources	Links
<b>Social groups</b>	<p>These groups will provide opportunities for people who have similar interests and experiences to connect. They will be free to attend. Examples include:</p> <ul style="list-style-type: none"> <li>• Young mum's group</li> <li>• Divorced dad's group</li> <li>• Men's tables</li> <li>• Coffee and chat groups</li> <li>• "No lycra" cycling group</li> <li>• Multi-generational technology group</li> <li>• 20-25 social group</li> </ul>	<p>Community members will be asked to support and coordinate the establishment of social groups.</p> <p>These groups could be in any area across the municipality and may change locations as they evolve.</p> <p>They would be run by locals who have a drive to bring people with similar interest and experience together.</p> <p>These groups would be peer driven, however, services may connect with these groups where necessary to support</p>	<p>Strengthen community connection and broaden relationships between people in common communities.</p> <p>Improve supportive and protective conditions for good mental health and wellbeing.</p>	<p>Each social group will get a budget to support the activity.</p> <p>Each social group will get an information pack on how to set up a social group including templates to support activation. The pack may also include resources such as maps for accessible walking tracks or rail trails for walking or riding groups.</p> <p>Each social group will receive a list of local business who are happy to support the group in their activities (e.g., coffee discounts, free room for hire, bike hire etc).</p> <p>Each activity will be followed up after the event to support evaluation and understanding of outcomes.</p>	Local businesses

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<p><b>Project 365 (U Can Cry)</b></p>	<p>Project 365 is a group of community members who have all been impacted by mental health or suicide, either through their own experience, or by supporting others on their journey.</p> <p>These members have formed a band, called “U can Cry” with the intent of practicing their songs for 365 days, which will culminate in a large public concert in the PAC of Wangaratta.</p>	<p>learning and expertise on a particular topic.</p> <p>The group share a love of music and are talented musicians who play a variety of instruments.</p> <p>Each group member has chosen a song that is meaningful to them and meet once a month to rehearse.</p> <p>In May 2022, the group will come together to perform a concert for the wider community and will share the journey towards their concert through a series of photographs and videos.</p> <p>Project 365 embodies community connection; where people who may not otherwise speak to each other, come together to share their love of music and to put on a concert for the wider community.</p>	<p>Strengthen community connection and broaden relationships between people in common communities.</p> <p>Improve supportive and protective conditions for good mental health and wellbeing.</p>	<p>Creating Connections group will be supporting Project 365 every step of the way to ensure their project meets the needs of the members of the group.</p> <p>The Creating Connections group will assist Project 365 with their project management, marketing, and the coordination of their May 2022 event.</p> <p>Each activity will be followed up after the event to support evaluation and understanding of outcomes.</p>	
<p><b>Towns on Stage</b></p>	<p>This is an opportunity for larger events to be held outside of Wangaratta to promote and encourage people to visit the smaller communities and boost pride and excitement within the smaller towns.</p>	<p>The towns that would like to participate will be given a budget and asked to form a “Towns on Stage Committee”. The Committee will be given a “pack” which will include everything they need to</p>	<p>Strengthen community connection and broaden relationships between people in common communities.</p>	<p>Each town will get a budget to support the activity.</p> <p>Each town will get an information pack on what is required and supports on how to host their own “Towns on Stage” event.</p>	<p>Hall Committees Local Businesses Sports Clubs</p>

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		<p>host a “Towns on Stage” event.</p> <p>The committee will make their event as big or as small as they would like it. The event could be anything from: Social tennis at their recently refurbished tennis courts, while the school is hosting a pickleball match on the school oval...</p> <p>The opportunities are endless and it would be up to the community to tailor their “Towns on Stage” event to their community.</p>	<p>Improve supportive and protective conditions for good mental health and wellbeing.</p>	<p>There will be a coordinated Social media campaign for all “Towns on Stage” events.</p> <p>Each activity will be followed up after the event to support with evaluation and understanding of outcomes.</p> <p>Support with applying for permits (as needed) with RCoW will be provided.</p>	
<b>Street Parties</b>	<p>This is an opportunity for streets across the municipality to host their own street party.</p> <p>It will provide the opportunity for people, who may have been living next door to each other for years, but don’t know each other, to come together and share food, stories and even get to know the new people within their space.</p>	<p>This is where community members will be given the opportunity to host a street party for their street.</p> <p>The Creating Connections group will facilitate this activity as a whole.</p>	<p>Strengthen community connection and broaden relationships between people in common communities.</p>	<p>People will be asked to register for a street party.</p> <p>They will be asked their location; the approximate number of people attending and sent a “pack” that will have all that they will need to “get this party started”. It will include invite templates (that can be popped into everyone’s letterbox) posters, and any resources that they need.</p> <p>They will also be given a small budget to get them on their way and also a list of</p>	CFA

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				<p>businesses that can support with discounts etc.</p> <p>Each activity will be followed up after the event to support with evaluation and understanding of outcomes.</p>	
<p><b>Community Connection Guide</b></p>	<p>The Wangaratta Community has a very robust community directory, which outlines all of the community halls, services and organisations. However, a revamp is needed to ensure people are aware of how to access it.</p> <p>Hard copies will be sent to everyone within the community and will include information on opportunities for the community to connect. This will support people in becoming aware of what is available around them.</p> <p>Additionally, having a pocket-sized Grit and Resilience card, which is a practical guide to accessing mental health support within the area, will support people to know how they can get support.</p>	<p>The Creating Connections working group will work with the RCoW Community and Recreation team on the revamp and developing the hard copies of the Community Directory.</p> <p>The Creating Connections working group will also develop a Grit and Resilience pocket guide that outlines the supports available within the community. This will be sent to all services and community members across the municipality.</p> <p>The Creating Connections group will also work on a month of mentally healthy connection points within our community that will be showcased in our local paper and radio. This would coincide with the release of the Grit and Resilience</p>	<p>Strengthen community support for positive mental health and wellbeing.</p> <p>Improve supportive and protective conditions for good mental health and wellbeing.</p>	<p>The Creating Connections group will be given supports, resources and access to all they need to complete this task.</p> <p>The Community Connectors Officer of the Grit and Resilience Program Team will be embedded into this activity to ensure effective and efficient access to all that is needed.</p> <p>Each activity will be followed up after the event to support evaluation and understanding of outcomes.</p>	<p>RCoW Visitor Information Centre</p>

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	Furthermore, work with the local newspaper and radio to have a month of connection, where we have mental health and supportive activities highlighted in our community.	pocket guide and the Community Directory.			
<b>Connecting Community Partnership (Formally known as the Hello Project)</b>	<p>The Wangaratta Community has an established group ran through Open Doors Community House, known as “Connecting Community” that links community members to other community members via the phone so that they can stay connected to each other. (This activity was established as the Hello Project in early 2020 to support connection after the first wave of COVID-19)</p> <p>The Connecting Community working group will promote and support the sustainability of this activity within the Wangaratta community and value add to it by extending its reach during adverse events.</p>	<p>The Connecting Community Working Group will support the project with advertising (word of mouth, social media etc) and will connect volunteers into the project to make the phone calls.</p> <p>The Connecting Community Working Group will also provide funding to provide appropriate training to the volunteers who make the phone calls.</p>	<p>Strengthen community connection and broaden relationships between people in common communities.</p> <p>Strengthen community support for positive mental health and wellbeing.</p> <p>Positively influence attitudes to mental health, including those affected by suicide.</p>	<p>The Connecting Community working group will support Open Doors Community House with training and advertising to encourage people to utilise this project more.</p> <p>The working group will also work alongside this project to support them in planning for adverse events within the community and how this project could be “ramped up” if needed in response to those events.</p> <p>Each activity will be followed up after the event to support evaluation and understanding of outcomes.</p>	Open Doors Community House
<b>Agile social media Campaigns</b>	Our community changes regularly and through a robust and connected social media plan, the Grit and Resilience Program will	The Grit and Resilience Program Communications Specialist will work with the working group on the development and	Improve supportive and protective conditions for good mental health and wellbeing.	A budget would be assigned to support this activity and additional funding to support the real-life	

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	<p>work with the Agile Social Media Campaigns working group to enact campaigns that speak to where the community is at and promote positive mental health activities and messages.</p>	<p>implementation of a number of social media campaigns.</p> <p>It is hoped that many of these campaigns can be replicated in real life and with the support of the working group.</p>	<p>Strengthen community connection and broaden relationships between people in common communities.</p> <p>Strengthen community support for positive mental health and wellbeing.</p> <p>Positively influence attitudes to mental health, including those affected by suicide.</p>	<p>activities that will replicate the online versions.</p>	
<b>Be the Change</b>	<p>This would involve a community of people who would be willing to donate their skills and time to help/assist other members in the community with a project, activity or just help around the house.</p>	<p>The Be the Change working group would facilitate a safe, supportive, and inclusive platform for community members to advertise what support they would be willing to offer to other members of our community for free.</p> <p>This could be anything from gardening, to plumbing, to fishing trips to "I'm happy to have a coffee with you." It could also be a platform that goes the other way too. Someone could post something like- "hi everyone, I am having a problem with getting my mower started, does anyone have one that I can borrow?"</p>	<p>Improve supportive and protective conditions for good mental health and wellbeing.</p> <p>Strengthen community connection and broaden relationships between people in common communities.</p> <p>Strengthen community support for positive mental health and wellbeing.</p> <p>Positively influence attitudes to mental health, including those affected by suicide.</p>	<p>The Be the Change working group will work with the Communications Specialist within the Grit and Resilience Program to enact this platform into within the community.</p>	

# OPERATIONAL FRAMEWORK OVERVIEW

Including and Involving					
<p>You told us that often events, activities and getting involved in community gatherings seem like they could be fun or interesting. But if you are new to the community, or you don't have anyone to go with, or you don't have the resources to attend, or if you feel like you won't fit in because of a previous experience... Then you just won't go. Meaning opportunities to connect are lost.</p> <p>As a community you told us you want to create spaces, activities and initiatives where everyone is valued, supported and encouraged to participate and connect. This is an opportunity for our community to meet new people, to appreciate the things that make us unique and to broaden our connections with each-other.</p> <p>This activity will promote inclusion across the municipality, increase shared understandings and support accessibility in all that we undertake.</p>					
Activity	Description	How will it work?	What will this activity achieve?	Resources	Links
<b>Social Media Champs</b>	<p>Feedback suggests that people can feel quite vulnerable online when they see people saying things that aren't supportive of each other and that can impact our connection with our community.</p> <p>It has been suggested, that if we had a group of community members who felt comfortable, trained and supported to challenge some of these comments in a way that was compassionate and caring, then people would engage more positively with each other.</p>	<p>The Social Media Champs working group would support the roll out of training for interested community members on how to be a supportive community member online.</p> <p>This activity WILL NOT create a policing activity online, it will instead encourage and role model supporting and appropriate behaviour online.</p>	<p>Strengthen community support for positive mental health and wellbeing.</p> <p>Positively influence attitudes to mental health, including those affected by suicide.</p>	<p>The working group would work with the Grit and Resilience Communications Specialist on the development, delivery and evaluation of a training package for people within the community.</p> <p>Budget would be assigned to support this activity.</p>	
<b>Roadshows</b>	<p>This would be an opportunity for groups, clubs and services to put on a roadshow letting people know how to join their group</p>	<p>The Roadshows working group engage with volunteer groups, services and clubs to showcase to</p>	<p>Improve supportive and protective conditions for good mental health and wellbeing.</p>	<p>A budget would be assigned to support this activity.</p> <p>The Roadshows working group will develop the roadshow event with the</p>	

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	<p>and become involved. This activity could be completed online, or in person.</p>	<p>the community what they do.</p> <p>It would be an opportunity for our community to see all the opportunities available to them and how to be included.</p> <p>By holding a roadshow, it may also enhance the involvement of current members within the groups.</p>	<p>Strengthen community connection and broaden relationships between people in common communities.</p>	<p>groups and services who would like to be involved.</p> <p>The working group will coordinate the advertising and social media for the event (which could include a filter for people to take a selfie when they are at the event).</p>	
<b>Community Newsletter</b>	<p>The Rural City of Wangaratta has a newsletter that comes out at regular intervals. Some community members love it when it comes out, and others don't even know that it exists.</p> <p>By ensuring the newsletter is accessed by more people and contains more information about becoming involved in the community, this may increase the opportunities for people to be more included and involved.</p>	<p>The Community Newsletter working group will work with the Council on the revamp of this newsletter.</p> <p>They will support the Communications department of Council on what goes into it, how it is sent, when it is sent and by providing content.</p>	<p>Strengthen community support for positive mental health and wellbeing.</p> <p>Improve supportive and protective conditions for good mental health and wellbeing.</p> <p>Strengthen community connection and broaden relationships between people in common communities.</p>	<p>The Community Newsletter working group will work with the Communications team within RCoW on how this will look and ensure it addresses the needs of all within the community.</p> <p>This activity will be followed up to support with evaluation and understanding of outcomes.</p>	
<b>Cultural Celebrations</b>	<p>The Rural City of Wangaratta homes many people from different cultures and ethnicities. However, they are not as celebrated as our traditional</p>	<p>The Cultural Celebrations working group would work with services to plan and develop cultural events across the municipality.</p>	<p>Improve supportive and protective conditions for good mental health and wellbeing.</p>	<p>A budget would be assigned to support this activity.</p> <p>NEMA and other cultural groups and organisations</p>	NEMA

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	<p>Anglo-Saxon celebrations within our community. This activity would provide an opportunity for community (everyone) to come together to understand, be involved and included in the lives of all of our community members.</p>	<p>The intent will be to promote diversity, foster increased valuing of other cultures, bring a sense of fun and novelty to our community. For example: Diwali is the five-day festival of lights, celebrated by millions of Hindus, Sikhs and Jains across the world. Diwali, which for some also coincides with harvest and new year celebrations, is a festival of new beginnings and the triumph of good over evil, and light over darkness.</p> <p>What would our event look like?</p>	<p>Strengthen community connection and broaden relationships between people in common communities.</p> <p>Strengthen community support for positive mental health and wellbeing.</p>	<p>will be invited to support this activity.</p>	
<p><b>Agile Social Media Campaigns</b></p>	<p>Our community changes regularly and through a robust and connected social media plan, the Grit and Resilience Program will work with the Agile Social Media Campaigns working group to enact campaigns that speak to where the community is at and promote positive mental health activities and messages.</p>	<p>The Grit and Resilience Program Communications specialist will work with the working group on the development and implementation of a number of social media campaigns.</p> <p>It is hoped that many of these campaigns can be replicated in real life and that the Including and Involving group will support this activity.</p>	<p>Improve supportive and protective conditions for good mental health and wellbeing.</p> <p>Strengthen community connection and broaden relationships between people in common communities.</p> <p>Strengthen community support for positive mental health and wellbeing.</p> <p>Positively influence attitudes to mental health,</p>	<p>A budget would be assigned to support this activity, as well as additional funding to support the real-life activities that will replicate the online versions.</p>	

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			including those affected by suicide.		
<b>Dirrawarra Network</b>	The Dirrawarra Network was developed to enable and support local Aboriginal communities to set local priorities and problem solve to develop local solutions; improve social cohesion and strengthen relationships and to empower Aboriginal people to participate in civic and community life.	<p>The working group would support the Dirrawarra network to promote events, activities, and opportunities across the municipality and work with the network to support Aboriginal specific mental health and wellbeing training if requested.</p> <p>The working group will also confirm cultural safety is being met for activities within the Grit and Resilience Program, by seeking feedback from the network on a regular basis, particularly during the planning stages of events and activities.</p>	<p>Improve supportive and protective conditions for good mental health and wellbeing.</p> <p>Strengthen community connection and broaden relationships between people in common communities.</p> <p>Positively influence attitudes to mental health, including those affected by suicide.</p>	<p>A budget would be assigned to support this activity.</p> <p>The working group would work with the Dirrawarra Network to support and develop activities that are culturally safe and respectful to our Aboriginal community members and elders.</p> <p>All activities will be followed up to support with evaluation and understanding of outcomes.</p>	Dirrawarra Network
<b>Community Gardens Open Days</b>	We have so many community gardens across the Community – but some people know about them, and some do not. By having an open day, people within the local community will be encouraged to go and have a look.	<p>The working group will work with local community gardens to set up open days so that people can go and have a look at what it is like to be involved in the community garden.</p> <p>There will be an opportunity for the garden to provide food at these open days to encourage people to come along.</p>	<p>Strengthen community connection and broaden relationships between people in common communities.</p> <p>Strengthen community support for positive mental health and wellbeing.</p> <p>Improve supportive and protective conditions for good mental health and wellbeing.</p>	<p>A budget would be assigned to support this activity.</p> <p>Access to the Grit and Resilience Communications team for promotion/ advertising.</p> <p>Support to coordinate a timetable.</p>	<p>Wangaratta Community Food for All Network.</p> <p>Rural City of Wangaratta 2021-2025 Council Plan.</p>

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<p><b>Art is in our Heart</b></p> 	<p>Art is something that can often bring people together and "Art is in our heart" is an opportunity for the Art is in our Heart working group to coordinate with the Gallery and local art "people" to set up community-based workshop for people to create together.</p>	<p>It would be a workshop style activity that would go over multiple weeks, where people would create their "thing" and then at the end we could have a community connection exhibition.</p> <p>People would come together and show off their piece, talk about the creation and make connections along the way during the workshops.</p>	<p>Strengthen community connection and broaden relationships between people in common communities.</p> <p>Strengthen community support for positive mental health and wellbeing.</p>	<p>A budget would be assigned to support this activity.</p> <p>Access to the Grit and Resilience Communications team for promotion/ advertising.</p> <p>Support to coordinate a timetable and the exhibition.</p>	
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# OPERATIONAL FRAMEWORK OVERVIEW

Postvention
Postvention is a term often used in the suicide prevention field.
Postvention Australia state that “postvention is fundamentally a relationship between people and between people and their community.”
The Grit and Resilience Postvention working group will work alongside Community in the hope of strengthening community support for positive mental health and wellbeing, along with positively influencing attitudes of mental health, including those affected by suicide. A major aspect of the Postvention action plan is to also support the development of postvention support and community links for those impacted by suicide.
The Postvention activities will promote a change in our community attitudes and, it is hoped, our services responses before and after a death by suicide within our community.

Activity	Description	How will it work?	What will this activity achieve?	Resources	Links
<b>Front line training</b>	For the Postvention group to support the coordination of up-to-date and relevant training for our first responders.	<p>The Postvention group will seek to:</p> <ul style="list-style-type: none"> <li>• Seek to understand the most relevant and up to date training available for our front-line staff and first responders.</li> <li>• Seek to understand the needs of our first responders/ front line staff.</li> <li>• Coordinate training to our first responders/ front line staff.</li> </ul>	<p>Improve supportive and protective conditions for good mental health and wellbeing.</p> <p>Strengthen community support for positive mental health and wellbeing.</p> <p>Positively influence attitudes to mental health, including those affected by suicide.</p>	<p>A budget would be assigned to support this activity</p> <p>Access to the Grit and Resilience Communications team for promotion/ advertising.</p> <p>Support to coordinate a training timetable.</p> <p>Each activity will be followed up to support evaluation and understanding of outcomes.</p>	
<b>Peer support facilitation</b>	<p>This would be an opportunity for members of our community to be trained in how to facilitate a peer support group.</p> <p>This would include the development of a Suicide</p>	<p>The Postvention group will coordinate training opportunity for a group of people to be trained in peer support facilitation.</p> <p>The Postvention group will work with other areas about this opportunity, in the hope</p>	<p>Improve supportive and protective conditions for good mental health and wellbeing.</p> <p>Strengthen community support for positive mental health and wellbeing.</p>	<p>A budget would be assigned to support this activity.</p> <p>Access to the Grit and Resilience Communications team for promotion/ advertising.</p>	

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	Bereavement support group within Wangaratta.	of increasing the number of people trained within the area (identified need)  The Postvention group will then support the Suicide Prevention Network to coordinate the group into the community.	Positively influence attitudes to mental health, including those affected by suicide.	Support to coordinate a training timetable. Each activity will be followed up to support evaluation and understanding of outcomes.	
<b>Bringing the Suicide Prevention Network back together</b>	This will be an opportunity for the Postvention group to assist in the “revamping” of the Suicide Prevention Network back into Wangaratta.	Working with Wesley Liferforce to bring the members of the Suicide Prevention Network back together to revamp the group.	Improve supportive and protective conditions for good mental health and wellbeing.  Strengthen community support for positive mental health and wellbeing.  Positively influence attitudes to mental health, including those affected by suicide.	A budget would be assigned to support this activity.  Access to the Grit and Resilience Communications team for promotion/ advertising.  Each activity will be followed up to support evaluation and understanding of outcomes.	Peer support facilitation activity.
<b>Workplace Postvention Planning</b>	This would be an opportunity for the Postvention group to support organisations and businesses within the Wangaratta Community to implement a postvention plan to support activities after a death by suicide.	The postvention group would link with businesses and services within the Wangaratta community to implement their own postvention plan.  Support would be received from the creators of this plan (StandBy support after suicide) to enact this activity.	Improve supportive and protective conditions for good mental health and wellbeing.  Strengthen community support for positive mental health and wellbeing.  Positively influence attitudes to mental health, including those affected by suicide.	A budget would be assigned to support this activity.  Access to the Grit and Resilience Communications team for promotion/ advertising.  Each activity will be followed up to support evaluation and understanding of outcomes.	

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			Support the development of postvention support and community links for those impacted by suicide.		
<b>Postvention Protocol for the Wangaratta Community</b>	This activity is out of scope for the Postvention Group; however, updates will be provided on a regular basis to ensure the lived experience expertise is imbedded to all activities.				
<b>Listening to Voices Performance and Workshop</b>	<p>Since 2016 the Listening to Voices Project has utilised creative performance of real-life accounts to reach from the stage to communities, to stimulate important conversations in mental health and wellbeing and offer a unique way of contributing to connection, empathy and shared dialogue.</p> <p>The Postvention group will support bringing the Listening to Voices group performance and workshops to Wangaratta.</p>	<p>The Postvention Groups will support bringing the “Listening to Voices” Theatre performance of “Hero of Myself” to the PAC in Wangaratta, which will be followed with a meet and chat after the event with the performers.</p> <p>The Postvention Group will then facilitate conversations with the wider community using Workshops.</p> <p>Two workshops to be held – one for frontline staff and first responders and the second is for community members within the Rural City of Wangaratta.</p>	<p>Improve supportive and protective conditions for good mental health and wellbeing.</p> <p>Strengthen community support for positive mental health and wellbeing.</p> <p>Positively influence attitudes to mental health, including those affected by suicide.</p> <p>Support the development of postvention support and community links for those impacted by suicide.</p> <p>Strengthen community connection and broaden relationships between people in common communities.</p>	<p>A budget would be assigned to support this activity.</p> <p>Access to the Grit and Resilience Communications team for promotion/ advertising.</p> <p>Each activity will be followed up to support evaluation and understanding of outcomes.</p>	Gateway health

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<p><b>headspace in School / Be You Program</b></p>	<p>This is an opportunity for the Postvention Group to advocate and work with headspace in schools to ensure they have implemented the headspace in schools postvention plans into every school in Wangaratta.</p> <p>It would also be the time to promote the Be You Program to all schools and support the implementation where possible.</p>	<p>The Postvention group would work with headspace in schools to ensure that every school has a postvention plan.</p> <p>The Postvention group would also support the schools to run any Be You Program's that are on offer and offer support to coordinate.</p>	<p>Improve supportive and protective conditions for good mental health and wellbeing.</p> <p>Strengthen community support for positive mental health and wellbeing.</p> <p>Positively influence attitudes to mental health, including those affected by suicide.</p> <p>Strengthen community connection and broaden relationships between people in common communities.</p>	<p>A budget would be assigned to support this activity.</p> <p>Access to the Grit and Resilience Communications team for promotion/ advertising.</p> <p>Each activity will be followed up to support evaluation and understanding of outcomes.</p>	
<p><b>Agile Social Media Campaigns</b></p>	<p>Our community changes regularly and through a robust and connected social media plan, the Grit and Resilience Program will work with the Agile Social Media Campaigns working group to enact campaigns that speak to where the community is at and promote positive mental health activities and messages.</p>	<p>The Grit and Resilience Program Communications specialist will work with the postvention working group on the development and implementation of a number of social media campaigns.</p> <p>It is hoped that many of these campaigns can be replicated in real life and with the support of this activity, the postvention group will support this activity.</p>	<p>Improve supportive and protective conditions for good mental health and wellbeing.</p> <p>Strengthen community connection and broaden relationships between people in common communities.</p> <p>Strengthen community support for positive mental health and wellbeing.</p> <p>Positively influence attitudes to mental health, including those affected by suicide.</p>	<p>A budget would be assigned to support this activity and additional funding to support the real-life activities that will replicate the online versions.</p> <p>Each activity will be followed up to support evaluation and understanding of outcomes.</p>	